

Organizational Behaviour
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Lecture - 8
Attitudes

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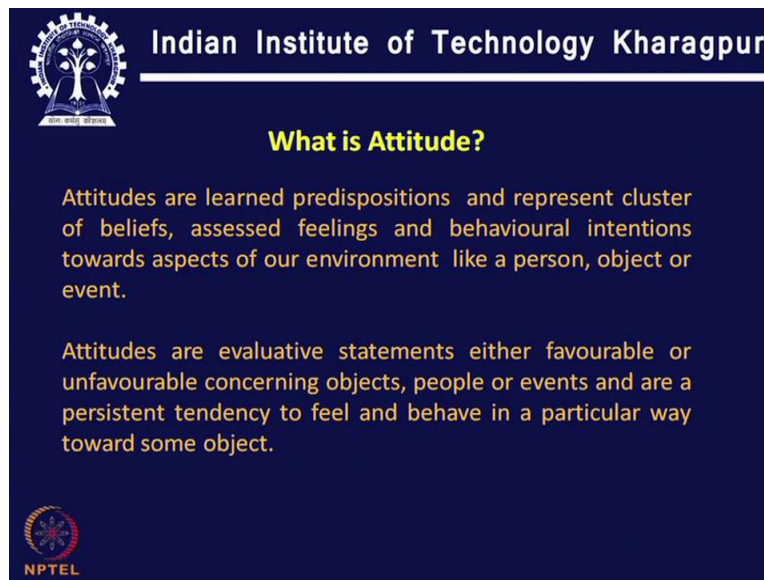
Objectives

- To gain understanding of the nature of attitudes, functions of attitudes and changing of attitudes
- To gain understanding of the nature of employee attitudes like Job satisfaction, Job involvement, Organizational commitment, Emotions and Work moods
- To gain an overview of Emotional intelligence.
- To study effects of employee attitudes and changing employee attitudes
- To gain understanding of nature of values, difference and similarity with attitudes

• To gain understanding of societal values, cross cultural values, organizational values, personal values and work values.

Good morning we are starting with the chapter 6 of the organizational behavior session, chapter 6 is on attitudes. Here, in this chapter we will come to know about the understanding of nature of attitudes, functions of attitudes and changing of attitudes, then what are the nature of employee attitudes like job satisfaction, job involvement, organizational commitment, emotions, work moods, employee engagement will get an over view of emotional intelligence study effects of employee attitudes on changing employee attitudes, we will get an understanding of the nature of value differences and similarities with values and attitudes. To gain an understanding of societal values, cross cultural values, organizational values, personal values and work values. The whole discussion on attitudes will be spread through 3 lectures and in the first lecture we will get an over view of the attitudes its functions and changing nature and changes of attitudes its effect on behavior and vice versa.

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What is Attitude?

Attitudes are learned predispositions and represent cluster of beliefs, assessed feelings and behavioural intentions towards aspects of our environment like a person, object or event.

Attitudes are evaluative statements either favourable or unfavourable concerning objects, people or events and are a persistent tendency to feel and behave in a particular way toward some object.

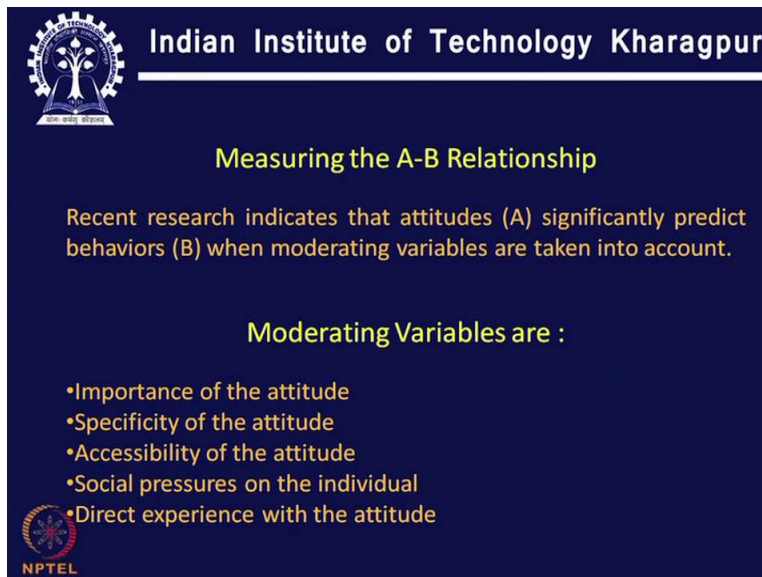
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What is an attitude? Attitudes are learned predispositions and represent a cluster of beliefs assessed feelings and behavioral intentions towards aspects of person, aspects like a person object or an event. So, if you just go through this definition, what is an attitude? First is attitude is a predisposition, it is a learned predisposition and it represents a cluster. It is a conglomerate, it's a cluster of beliefs, feelings and behavioral intentions. So, it consist both cognitive effective and part and attitude is always towards something, attitude is always towards an either attitude is having always having attitude objects. It can be a person, it can be object, it can be event or any other things present in the environment, it could be inanimate things is it could be living beings also.

