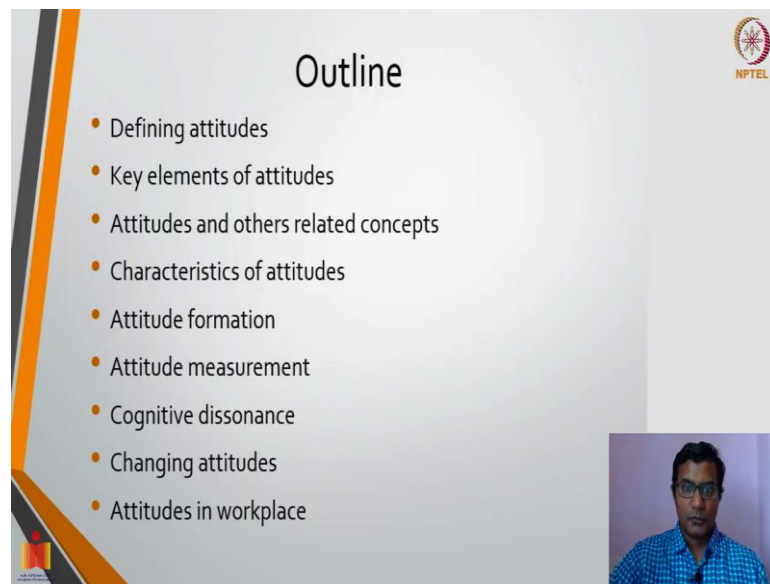


Organizational Behaviour - an Introduction
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Lecture - 20
Attitudes – Part 2

Warm welcome to this lecture series on Organizational Behaviour. We are on the 5th chapter and this is going to be our 2nd session of this 5th chapter, which is on Attitudes.

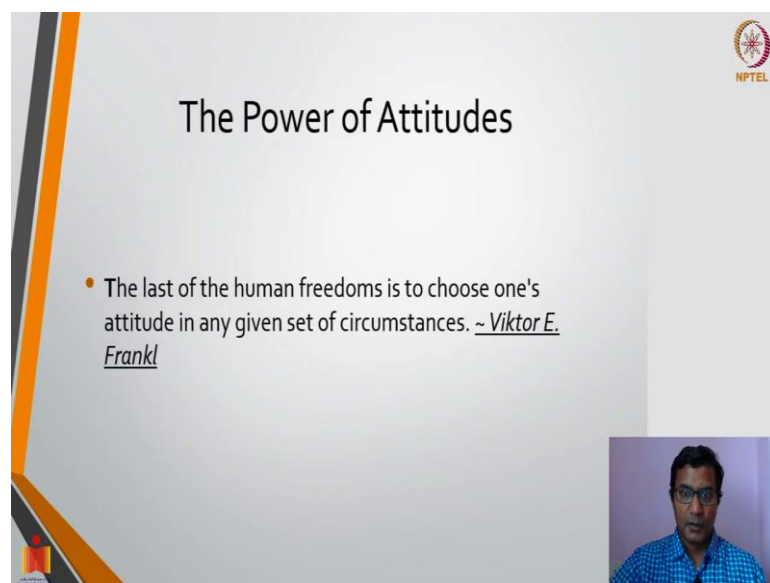


Outline

- Defining attitudes
- Key elements of attitudes
- Attitudes and others related concepts
- Characteristics of attitudes
- Attitude formation
- Attitude measurement
- Cognitive dissonance
- Changing attitudes
- Attitudes in workplace

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So, I will quickly summarize what happened in the previous lecture.

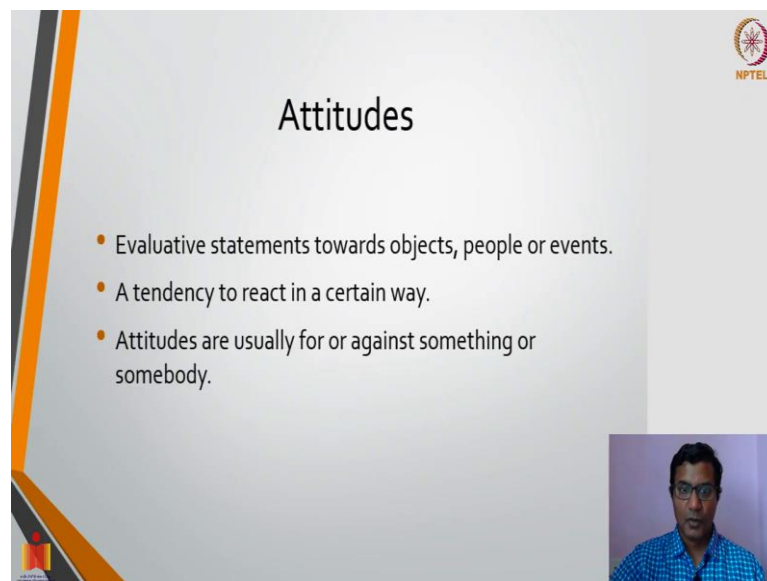


The Power of Attitudes

- The last of the human freedoms is to choose one's attitude in any given set of circumstances. ~ Viktor E. Frankl

