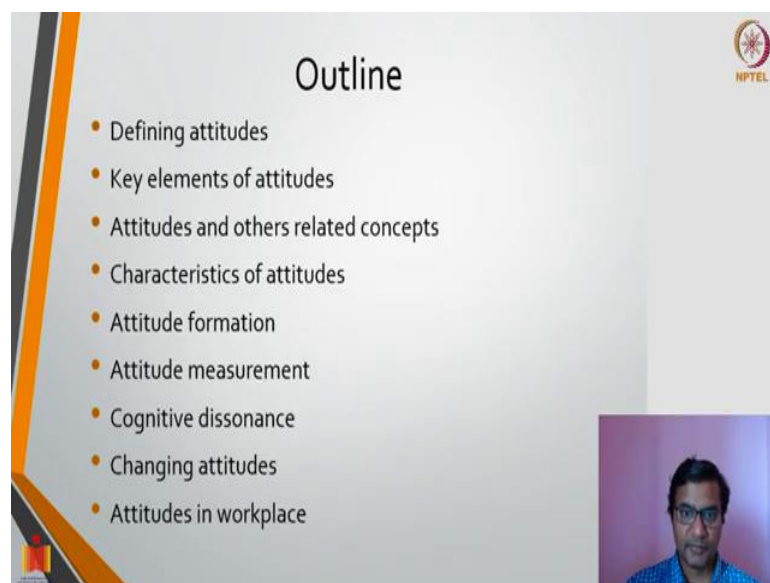


**Organizational Behaviour - an Introduction**  
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**Lecture - 22**  
**Attitudes – Part 4**

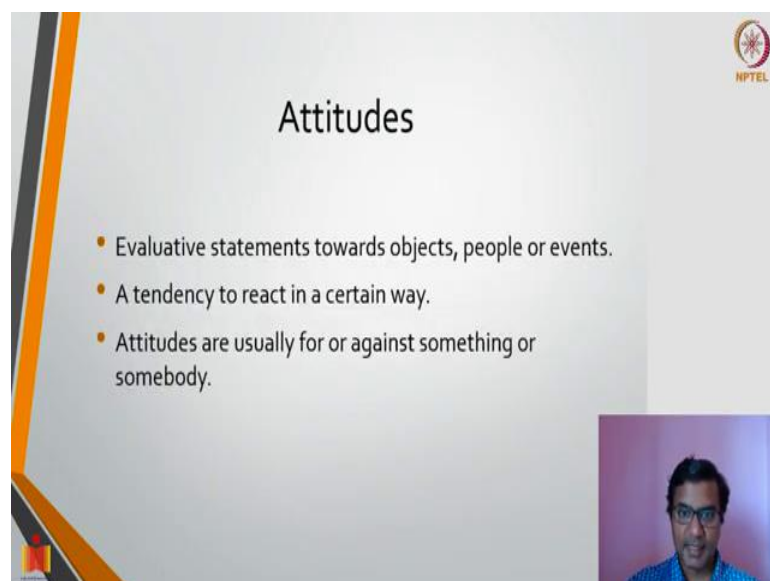
Warm welcome to this lecture series on Organizational Behaviour; we are in the chapter on Attitudes and this is our 4th session in this chapter. I will quickly summarize what happened in the previous lectures.



**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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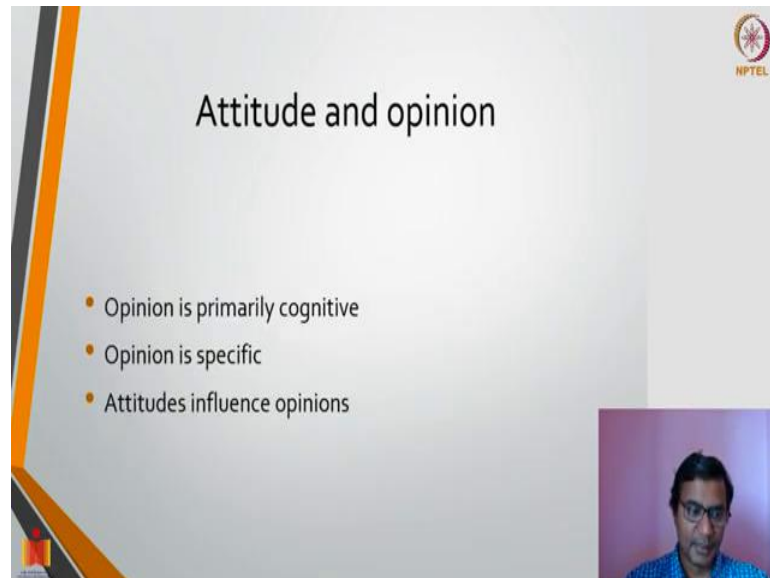


**Attitudes**

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

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We defined what is meant by attitudes? We looked at the 3 components of attitudes. We also looked at the connection between attitudes and other related concepts like values, opinion, beliefs and ideology.



