

Human Relations in Organizations

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Attitudes

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- An attitude is a strong belief or feeling toward, people, things, and situations
 - Attitudes are critical to success
 - Our attitudes toward others, and their attitudes toward us, clearly affect our behavior, human relations, and performance



Attitudes

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- Employers place great emphasis on attitude:
 - “We have found that our success depends more upon employees’ attitudes than any other single factor.”
 - ✦ J.S. Marriott Jr., President of Marriott Corporation



Management Attitudes

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- Douglas McGregor classified attitudes, which he called assumptions as Theory X and Theory Y

- Theory X



- ✦ Managers with Theory X attitudes hold that employees dislike work and must be closely supervised to get them to do their work.
- ✦ Managers with dominant personalities often do not trust employees; thus, they have Theory X attitudes

- Theory Y



- ✦ Theory Y managers tend to look for the natural goodness in people.
- ✦ Theory Y attitudes hold that employees like to work and do not need to be closely supervised for them to do their work

Pygmalion Effect

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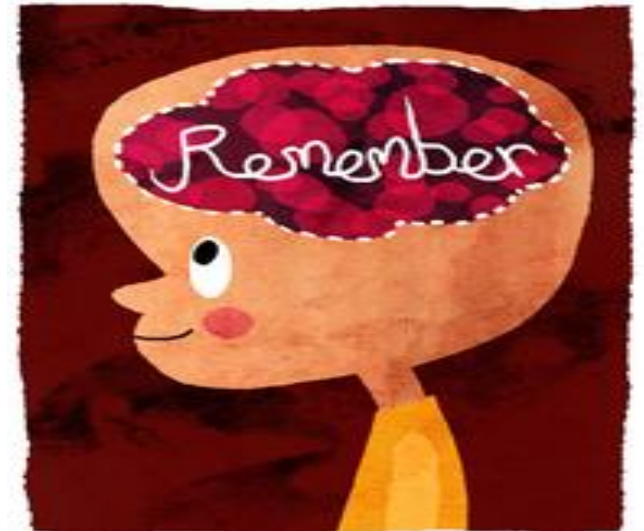
- The Pygmalion Effect states that supervisor's attitudes and expectations of employees and how they treat them largely determine their performance
 - Through the positive expectations of others, people increase their level of performance



Changing Attitudes

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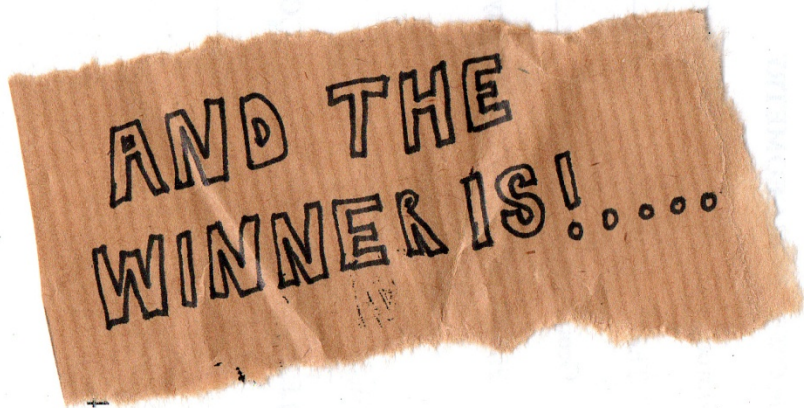
- The environment around us influences our attitudes
- The following can help you change your attitudes:
 - Remember that what you think about affects how you feel, and how you feel affects your behavior, human relations, and performance



Changing Attitudes

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- We become what we think about, or what we think determines what happens to us. So think and act like a winner, and you will become one



Changing Attitudes

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- It is difficult to change your own attitudes; it is even more difficult to change other people's attitudes, but it CAN be done:
 - Give employees feedback
 - Accentuate the positive conditions
 - Provide consequences
 - Be a positive role model



Job Satisfaction

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- **Job satisfaction is a set of attitudes toward work**
 - There are a variety of determinants of job satisfaction:
 - ✦ The work itself
 - ✦ Pay and benefits
 - ✦ Growth and upward mobility
 - ✦ Supervision
 - ✦ Co-Workers
 - ✦ Job Security
 - ✦ Attitude Toward Work