The slide features a decorative orange and grey border on the left side. The NPTEL logo is in the top right corner. A small video inset in the bottom right shows the speaker, Dr. M. P. Ganesh, wearing a blue checkered shirt and glasses.

We discussed about the importance of attitudes in our life or the power of attitudes in influencing our behaviour.



The slide is titled "Attitudes" and features the NPTEL logo in the top right corner. It contains a bulleted list of three 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." A small video inset of a man in a blue checkered shirt is visible in the bottom right corner.

Attitudes

- Evaluative statements towards objects, people or events.
- A tendency to react in a certain way.
- Attitudes are usually for or against something or somebody.

We also looked at the definition of attitude. So, attitudes are judgmental statements, which can be about people, object or events. So, attitudes will never be neutral. So, attitudes will always be either for or against something or somebody.




The slide is titled "Key elements" and features the NPTEL logo in the top right corner. It contains a bulleted list of three main elements: "Values and attitudes", "Strength of similar attitudes", and "Components of attitudes". The "Components of attitudes" are further detailed with three sub-points: "Cognitive (belief, opinion, knowledge, information etc)", "Affective (emotional/feeling)", and "Behavioural (intentions)". Below the list, it states "Affective component and other attitude-related stimuli." A small video inset of a man in a blue checkered shirt is visible in the bottom right corner.

Key elements

- Values and attitudes
- Strength of similar attitudes
- Components of attitudes
 - Cognitive (belief, opinion, knowledge, information etc)
 - Affective (emotional/feeling)
 - Behavioural (intentions)


Affective component and other attitude-related stimuli.

We also looked at the connection between values and attitudes, how similar attitudes can come together and form a very powerful mechanism which influence our behaviour. We also looked at the 3 components of behaviour: cognitive, affective and behavioural. And we looked at the importance of affective component in influencing other components of attitudes 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




We also looked at the connection between values and attitudes. Values are more permanent and more stable in nature. They are also form the core which influences the way we form attitudes. In simple words, values mean what we think is desirable for our life.

In other words, what we think is important for us, what we value is values. So, values can be social values, personal values, moral values and things like that. For example, honesty is a value materialistic values or valuing materials can be a value, loyalty can be a value, focus on relationships can be a value. So, values are what we consider to be important. So, we also looked at how values can influence the way we form attitudes ok.



Attitude and opinion

- Opinion is primarily cognitive
- Opinion is specific
- Attitudes influence opinions



So, now we are going to look at attitudes in connection with other similar words or other similar concepts. In fact, attitudes and values we try to understand you know how they impact each other, because values are also internal you know assumptions or internal statements which we make, but they are different from attitudes. So, here we are going to look at the difference between opinion and attitude.

If you remember opinion is the cognitive element of attitudes, opinions are part of the cognitive element of the attitudes. So, cognitive element means thinking related or you know information related. The difference between information and opinion is information is very objective in nature. It is very you know information cannot you know, it is not it does not vary from one person to another, information is information.

So, if I say you know India has so many number of population it is an information. But, saying India is a densely populated country, it is a relative thing, is not it? So, when you say densely compared to what?

And, also perception of dense densely populated can vary from one individual to another individual. So, the idea of or the statement that India is a densely populated country is an opinion, whereas India's population is this many number of people which is information.

So, opinion is like I said opinion is primarily cognitive. An opinion is very specific in nature, in terms of you know it is not very general what I mean to say is let us say the opinion we form about a person let us say your boss you will have specific assumptions about that person you will say this person is friendly, this person is helpful, this person is you know will cooperate.

So, those things are specific assumptions we make. So, that is why they are different from other forms of cognitive elements like beliefs and all; beliefs are mostly general ok.