Attitude and opinion

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


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Attitudes, beliefs and ideology


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

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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




We also looked at some of the characteristics of attitudes.



## Attitude formation



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



And, how attitudes are formed.

Attitude measurement



- Thurstone's scale
- Likert's scale
- Bogardus's social distance scale
- Guttman's scale
- Projective tests
- Key issues:
  - Open ended Vs closed ended questions
  - Subjectivity in response
  - Social desirability effect
  - Sampling



And, also how attitudes can be measured? In other words, how psychology measures attitudes using different methods.

Cognitive dissonance

- Cognitive dissonance: uncomfortable tension which comes from holding two conflicting thoughts in the mind at the same time
- Positive aspects of cognitive dissonance: powerful motivator for attitude and behavioral change.



We also look at this idea of cognitive dissonance and we discussed about why it is important to have cognitive dissonance? So, cognitive dissonance is the uncomfortable tension which happens when you have two different viewpoints about the same issue of a person or an incident.

Changing attitudes

- Providing information
- Reinforcing attitudinal change
- Providing opportunities to explore new situations

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We also looked at how to change attitudes.

Attitudes at work place

- Work attitude
- Job satisfaction
- prejudice

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We looked at attitudes in workplace. We looked at two important workplace attitudes: job satisfaction and organizational commitment.

# Job satisfaction



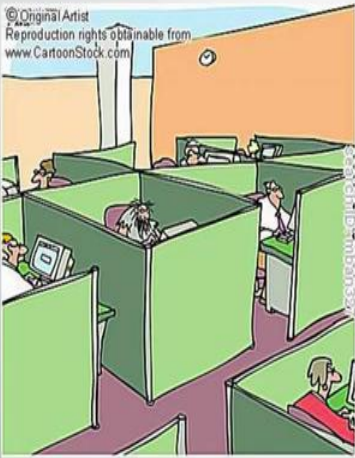
- Importance of job satisfaction
- Determinants of job satisfaction
  - Mentally challenging work
  - Equitable rewards
  - Supportive working conditions
  - Supportive colleagues
  - Personality-job fit
  - Personal characteristics



We saw, what are the factors which can cause job satisfaction? Or how to improve job satisfaction of employees in workplace?

# Trapped in a cubicle

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Similarly, what is organizational commitment and why it is important?




## Organizational commitment

- A belief in and acceptance of the organization's goals
- A willingness to exert considerable effort on behalf of the organization
- Desire to remain within the organization



## Prejudice

- Prejudgment
- Organizational demography (composition of the workforce) plays a major role.
- Minority condition
- Normality Vs abnormality
- Prejudice and discrimination



This is where we stopped in the previous lecture. The third important attitude in workplace is attitude towards co-workers. So, we are going to look at a specific case in this, which is prejudice. If you remember we spoke about prejudice in our earlier chapter on perception. So, prejudice is nothing, but prejudgment.

So, even without knowing someone we judge them based on certain superficial characteristics. So, those characteristics can be the social group which they belong to or the way they look at, the way they you know look and the way they speak or you know it can also be based on the way they conduct themselves and things like that.

So, for example, you know if somebody is not very good in English; there when you talk to them in English their English skills are not very good. We assume that this person has very low level of you know academic qualification or capacity academic capacity; which may not be true, because English is just a language skill, but technical skills or area expertise might be different.

So, this person might be very good in his, her area expertise, but may not be good in English. So, many a times we judge with superficial things. So, this is what is called prejudgment. In work place also prejudgment place a very serious role or very important role in a negative way; why because, many of our you know management practices especially, human resource management practices like performance evaluation, recruitment and things like that our perception plays a very important role.

If you remember in the perception chapter we looked at the idea of glass ceiling effect, stereotypes and how prejudice can affect women or minority group in terms of their performance rating or promotion, opportunities and things like that.

So, that is why we should understand and try to remove prejudice from work place. On the first hand, we should understand why prejudice happens in organizations? So, prejudice happens in organizations when, there are minority conditions or there are groups or there are people who are very few in number.

In other words, the organization has most of them of a similar kind or most of them from a similar group. For example, let us say you know engineering colleges; if you say certain departments of an engineering college you find most of the students are men students, male students or even faculty in certain areas teachers in certain areas in higher studies you find many teachers are male teacher. There are very few female teachers.

So, when there are very few people from a certain particular social group, they are called as minorities in that organization. So, if somebody is of a minority they are considered to be different from the majority. So, it does not matter you know whether that difference is normal or abnormal. So, if somebody is different from me, I tend to perceive them as someone who is abnormal. For example, let us say you know in my culture men do not wear such certain kind of clothes.