Self-Concept

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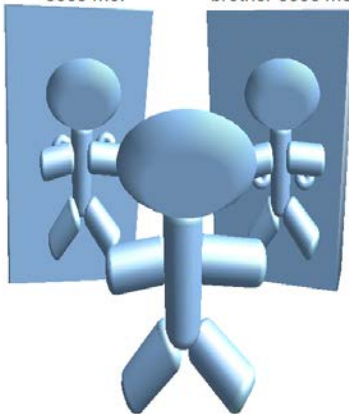
- Your Self-Concept is your overall attitude about yourself. It is also called Self-Esteem and Self-Image

The Looking Glass Self

How my mom and dad see me.



How my girlfriend sees me.



How my older brother sees me.



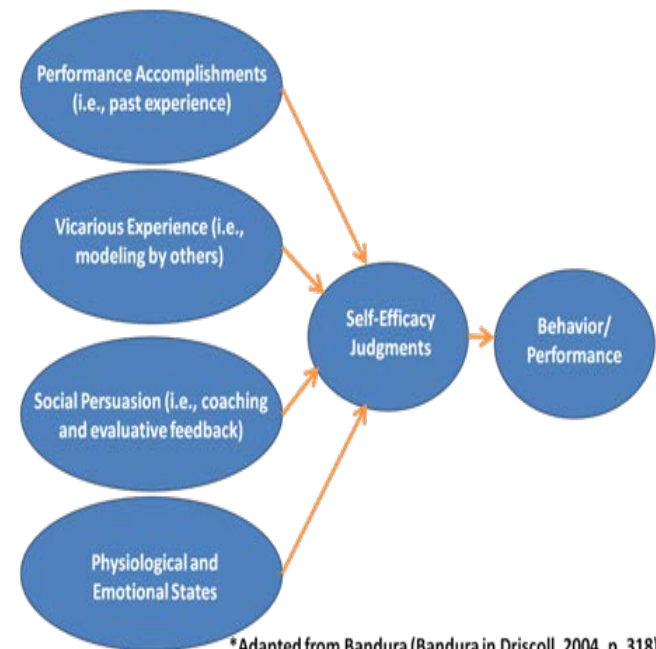
How my ex-girlfriend sees me.



Self-Efficacy

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- **Self-Efficacy is your belief in your capability to perform in a specific situation**
 - Your expectations affect your performance
 - ✦ If you think you will be successful, you will be
 - ✦ If you think you will fail, you will



*Adapted from Bandura (Bandura in Driscoll, 2004, p. 318)

Self-Fulfilling Prophecy

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- **A Self-Fulfilling Prophecy occurs when your expectations affect your success or failure**
 - Your expectations affect your performance
- **Your Self-Efficacy becomes your Self-Fulfilling Prophecy.**
 - So you need Self-Efficacy, or the confidence to put forth the effort needed to succeed at challenging tasks

EXPECTATIONS

Attribution Theory

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- Attribution is one's perception that the cause of behavior is either internal or external
 - Internal
 - ✦ Behavior is within control of the person
 - External
 - ✦ Behavior is out of the person's control or it is based on the situation



Building a Positive Self-Concept

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- You are the ultimate creator of your Self-Concept
- People with a positive Self-Concept are happier and more likable, have better relationships, and are more productive



**BE
+
POSITIVE**

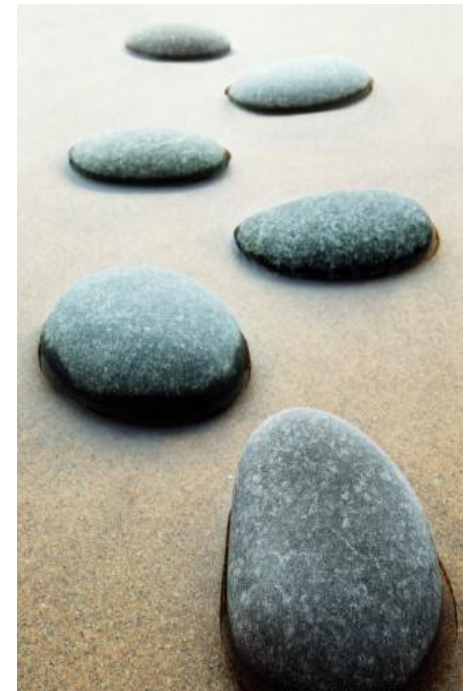


**BE
+
POSITIVE**

Self-Concept

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- **General guidelines you can implement in your daily life to improve your Self-Concept:**
 - View mistakes as learning experiences
 - Accept failure and bounce back
 - Control negative behavior and thoughts
 - Tap into your spirituality