So, and next point is attitudes are attitudes are evaluative statements, so as attitudes are always have a views it's a judgmental thing about its either favorable or unfavorable concerning objects people or events and it tells about persistent tendency. So, attitudes its defining is a persistent tendency to act feel and act in a certain particular way towards a certain person event or a object, so first attitude it is a predisposition attitude is learned it is having positive or negative feeling towards certain objects, people or things and it is persistent in nature. These are these are beliefs. then attitude is a combination of beliefs feelings and behavioral intentions.

All these together define what is an attitude? Because attitude is a learned predisposition and it is having a judgmentally evaluative aspect of positive, either positive or negative. It is persistent in nature, these characteristics of attitude makes it so much very important in the field of organizational behavior because it affects the behavioral how you behave in organization and behavior also visa versa effects your attitude, will come to know about that part in a in the next few slides that we are going to discuss about here.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Measuring the A-B Relationship' is centered in yellow. Below it, a paragraph in white text states: 'Recent research indicates that attitudes (A) significantly predict behaviors (B) when moderating variables are taken into account.' This is followed by the heading 'Moderating Variables are :' in yellow, and a bulleted list of five items in white text: '•Importance of the attitude', '•Specificity of the attitude', '•Accessibility of the attitude', '•Social pressures on the individual', and '•Direct experience with the attitude'. The NPTEL logo is in the bottom left corner.

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Measuring the A-B Relationship

Recent research indicates that attitudes (A) significantly predict behaviors (B) when moderating variables are taken into account.

Moderating Variables are :

- Importance of the attitude
- Specificity of the attitude
- Accessibility of the attitude
- Social pressures on the individual
- Direct experience with the attitude

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Recent research suggests that attitudes significantly predict behaviors when moderating variables are taking into account. So, when what we have discussed is attitude is behavior intention it is not the behavior per say but it is an intention to behave in certain way. So, that attitudes will significantly predict behavior when certain moderating variable are taking into consideration like; importance of the attitude to that person, specificity of the attitude, whether the attitude is very specific and could be connected to certain way of pattern or its it does not have that way of outcome. Accessibility of the attitude, whether we can access that attitude now on there in the organization social pressures on the individual while we are trying to access that attitude direct experience with a attitude like whether we have seen others performing it in a same way or not. So, these are some of the moderating variables which if taken into account can significantly predict attitudes can significantly predict the behavior.

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The three components of attitudes are:


- Beliefs- Established perception about the attitude object- These beliefs develop from past experience and learning
- Feelings- Positive or negative evaluation about the attitude object
- Behavioural intentions- Motivations to engage in a particular behaviour with respect to the attitude object



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The three components of attitudes are first of course is the belief part, which is established perception about the attitude object these beliefs develop from past experience and learning feelings are the positive or the negative evaluation about the attitude object and behavioral intentions are motivations to engage in a particular behavior with respect to the attitude object.


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Formation of attitudes takes place by:

- Direct experience with the object-Attitudes can develop from the personally rewarding or punishing experience with an object
- Classical conditioning-People develop associations between various objects and the emotional reactions that accompany them
- Operant conditioning- Attitudes that are reinforced , either verbally or nonverbally , tend to be maintained.
- Vicarious learning- Where person learns something by the observation of others helps in attitude development where individual has no direct experience with the object of attitude.




