

Workplace values, ethics and emotions

Lecture outline

1. Identify the different types and levels of values.
2. Define the five main values that vary across cultures.
3. Describe three ethical principles and other factors influencing ethical behaviour.
4. Explain how moral intensity, ethical sensitivity and the situation influence ethical behaviour.
5. Discuss the linkages between emotions and behaviour.
6. Identify the conditions that require, and the problems with, emotional labour.
7. Outline the dimensions of emotional intelligence.
8. Discuss the effect of job satisfaction on task performance and customer service.
9. Describe five strategies to increase organisational commitment.

Values and ethics at The Warehouse

The Warehouse in New Zealand is one of the world's top discount retailers because of its social responsibility practices and 'people first' values.



Values defined

- Stable, long-lasting beliefs about what is important
- Define right or wrong, good or bad
- Include cross-cultural, ethical and organisational culture values



Forms of workplace values

- Terminal versus instrumental
 - terminal are desired states of existence
 - instrumental are desirable modes of behaviour
- Espoused versus enacted
 - espoused are values we want others to believe we hold
 - enacted are values-in-use; what we actually practice

Importance of values at work

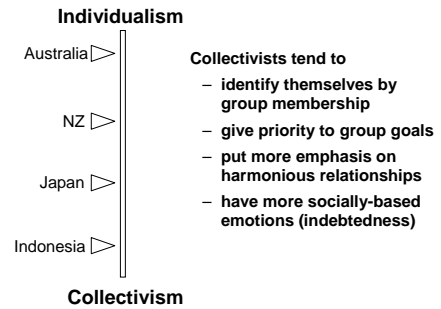
- Globalisation
 - increasing awareness of, and sensitivity to, different values across cultures
- Replacing direct supervision
 - potentially aligns employees' decisions and actions with corporate goals
- Demand for ethical practices
 - increasing pressure to engage in ethical practices

Values alignment at Woodside

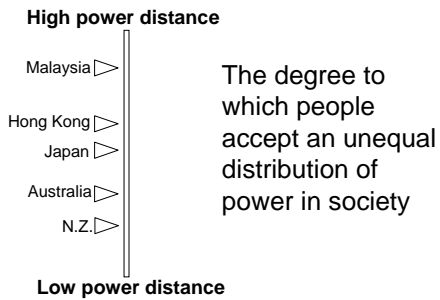
Woodside Petroleum Ltd is aligning its corporate values more closely with the personal values of its employees.



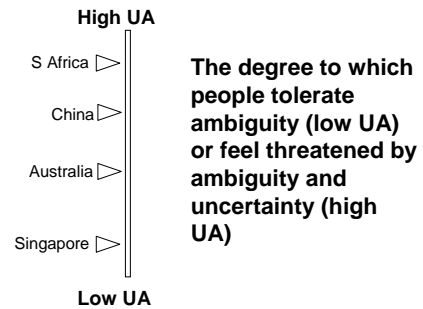
Individualism–collectivism



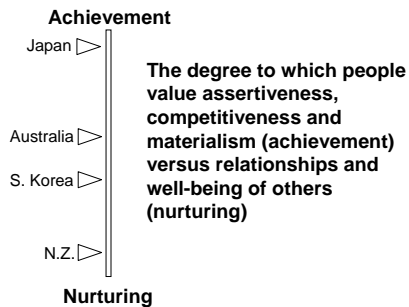
Power distance



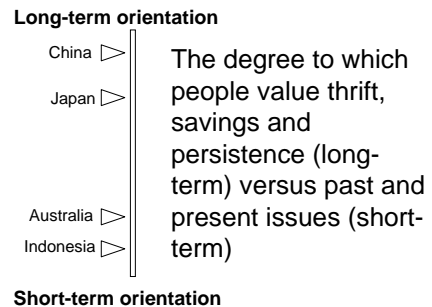
Uncertainty avoidance



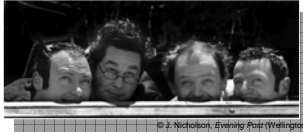
Achievement–nurturing



Long/short-term orientation



Ethics at AMP Insurance



AMP Insurance in Wellington, New Zealand is showing its ethical values and social responsibility by supporting community events, such as this shave-a-thon to raise funds for the Leukaemia and Blood Foundation.

Three ethical principles

- Utilitarianism
 - greatest good for greatest number
- Individual rights
 - fundamental entitlements in society
- Distributive justice
 - inequality with equal access to favoured positions
 - inequality must benefit the least well off

Influences on ethical conduct

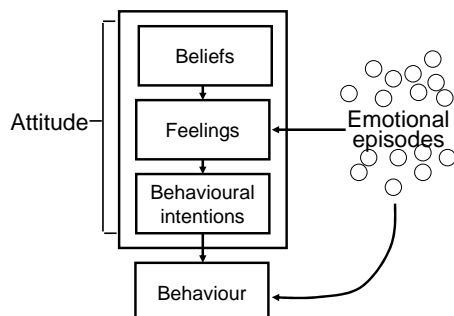
- **Moral intensity**
 - degree to which an issue demands ethical principles
- **Ethical sensitivity**
 - ability to recognise the presence, and determine the relative importance, of an ethical issue
- **Situational influences**
 - competitive pressures and other conditions affect ethical behaviour

Emotions defined

Feelings experienced towards an object, person or event that create a state of readiness

- emotions demand attention and interrupt our train of thought
- emotions are directed toward something

Model of attitudes and behaviour



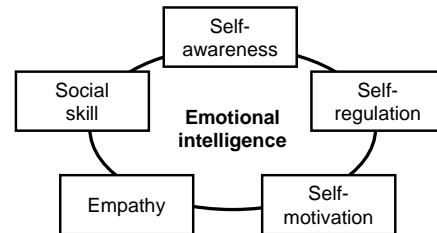
Emotional labour defined

The effort, planning and control needed to express organisationally desired emotions during interpersonal transactions

Emotional labour issues

- True emotions leak out – especially with low emotional adaptability
- Emotional dissonance causes stress
- Display norms vary across cultures

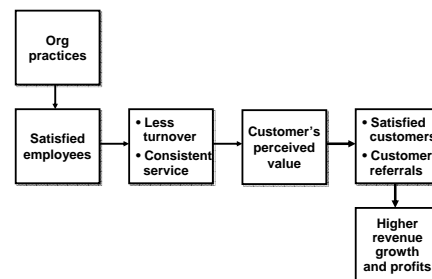
Emotional intelligence dimensions



Job satisfaction and behaviour

- Job satisfaction reduces turnover, absenteeism, theft
- Weak association with job performance because
 - general attitude is a poor predictor of specific behaviours
 - performance affects satisfaction through rewards

Employee-customer-profit chain



Organisational commitment

- Affective commitment
 - emotional attachment to, identification with, and involvement in an organisation
- Continuance commitment
 - belief that staying with the organisation serves your personal interests

Building organisational commitment

- Maintain fairness and satisfaction
- Provide some job security
- Support organisational comprehension
- Involve employees in decisions
- Build trust

Mid-Semester Exam Questions

- Please note that several multi-choice questions will be reviewed in class, some of which will appear in mid-semester exam