

ADM 2336 Chapter 8 In-Class notes

Trust, Justice, and Ethics

- **Figure 8-1**
- Trust is:
 - The willingness to be vulnerable
 - Based on positive expectations you have of the other party
 - That the other party has
 - Good intentions and actions
- **Disposition based trust**
- **Cognition based trust**
- **Affect based trust**

- Disposition based trust
 - Rooted in personality
 - Your faith in the other persons intentions
 - Agreeableness from the big 5
- Cognition based trust
 - A person is deemed trustworthy when they provide evidence of...
 - Ability: Can I rely on this person's skills or knowledge?
 - Benevolence: Does this person want to do good for me?
 - Integrity: Does this person live by a desirable set of values/principles?
- Affect-based trust
 - More emotional than rational
 - May supplement the other types of trust
- Figure 8.1 and **figure 8.3**

- Justice (Fairness)
 - Employees want to be treated fairly
 - Being treated fairly increases trust in the other party
 - Four justice considerations
 - **Distributive**
 - **Procedural**
 - **Interpersonal**
 - **Informational**

Interactional justice

- Justice Rules (norms, principles)
- **Distributive justice**
 - How fair are the outcomes of the decision?

- The perceived fairness of decision-making outcomes
 - **Equity:** merit based (largest sales)
 - Remember equity theory
 - **Equality:** everyone treated the same (everyone has the same benefits)
 - **Need:** Person with the greatest need (scholarships)
- **Procedural justice**
 - How fair is the process that was used to make the decision?
 - **Voice:** Whether you had a say in the process
 - **Correctability:** can it be reversed, or can you make an appeal
 - **Consistency:** same questions in an interview
 - **Bias suppression:** procedures that are neutral and unbiased
 - **Representativeness:** everyone's views are considered
 - **Accuracy:** was the right info used to make decisions
- Distributive vs. Procedural Justice
 - When outcomes are favourable
 - Procedures matter less
 - When outcomes are unfavorable
 - Procedures matter more
 - Figure 8.4
- **Interpersonal justice**
 - The perceived fairness of the interpersonal treatment received by employees from authorities
 - How fair is the interpersonal treatment?
 - Respect
 - Propriety: authorities refrain from making improper or offensive remarks.
- **Informational Justice**
 - How fairly is the information communicated?
 - Justification (explain process)
 - Truthfulness (honest process)

Ethics

- See book page 259 (bottom) to 267 (top)
 - One thread is prescriptive in nature, with scholars in philosophy debating how people ought to act using various codes and principles.
 - The second thread is descriptive in nature, with scholars relying on scientific studies to observe how people tend to act based on certain individual and situational characteristics.
 - Unethical behaviour
 - Merely ethical behaviour
 - Especially ethical

- Four-component model: A model that argues that ethical behaviours result from the multistage sequence of moral awareness, moral judgment, moral intent, and ethical behaviour. Individual factors and situational factors has an effect on this.
 - Moral awareness
 - Recognition by an authority that a moral issue exists in a situation
 - Moral intensity: The degree to which an issue has ethical urgency
 - Potential harm
 - Social pressure
 - moral attentiveness: The degree to which people chronically perceive and consider issues of morality during their experiences
 - Moral Judgement
 - The process people use to determine whether a particular course of action is ethical or unethical
 - cognitive moral development: People's movement through several states of moral development, each more mature and sophisticated than the prior one
 - moral principles
 - Moral intent
 - An authority's degree of commitment to the moral course of action
 - moral identity—the degree to which a person self-identifies as a moral person.
 - Ethical behaviour
 - Taken together, the stages of the four-component model can be used to explain why authorities act in an ethical or unethical manner.

Possible exam question: Which of the following items is not considered an item of procedural justice.

Describe a quick scenario based on the preceding sentences. Which principle of justice is illustrated