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Now, formation of attitude takes place through various sources; first is of course direct experience with the object like, if you attitudes can develop from rewarding or a punishing experience with an object, then you do certain things and you get punished for it or you get praised for it. You try to repeat that attitude and as a result it develops classical condition in people develop association between various objects and various reactions that account in them. So, you develop certain special feelings positives or negatives to certain people with certain objects, so you try to attach your emotions to it, operant conditioning attitudes are reinforced either verbally or nonverbally and tend to be maintained, which leads to your direct experience.

We carry as learning vicarious where person learn something by observation of others like when you are not able when the person is not able to have experience with attitude observing others with that attitudes and outcome they are facing as a result of it. So, outcome of these attitudes helps them to learn those attitudes and that process is called vicarious learning formation of attitude is influenced by the family first.

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Formation of attitudes is influenced by:

- Family and peer groups- A person may learn attitude through the imitation of family members and peers.
- Neighbourhood-The neighbourhood has a certain structure in terms of having cultural facilities, religious groupings and possibly ethnic differences.
- The neighbours tolerate , condone or deny certain attitudes.
- Economic status and occupations of the person
- Mass communication like news paper, tv, radio etc.

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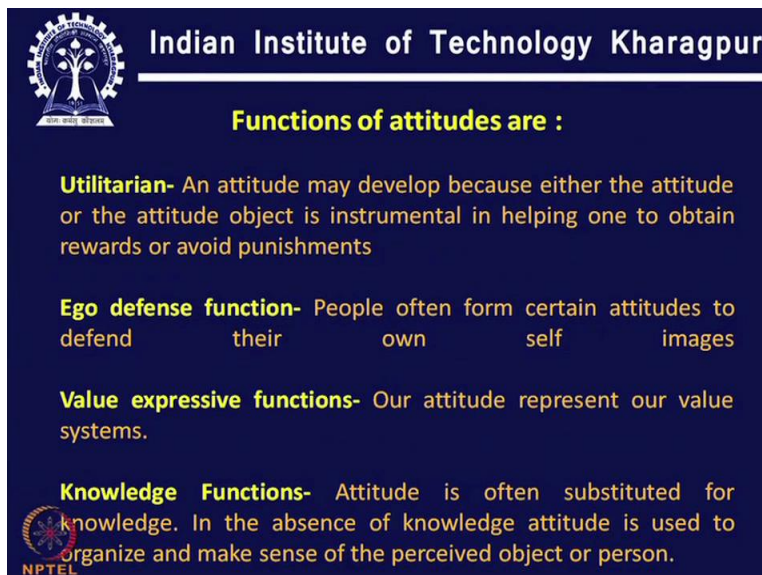
And for most is the family as we discussed are in earlier sessions also family plays a very important role in development of personality, pattern, development of attitudes. So, by learning from your family members, you get to know like what is the attitude through process of vicarious

learning or through direct experience when you get rewarded or punished for certain attitudes in the family, then it plays a major role in it.

Next is of course the neighborhood where in neighborhood what happens the as others are present. So, neighborhood sometimes praises certain behavior and sometimes it does not praise certain behavior as a result you get a feedback of what is what attitude you should continue. What it is that you should not continued with this type of thing this type of attitude plays this in this way. Neighborhood plays a major role in your attitude formation.

Then economic status and occupation of the person in economic station status and occupation of the person, what happens your economic status and occupation allows you to nurture certain attitude or does not allow you to nurture certain attitude. So, in that case economic status plays a very important role. Mass communication like the news papers, the radio channels, advertisement that you see in the t v all these things helps to develop attitude because the project. They tell about certain attitudes of a certain age group and people try to learn by hearing or observing those things in the t v or radio and the or by reading things in the newspaper. So, all these are possible sources of learning of attitudes.


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Functions of attitudes are :

- Utilitarian-** An attitude may develop because either the attitude or the attitude object is instrumental in helping one to obtain rewards or avoid punishments
- Ego defense function-** People often form certain attitudes to defend their own self images
- Value expressive functions-** Our attitude represent our value systems.
- Knowledge Functions-** Attitude is often substituted for knowledge. In the absence of knowledge attitude is used to organize and make sense of the perceived object or person.