Self-Concept

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- **Action plan for building a positive Self-Concept:**
 - Identify your strengths and areas that need improvement
 - Set short and long term goals and visualize them
 - Develop a plan and implement it



Values

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- **A person's Values are the things that have worth for or are important to the individual, and a value system is the standards by which the individual lives**
 - Values concern what “should be;” they influence the choices we make among alternative behaviors
- **Getting to know people and understanding their Values can improve human relations**
 - What are your values?



Spirituality in the Workplace

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- **Many people are seeking spirituality as a means of fulfillment in their lives**
 - Spirituality in the workplace is about people seeing their work as a spiritual path, as an opportunity to grow personally and to contribute meaningfully to society



Spirituality in the Workplace

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- **Five spiritual principles that have been useful to many leaders in their personal and professional development:**
 - Know Thyself
 - Act with Authenticity
 - Respect and Honor the Beliefs of Others
 - Be as Trusting as You Can Be
 - Maintain a Spiritual Practice



Ethics

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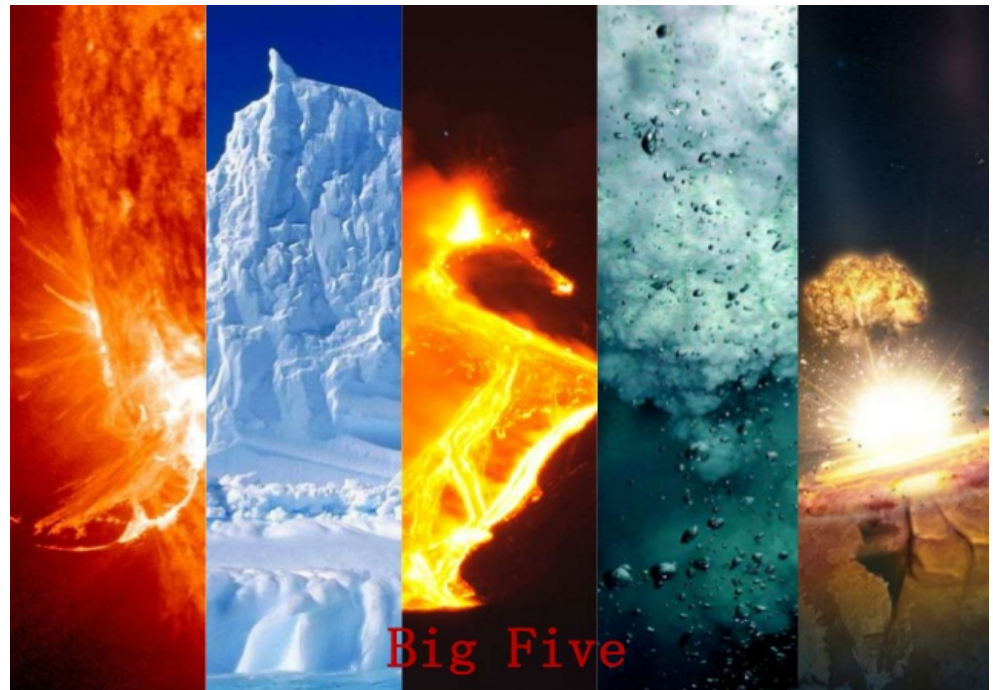
- Ethics refers to the moral standard of right/wrong behavior
- Does ethical behavior pay?
 - The answer is YES
 - Unethical behavior hurts business and society
- Contrary to popular belief, people who are nice and ethical are more likely to rise to power



Ethics - Personality Traits and Attitudes

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- The use of ethical behavior is related to our individual needs and personality traits



Moral Development

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- A factor affecting ethical behavior is moral development, which refers to understanding right from wrong and choosing to do the right thing
 - There are three levels of personal moral development:
 - ✦ Pre-Conventional
 - You choose right and wrong behavior based on your self-interest and the consequences (reward and punishment)
 - ✦ Conventional
 - With ethical reasoning, you seek to maintain expected standards and live up to the expectations of others
 - ✦ Post-Conventional
 - You make an effort to define moral principles regardless of the leader's or group's ethics