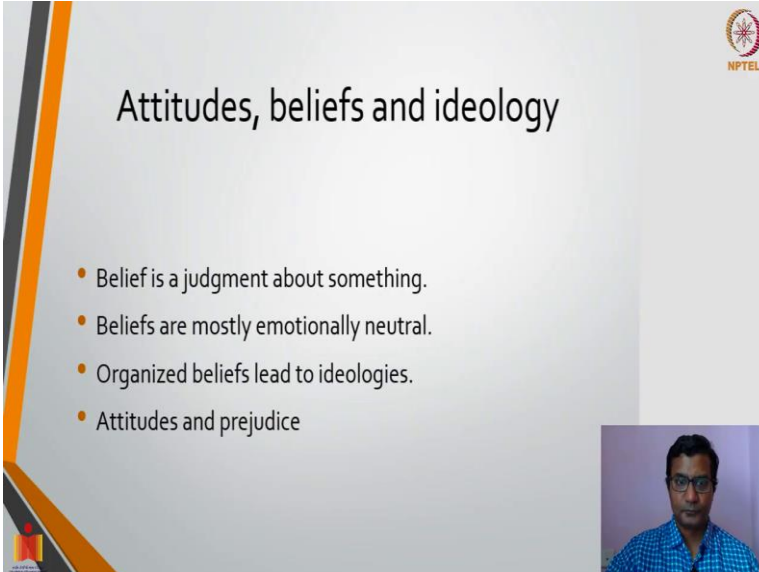
ah So, opinions are specific. And, attitudes influence opinion and opinions also influence attitude, they are reciprocal, they have reciprocal influence on each other. So, how does attitude influence opinion? Let us say you have attitude about people of a certain social group, ok.

Let us say you have certain kind of attitude about Europeans, you know you think Europeans are very hardworking people, they are they have you know they are more

scientific in nature or they have a bent for scientific knowledge, probably they are very punctual things like that ok. So, this is what you have as an attitude about westerners or European people.

So, let us say this attitude towards, so this attitude can be a favourable attitude. So, you have a favourable attitude towards Europeans. So, when you meet a European and you form an opinion about the Europe that person from Europe based on your previous attitude about that larger social group ok. So, based on our attitudes earlier attitudes about that particular event or a social group or an object we form newer opinions.

Similarly, opinions lead to attitudes also. Let us say you are new to an organization you are joining an organization as an employee, so you form opinions based on your experiences. All these opinions come together and they influence the way we form attitudes. I hope you understood the connection.



The slide features a title 'Attitudes, beliefs and ideology' in a large, black, sans-serif font. Below the title is a bulleted list of four items: 'Belief is a judgment about something.', 'Beliefs are mostly emotionally neutral.', 'Organized beliefs lead to ideologies.', and 'Attitudes and prejudice'. The slide has a decorative orange and grey border on the left side. In the top right corner, there is a small circular logo with the text 'NPTEL' below it. In the bottom right corner, there is a small video inset showing a man with glasses and a blue checkered shirt.

- Belief is a judgment about something.
- Beliefs are mostly emotionally neutral.
- Organized beliefs lead to ideologies.
- Attitudes and prejudice

So, other similar terms which we used in our cognitive element of attitude is beliefs and attitudes. So, in cognitive element of attitudes, we saw it includes beliefs, opinions and information, knowledge things like that.

So, what is belief? Belief in very generic term its judgment about something. Belief is what you believe and what you think is true ok. So, for example, your belief about after life, you think after we die what happened to us. So, if you believe that we will be reborn ok. So, or we may we may believe that we will become you know we will go to heaven, depending on what we have done in our life. So, these are beliefs.

And many a times beliefs are very emotionally neutral. As such beliefs they are neutral in nature you do not attach feelings to it. When you say I will be reborn after my death, so you may not in a strict sense you there is no fear associated with it, there is no positive emotion associated with it, you say it as if it is true you believe that is true, as a fact ok. So, beliefs are usually emotionally neutral.

When there are different beliefs, so it says when they come together they become ideology. For example, your belief about after life, your belief about justice, your belief about you know what is good and what is not in terms of what is sinful what is not.

So, all these beliefs when they come together they become an ideology. For example, in this case it becomes religion ok. The ideology is religion. So, ideologies are nothing but, you know collection of beliefs; which propagate a certain way of living, a certain way of conducting social life ok.

For example, communism is an ideology, religion every religion is an ideology you know your political ideologies like you know fascism is an ideology. So, Nazism is an ideology. So, wherever there are 'isms', we can assume it is an ideology ok. So, ideologies are nothing but, collection of beliefs, different belief systems, different assumptions of truth, they come together and they become ideology.