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Attitudes have certain functions for the individuals. First of course is utilitarian, attitudes are formed because either the attitude or the attitude object is helpful is instrumental in helping the

individual to gain a reward or avoid punishment. So, a first function of attitude is of course utilitarian in nature

Next is ego, defense function people forms certain attitudes to defend their self image to enhance their self image that is called ego, defense function of attitude. Value expressive functions attitudes represent value system all people share a site of personal values, predispositions that they believe strong beliefs, that they have and attitudes help us to express those values. Knowledge functions attitude often is substituted for knowledge so what happens if you are not having very first end knowledge about certain objects, so attitudes the like specifically stereo types that you are having about to certain person or object helps us to act in certain ways towards a person or a object that or event. Attitude helps to substitute knowledge, it is offends have like in the absence of knowledge attitude is used to organize and make use science of the pursued object.

So, suppose you are meeting a person for the first time and from you do not know the details of the person perceive his perception, his motivation, his personality pattern or certain things which defines the individuality of that person but you come to know like this person belongs to a certain, may be cultural group or a particular, that person is in certain occupation. So, what you do? Based on your previous knowledge predispose learn like its predetermined predisposed knowledge about in that particular occupation and how people of that particular occupation of or that particular culture generally behave. So, what you with that template try to interact with this new person that you are meeting for the first time. So, what happens though you are not having a first end knowledge, one to one knowledge about individual person perceive based on your attitudes, that you are having about that particular group or occupation people in that particular occupation. From that you are trying to interact with this new person that you are meeting for the first time and it helps as a substitute of your knowledge.

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Do attitudes predict behavior?

Not really! People's expressed attitudes often don't predict their behaviors.

When do attitudes predict behavior?

- When social influences on our attitudes are minimized.
- When the attitude is specifically relevant to the observed behavior.
- The stronger an attitude is the more likely it will predict behavior.



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Do attitudes predict behavior? It is not always true people expressed attitudes often does not predict their behaviors. When do attitudes predict behavior is when the social influences on our attitudes are minimized, when attitude is specially relevant to the observed behavior. The stronger an attitude, the more likely it will predict behavior. So, why we are talking of like do attitudes predict behavior? So, like we may tell like its smoking is harmful for health, so we see it, so but when asked a chain smoker is asked like, do you want to quit? That the act of quitting is sometimes is what you does not see.

So, though they may know they may have a attitude of okay its harmful for health, while ask for quitting that there is a gap between that attitude that the person has and the actual act on what you talk of practicing it in behavior. So, there is a when it is a behavior intentional actual behavior you find the gap in that. So, when really attitude predicts behavior is when socially influences are minimize. So, in some you have like a like live sort of background happy enlighten sort of attitude towards your life and when social influence and it is minimize, you practice it in your behavior like happy goal lucky sort of behavior.

So, when attitude again is specifically relevant to the observed behavior or when the stronger the attitude, if you are very strong attitude, if you strongly believe in certain things, then maybe you try to practice that thing also. Like if you strongly if you are strongly believe like environment is

to be protected and you feel for the environment and its protection then what you do is maybe you join a group, which like green piece another things which actively practices environment protection projects and all these things. So, that whatever you share as an attitude, whatever you believe strongly have an attitude towards you can practice it in reality and in that case it attitude will predict your behavior.

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Attitudes increase in potency if:

- We think about what our attitudes are before acting.
- We become self-conscious about our attitudes.
- Our attitudes are stronger if gained through experience.

Do our behaviors influence our attitudes about things and others?

- Yes. We can do it by Role playing and Foot-in-the-door phenomenon

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Attitudes gain strength increase in potency, if we think of a attitudes before we are acting. So, if you are practicing it before you are acting it out. If you are thinking about what are your likely attitudes, you can like it increases potential you become self conscious about your attitudes. So, then it became strong and if your attitude is gained through experience also. Then these attitudes are more stronger in nature. Next opposite thing is, do our behaviors influence our attitudes about things? Yes, it is true. Like why because what happens these are two things like we are mentioned about is role playing and is foot in the door phenomenon is role playing while trying to act out certain roles.