Ethics - The Situation

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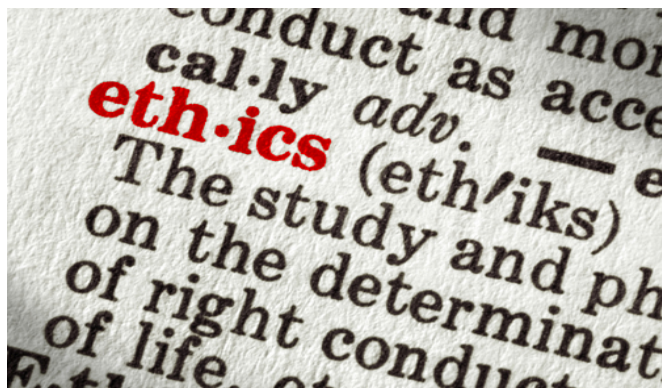
- People respond to “incentives” and can often be manipulated to do the ethical or unethical things based on the situation’s circumstances



Unethical Behavior

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- Highly competitive and unsupervised situations increase the odds of unethical behavior
- Unethical behavior occurs more often when there is no formal ethics policy or code of ethics and when unethical behavior is not punished



Ethics - Justification

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- **Several thinking processes are used to justify unethical behavior:**
 - Moral justification
 - ✦ The process of reinterpreting immoral behavior in terms of a higher purpose
 - Displacement of responsibility
 - ✦ The process of blaming one's unethical behavior on others
 - Diffusion of responsibility
 - ✦ The process of a group engaging in unethical behavior, with no one person being held responsible

JUSTIFIED

Ethics – Justification (Cont.)

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- Advantageous comparison
 - ✦ The process of comparing oneself to others who are worse
- Disregard for or distortion of consequences
 - ✦ The process of minimizing the harm caused by the unethical behavior
- Attribution of blame
 - ✦ The process of claiming the victim deserved whatever happened, or the unethical behavior was caused by someone else's behavior
- Euphemistic labeling
 - ✦ The process of using “cosmetic” words to make the behavior sound acceptable



JUSTIFIED

Ethics

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- Most people understand right from wrong behavior and have a conscience, or they live by a personal code of conduct

code of
conduct



Ethical Guide

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- **Human Relations Guide to Ethical Decisions:**
 - When making decisions, try to meet the goal of human relations by creating a win-win situation for all involved
 - ✦ If, after making a decision, you are proud to tell all the relevant parties your decision, the decision is probably ethical
 - ✦ If you are embarrassed to tell others your decision, or if you keep rationalizing the decision, it may be unethical



The Golden Rule

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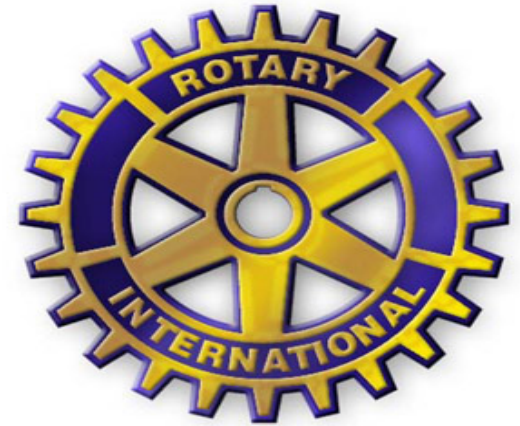
- Another simple guide to follow is the Golden Rule:
 - “Do unto others as you want them to do unto you.”



Rotary International

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- **Rotary International Four-Way Test:**
 - Is it the truth?
 - Is it fair to all concerned?
 - Will it build goodwill and better friendship?
 - Will it be beneficial to all concerned?



Integrity

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- Successful people generally have high integrity – they are honest and ethical, and honor their word
- To have Integrity:
 - Don't Lie
 - Don't Cheat
 - Don't Steal



R I G H T E O U S
H O N O R A B L E
T R U T H F U L
B L A M E L E S S
G R A C E F U L
U P R I G H T
D I S C I P L I N E D
F A I T H F U L
H O L Y

The End