Many a times these assumptions about truth are not real truths; they may not be really true. So, these are subjective realities which means, each person believes certain things to be true for them it is true or for that particular social group that is what is truth. So, we cannot question you know whether it is really true or not. So, if you believe or if the social group believe that is what is true that is what, is the world for them ok.

So, that is how ideologies have a very strong influence on the members of the social group. Because, if you belong to a particular ideology you are grown up or if you are like strongly believe in ideology for you all the other ideologies are wrong, you know you become a fundamentalist that is what we call fundamentalist.

Fundamentalists are people who believe only their ideologies are correct other you know beliefs are wrong, other beliefs are superstitious, but my beliefs are more scientific or my beliefs are more appropriate ways of living in a society; other beliefs are or other

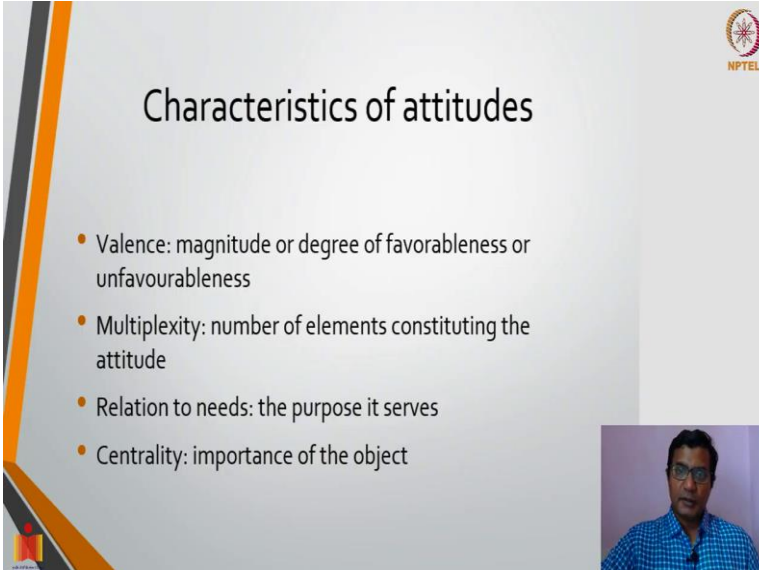
ideologies are against the nature of law. So, this is what leads to if this is the assumption this is what it leads to a fundamentalism ok.

So, attitudes also so these ideologies if you have a strong ideology you belong to a ideology which is like very strong, which has many beliefs or it has beliefs about different things and you are strong follower of that ideology it can lead to prejudice and it influences your attitude also; for example, you belong to a certain religion which believes certain things as wrong and sinful ok.

And, if you encounter someone from a different ideology who for them that particular behaviour is not sin, it was a normal part of their life and you was and for you, you look at that person when you look at that person you will think this person is a sinner or this person is a bad person ok.

Example can be a food practices ok. So, certain food practices are consider to be sinful or wrong in certain cultures, certain ideologies, certain religions. So, when you meet encounter someone from a different ideology who has that food habit, you think this person is doing wrong ok, you have an attitude which is biased against that person which can lead to prejudice also; prejudice means pre-judgment, in perception chapter we looked at prejudice.


So, attitudes have beliefs as components, but when many beliefs come together it become an ideology and again in return influence the way we form attitudes ok.



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Characteristics of attitudes

- Valence: magnitude or degree of favorableness or unfavourableness
- Multiplexity: number of elements constituting the attitude
- Relation to needs: the purpose it serves
- Centrality: importance of the object



So, in the previous slides we looked at attitude and other similar concepts like values, opinion and beliefs. Now, we are going to look at some of the qualities of attitude, some of the information or some of the issues in attitudes.

The first attribute or the first element or first information about attitude is valence. So, attitudes can vary from one to another ok. So, it can vary in terms of their intensity or the magnitude of favourableness or unfavourableness.

For example, we form attitudes about many different things which we encounter in our life, like I said we have attitude towards a particular mobile phone brand, you have an attitude about you know certain incident which happened like Covid-19, you can have attitude about a person maybe your boss or your teacher, so we form attitude about many things. Not all these attitudes are same in terms of their depth or their intensity.

For example, my attitude towards my country can be very powerful and strong which is patriotism ok, compared to my attitude towards a mobile phone brand. I may not be a diehard fan of a mobile phone brand. But I maybe, my attitude towards my country nation is considered to be very important, you know for me because it influences my level of patriotism ok. So, valences intensity.