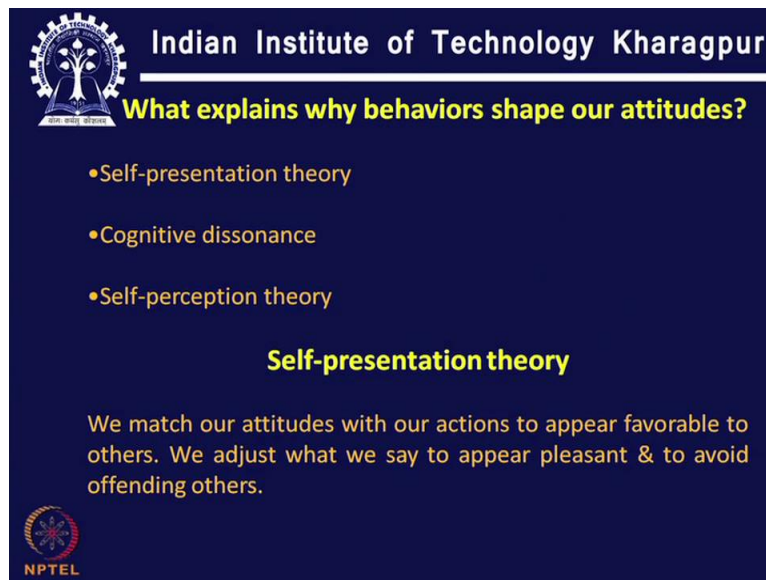
Then what happens, you the role demands certain type of behavior and attitudes and as a part of playing that role you start developing and showing that attitude and the there is a great experiment on the prisoners and the jailers, when they the roles are reversed. it was found that the like the jailers were originally when the jailers were there in the prisoners were there. the

prisoners complained about the tortures and the torments done to them by the jailers, but when there was a role reversal that is the jailers were play the role of the prisoners and the prisoners play the role of the jailers, the jailers also the prisoners who are now playing the role of jailers, were acting in the similar fashion, like that of the jailer like, the similar torturing and tormenting roles attitudes. So, it was seen like the role reversal role playing develop certain attitudes in the people.

Next is the technique which is called foot in the door phenomenon. Like certain part of the behavior, small you take small steps towards developing certain attitude by small step, like you can change an attitude from no to yes, which is sometimes used by the salesman like when they come to sell certain things, what happens; they first ring the bell at the your home and you tell I do not want to buy this product because I do not have the time or I have plenty or whatever reason. So, what they will may be they try to do is give me 2 minutes time.

So, that I can explain about the utility of this product, certain things that 2 minutes is very crucial for the sales person and if he is efficient enough, smart enough he can change that negative attitude towards buying. That particular product, which was no to situation where the person the buys the product and becomes yes. So, that is the foot in the door technique let by small steps increasing the small steps, you try to generally change gradually change attitude and in that way the behavior influences attitude.

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What explains why behaviors shape our attitudes?

- Self-presentation theory
- Cognitive dissonance
- Self-perception theory

Self-presentation theory


We match our attitudes with our actions to appear favorable to others. We adjust what we say to appear pleasant & to avoid offending others.

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What explains why behavior shape our attitudes are first is of course self presentation theory, second is cognitive dissonance theory, third is self perception theory. In self presentation theory, what happens? We match our attitude with our actions to appear favorable to others we adjust um to say to appear pleasant and to avoid offending others. So, this is utilized in the foot in the technique. So, to maintain our self image sometimes we cannot say no and we go on yielding and saying yes to what the stimuli from the environment is telling us to do.

We try to match our attitude with our action is we give time or we try to appear coat years and give time to the sales person 2 minutes to explain. And generally in order to appear in the same way like we are favorable and coat years. We go on yielding and generally that is to match our attitude with our action in order to appear pleasant to avoid offending others, sometimes we our attitude changes from total no to total yes.

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Cognitive Dissonance theory

Tension arises when we are aware of two simultaneously inconsistent cognitions. To reduce the dissonance, we change our attitudes so that they will correspond to our actions. We correct discrepancies between attitudes & behaviors. We often experience dissonance when making big decisions. To reduce the dissonance after making our choice, we upgrade the chosen alternative and downgrade the unchosen option.

Self-perception theory

When unsure of our attitudes, we examine our behavior & the circumstances under which it occurs. Wells & Petty (1980) had Ss test headphone sets by making either vertical or horizontal head movements while listening to a radio editorial. Those nodding their heads up & down agreed with the editorial most as it is associated with "yes" responses.



Cognitive dissonance theory, tension arises when we are aware of two simultaneous inconsistency cognitions. To reduce the dissonance we change our attitudes so that they will correspond to our actions. We correct discrepancies between attitudes and behaviors. We often experience dissonance when making big decisions. To reduce the dissonance after making our choice we upgrade the chosen alternative and downgrade the unchosen option. So, what happens like in this situation, if we if we are having two processes which are conflicting in nature and then what happens? We are having a dissonance in our mind disturbing situations in our mind.