So, in most cultures men do not wear skirt, but let us say certain cultures like you know in certain European cultures, men also wear skirts ok. For us it sounds very abnormal, because it's very few people who very few men who wear skirts or in very few cultures men wear skirts.

But, let us say if you go to that culture, that particular country and it is very normal to have men wearing skirts; let us say for them men wearing you know Indian attire like dhotis, for them it is abnormal, because it is a minority condition.

So, what happens in organizations is when the organization demography or the background of people in that organization in terms of age, social cultural background or regional background; if most of them are from the same background, if very few people are from different background they are considered to be minorities and they are also considered to be abnormal.

For example, you know if I have long hair in my class or among teachers, as a teacher very few men male teachers have long hair. So, if I have long hair I will be considered as a minority and I will be considered as an abnormal person, so that leads to prejudice.

The problem with prejudice is discrimination, if you look at someone as who is different from us or from you, we tend to discriminate them. Discriminate them means, we will be biased against them in terms of certain privileges, in terms of resource allocation or in terms of a you know distribution of wealth and things like that or even in organizational context; it must be promotions or performance appraisal and things like that. So, we will have a negative attitude towards those people.

So, how to you know balance out or how to remove prejudice from work place? So, prejudice is a very important, you know aspect in social groups, in especially in social psychology prejudice has been extensively studied. For example, prejudice on you know colored people in USA or prejudice on women, prejudice towards minority groups; so these are like prejudice is between two social groups.

So, these are like very important issues, because in social psychology the focus on these issues because it can lead to social unrest. It can lead to conflict between two groups or even if there are no conflicts it is injustice on the minority group towards the minority group. So, in organizations in order to create a fair culture; in order to create a culture

where everybody is treated equally and fairly we should remove this prejudice among peoples mind so, how to do it?



One, like I said when the organization has most of them of a similar background, similar region background, language background and you know age background, gender background; it can lead to bias or it can lead to minority condition.

So, in order to reduce that organizations should ensure that the organization has people of different background. So, the demographic characteristics of employees in the organization should be diverse. If you know many of the European and Western universities or even organizations that it is mandatory for them to have very diverse workforce.

Diversity not necessarily in terms of race, gender, age or socioeconomic background, but also in terms of sexual orientation, in terms of you know ethnicity and things like this. So, if your organization has people of different cultural and gender and socioeconomic and ethnic backgrounds it helps the organization. Not because you know it is a social responsibility, but diverse organizations are found to be more product more creative more you know more effective and more sustainable in nature.

It is not just you know social responsibility. Many research has shown that, organization which are diverse are more successful both financially and socially. So, organizations should ensure or the organization should have practices; which ensure the diversity is managed well in the organization.

Second way or one way to manage diversity or bringing diversity in workflow workforces, affirmative action plans; so, in India we call them reservations. Affirmative action plans include many things apart from reservation. So, things like training minority groups, so that you know they will also participate in workplace.

So, reservation usually involves having a certain kind of a quota within your employments, employment or seats in colleges. But affirmative action plan is far beyond just reservation, you go to the society and train people of minority groups or groups which are disadvantage and try to bring them to the organization.

So, why it is important to have a multiple groups in the organization, like I said when there are majority of them have the same group; people will be very biased towards minority group. If everybody is there in the organization, they will be more tolerance and also practices within the organization if they are inclusive. Inclusive means, they are friendly towards the needs of the minority groups.

For example: women in work workforce, women who have young children in the workforce. So, having a play group or having a crush you know child care center in the organization is mandatory in India for many organizations. So, why are they doing it? To ensure that, women of that particular need can also participate in the workforce without worrying too much about what will happen to the child with a young child ok.

So, these are practices which are called diversity management practices. And also when you bring in minority groups or groups which are you know very few in number, people who are very few in number in the organization; the majority group may not be sensitive towards their needs.

So, they may not understand or they may not try to reach out to the minority group. So, we need to create or conduct sensitivity programs, we need to teach the majority group members or even all the members about the differences between different social groups and how to be tolerant towards or be inclusive towards those differences. So, like I said, it is very important to have diversity in workforce, because it is not just social responsibility, but also help the organization in long run ok.

So, I will stop here. So, this is the end of the chapter, but I will show you a video on prejudice in terms of racial prejudice. So, how people how two individuals who are of

two extreme standpoints, became friends and that led to you know resolution of certain conflict between two different social groups.

So, many a times what happens is, we do not actually you know we feel the other person is very different from us, even without understanding at a deeper level there might be similarities. So, only by superficial differences we tend to choose our friends; so, which is not good in long run because we tend to be very closed, if you remember I have been talking about beliefs and ideology. So, this particular video talks about all these issues.