Multiplexity means this particular attitude about something; how many elements does it constitute? For example, my attitude towards mobile brand mobile phone brand which may have mostly of cognitive and mostly of cognitive element ok. But, my attitude towards my country or my you know boss will have all the 3 components ok.

So, it will have affective, it will have a cognitive, it will have behavioural also. But, let us say mobile brand maybe affect cognitive and behavioural element, in terms of I may I may have certain information about this mobile brand and behavioural terms of I tend to buy there will be brand loyalty; I tend to buy the same brand again.

But in terms of country you know I will have different kind of information, belief, you know I believe that my country is great, I will have strong levels of patriotism, I will have the feeling that I will give my life for my country, you know I will be strongly emotionally attached to my country ok. So, some attitudes are more complex than others.

Similarly, attitudes can vary from one to another in terms of the purpose they serve. Some attitudes are even though we have attitude towards something does not mean that we consider them to be very important ok. My attitude towards my mobile phone brand and my attitude towards my country which is more powerful in terms of the way it affects me, probably my attitude towards my country ok. So, my patriotism serves a big huge purpose in my life, for me that is like more central ok.

So, that is where centrality comes into picture. So, certain attitudes are become more important to us because, that particular object or that particular person or an event become central to our life.

So, in this particular slide we spoke about how what are the not elements different kinds of factors or issues related to attitudes which differentiate one attitude from another.

The slide is titled "Attitude formation" and lists the following sources:

- Sources:
 - Personal experiences
 - Association
 - Family
 - Peer group and society
 - Models
 - Institutional factors

The slide also features the NPTEL logo in the top right corner and a small video inset in the bottom right corner showing a man in a blue checkered shirt.

So, how do we form attitudes? Ok. So, we are not born with attitudes, when you are born like I said in our previous chapters we have born as a clean slate. We do not have any assumption about people, about event, about objects. We are like we are very as clean as you know a river; we are like very pure in terms of our opinions our attitudes.

But over a period of time, we when we grow up we become more judgmental. In other words, we form attitudes about what is right, what is wrong, liking, dislike, and things like that.

So, how do we form these attitudes? Let us say you know my attitude towards other social groups, ok. Let us say I belong to a certain community or a religion and how do I look at the other community or other religion. Some people have very strong hatred or you know very strong negative attitude towards other communities. So, but some people for them it does not matter ok.

So, how does this strong attitude get formed? One, it can be personal experience; maybe you had experiences where you had a bad you know effects or bad encounters where you had negative effect with while you are interacting with people from that particular social group.

So, your personal experiences and also association, you know the social groups you belong to. So, if the social group which you belong to strongly propagates hatred towards the other group ok. So, that can lead to a negative attitude towards the other group.

Similarly, family members, so family members play a very important role you know your parents, your siblings, your grandparents, so what they have told you when you are grown up. If they have told you no these people are bad people, this social group cannot be trusted things like that ok. So, family plays an important role.

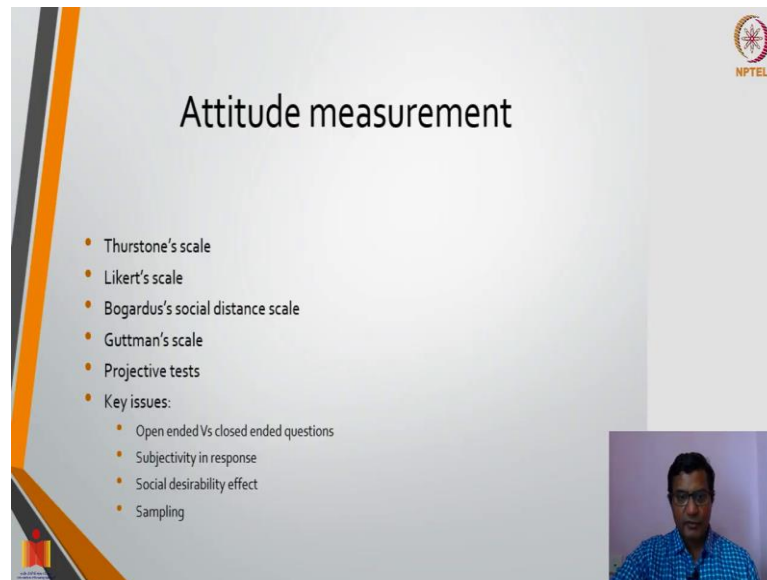
Peer group and society, you know you belong your friends also believe the same. See the issue here is many a times depending on our attitude we select our friends also. And, these friends will also have similar attitudes and they will reinforce your assumptions about other social groups.