So, what we do we try to correct the discrepancies between our attitudes and the behavior which may be done both positive and the like negative sense and with then after that when we often experience like after reducing the gap. What we do? We upgrade the chosen alternative and downgrade the not chosen alternative things could be like may sometimes making ethical decision in the cognitive dissonance may arise while making decisions in the organization concerning areas of ethics also.

Like we know, like it is wrong to tell a lie, it is good to be honest and you should not drive a person all these things are there values practiced by the organizational values. That you believe in, now if you have to drive a person to get certain orders for your company, so what do you do? Then their cognitive you have an attitude like it is very wrong to drive a person. It is good to be

honest, never tell a lie sort of attitudes and then you are the person who become who is in who is instrumental in rather who has to pay the and to get certain things done for your company, then what happens?

This dissonance starts and there is a this there appears a discrepancy between your attitudes and your behavior, what you believe in and what you feel good or bad about and your behavior. So, reduced in order to reduce discrepancy what you try to do is first you try to correct the discrepancy between the attitudes and behaviors. Either you do not pay because you support your attitude, so much or you change your attitude to certain extent to reduce the gap between behavior and attitude by concept like it is, yeah it is not good to pay the bribe, but in certain situations I am not into this, this, this, this and this, if this is the contest.

Then, it is then you have to do there may be this is permissible it all depends on how you frame it? How you are like how you are reducing the gap either by changing your alternatives or reframing re rephrasing your alternatives, that you are having but anyways the thing is to reduce that dissonance their mental dissonance cognitive dissonance. That you are facing regarding this discrepancy between your attitude and the your behavior.


In every big decision that you take about your organization, you have to generally there is cognitive dissonance occurs like you, generally like you generally employ friendly organization but what about when the decision you have to take regarding like you have to part with certain some of your employs, who according to your present situation present situation that you are in you feel like a no more required for you. So, do you feel a dissonance over here? Do you like sense have a feeling of a dissonance cognitive dissonance appearing between the behavior that you are about to do about to act out and the and your attitude towards your employs. So, this is one of the examples these type of dissonance, these type cognitive dissonance occurs why you are taking your major decisions in the organization.

Then you have to reduce that dissonance based on certain reasons, that you frame for yourself and then whether you are great alternative that you chosen. Then give more importance and highlight alternative that you have chose and downgrade the options Self perception theory is when you are unsure about your attitude. What you do you examine your behavior and the circumstances under which it occurs? So, this is an experiment where wells and petty had

headphone sets by making either vertical or horizontal head movements while listening to radio editorial. So, what happened? Those who were nodding their heads up and down agreed with the editorial most and it is associated with yes responses.

So, what happened like a when you are testing a particular body movements of moving nodding the head in the position, which generally is the accepted way of telling yes. Like moving your head up and down by developing that attitude you just try to by developing that physical behavior. You try to form an attitude of yes towards the editorial response. So, that that is your the behavior and the circumstances under which it is occurring helps you develop your attitudes.

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One of the most common types of communication, *persuasion*, is a discourse aimed at changing people's attitudes. Its success depends on several factors.

The first of these is the source, or communicator, of a message.

Source affects attention, comprehension and yielding. Kelman (1950) suggested 3 main characteristics of source in relation to attitude change-

Credibility helping internalization of message, attractiveness helping identification of recipient with source of message and power resulting in compliance. To be effective, a communicator must have credibility based on his or her perceived knowledge of the topic, and also be considered trustworthy.



So, one of the major factors again for a changing attitudes is communication and persuasion communication. So, persuasion communication is a communication which is aimed at changing people's attitudes and it is whether the persuasive communication is successful or not. It depends on several factors first is of course the source from where that persuasion is being done and then it depends on the communicator. Thirdly on the message when source affects what attention comprehension and yielding of the communication.

So, sources which are credible sources helps in internalization of the messages, so if you are having persuasive message from a credible source. Then get to listen to it and internalize it attractiveness of the source helps in identification of the recipient with the source of the message

and power of the source helps in your like accepting it. So, to be an effective communicator must have credibility based on his or her expertise pursue knowledge of the topic and also to be consider trust worthy.