So, it is like a reciprocal relationship. So, the kind of social group you belong to the you know, let us say you live in a ghetto kind of a place you know, all the people around you have of the same community, same social group, you never seen or had experiences of interacting with person of the other social group, then you will have negative opinion towards the others or bias towards the other social group.

And also your models, role models; role models are teachers or your movie hero superstars, so they also propagate the same assumptions which you have, then you tend to have negative opinion or negative attitude towards the other social group.

Institutional factors mean media or you know public information which you get all maybe that the organization where you work. So, all these institutions what kind of information do you get ok, that those information can also influence the way you look at people of the other social group.

It is true for not just other social group, for any attitude on object, event or a person ok.



The slide is titled "Attitude measurement" and features a list of scales and key issues. The scales listed are Thurstone's scale, Likert's scale, Bogardus's social distance scale, Guttman's scale, and Projective tests. The key issues listed are Open ended Vs closed ended questions, Subjectivity in response, Social desirability effect, and Sampling. The slide also includes the NPTEL logo in the top right corner and a small video inset of a speaker in the bottom right corner.

So, how do we measure attitudes? So, there are different ways in which we can understand what a person thinks. In fact, social science scientists especially psychologists, social psychologists, they measure attitude in order to understand things like prejudice, bias or stereotyping and things like that.

So, how do we measure or even workplace things like job satisfaction, organizational commitment all those things are also attitude ok, life satisfaction.

So, how do we measure attitudes? Usually psychologists measure attitude towards a surveys or you know survey which use scales. So, scales are there will be a statement under that there will be either yes or no kind of thing you have to tick or there will be numbers ranging from 1 to 5.

If it is numbers ranging from 1 to 5, it is called Likert's scale. So, 1 will be strongly disagree, 5 will be strongly agree or it can be 1 to 7 you know 1, 2, 3, 4, 5, 6, 7; 1 will be you know almost always I do this kind of things, 7 will be never I will not do it. So, these kind of things are called scales.

Scales are of different types, like I said yes or no type or out of 5 you need to tick something or you have to rank or you have to you know compare two things and say I prefer this over that, all those things. There also, so these are objective type of test, objective scales which means you give a number to it ok.

They can be subjective measurements where you ask open ended questions, you ask people what do you think, you know what do you think about this political party or what do you think about vaccines or what do you think about this particular brand ok. So, those are open ended questions, where people are allowed to subjectively convey their opinion or their attitudes.

So, the problem with or the advantage with open ended questions is you are allowing people to talk and you get a very rich kind of information. But the problem with having open ended questions and conducting a survey with open ended questions is, it is very difficult to quantify them, you cannot make you know you cannot generalize on all these open ended answers you know it becomes too much of information to handle.

At the same time closed ended questions, the advantage is there are numbers where you can find out average, you can do lot of statistics ok. But the problem is you give statements and you ask people to respond to it. Sometimes beyond what you have given those information can also be important which we miss out ok.

And similarly, there can be subjective subjectivity in response. Even in rating scales when you say strongly agree, strongly disagree, for some person strongly agree the level of strongly agree will be different from someone who is saying moderately agree, ok. So, how you understand this word strongly agree, strongly disagree differ from one person to another.

Social desirability effect means certain questions people will not give right answers, because they think it is not correct to give those kind of answers. For example, if you ask them is it to bribe ok. Many people will say no, it is not ok. But they may bribe, they may give bribe, bribery.

So, why they say these kinds of things? Because they know that if I say it is to bribe, people will think wrong about me people think I am a bad person ok. So, social disability effect can be a powerful factor in the validity of the sorry in fact, reliability of the

answers. You cannot rely on what people have said because they would have lied. I mean not necessarily lied, but they do not want to give certain answers because they will think this person will judge me based on my answers.

And also sampling, sampling means when you especially these attitude surveys, we cannot question everyone in that group; let us say we want to understand you know political affiliation or what people think about a political party in a in this country ok. So, you cannot conduct a survey for all the voters.

What we can do is, we can only choose certain people and get their responses and generalize it based on that. So, sometimes what can happen is the sample which you select, sample is the smaller group from the large group may not represent the larger group, So, what the kind of assumptions or the kind of decisions you make from those responses of smaller group may not really represent the larger group.

So, many a times attitude surveys can fail or the decisions based on these surveys with smaller sample may not be will not help in making correct decisions ok. So, I will stop here. In the next class, we will talk more about the same key issues with another example in an organizational context. Till then take care. See you in the next lecture.