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Three factors contribute towards attractiveness of source- similarity, familiarity and liking. The greater the perceived similarity between communicator and audience, the greater the communicator's effectiveness.

Power of source can be of three kinds- power of sanction of positive and , compliance and scrutiny.

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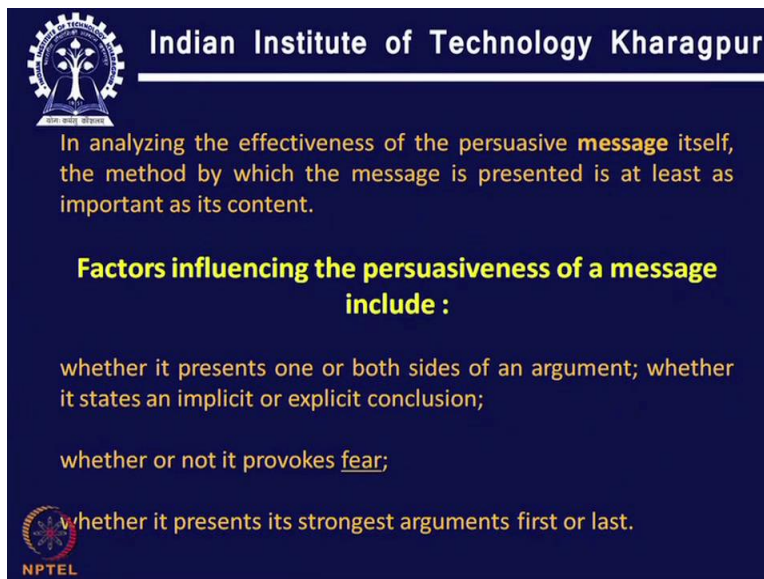
So, attractiveness of the source depends on the similarity of the source familiarity and liking. So, the greater the similarity between the audience and the communicator, the better will be the that communication gets accepted and its greater effectiveness is there. So, in certain cases what happens like (()) group learning is it becomes more effective more effective while changing while trying to change the attitude of people because is we outsiders come and tell you like okay, if you go and change this attitude or this is outcome of your attitude, people sometimes do not take care because the familiarity of the source the attractiveness or the like similarity factor is not there.

But when people who have who are of the same group who have gone through the same experience sharing their feelings shares tells you to change certain attitudes sometimes it works like that we take in the same group technique in counseling group counseling, especially to change attitudes towards like drug like, smoking, drinking, like drug addiction. So, all these things were um were people who have similarly undergone through those therapy sessions.

Those rehabilitation when they come and share about their experiences it become a more effective rather than a counselor sharing it or telling them to change their attitudes

So, power again of the source can be of three types power of sanction of positive compliance and scrutiny like if the. if somebody has the power to reward you or to punish you. Then your attitudes, then the, then attitudes are some like are prone to merchant. Because you know if I am not carrying out the order given by this source or I am not complying to the request made by the source to change my attitude sort of then because this dynamic this person is much higher than where I am the organization may be I will not get the reward or I may get punished for it.

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In analyzing the effectiveness of the persuasive **message** itself, the method by which the message is presented is at least as important as its content.


Factors influencing the persuasiveness of a message include :

- whether it presents one or both sides of an argument; whether it states an implicit or explicit conclusion;
- whether or not it provokes fear;
- whether it presents its strongest arguments first or last.

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So, the way that message is presented is also very important like the whether it presents both sides of argument or not? So, whether it is rich in conclusion explicit or implicit conclusion, so whether it message provokes fear or not and whether it is making its strongest argument first or last, all these determines attractiveness of the message and the effectiveness of the message.


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If the same communicator were to present an identical message to two different groups, the number of people whose attitudes were changed would still vary because audience variables such as age, sex, and intelligence also affect attitude change.

Many studies have found women to be more susceptible to persuasion than men. Some have attributed it to the superior verbal skills of females which may increase their ability to understand and process verbal arguments. Others argue that it is culturally determined by the greater pressure women feel to conform to others' opinions and expectations




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So, but all said and done the same person is communicating to two different groups, in it may it may possible at the attitude of the one group is been influenced by the attitudes of the other group is not getting influenced because again there are individual differences factors like age, sex, intelligence and these are audience variables, which may affect the attitude change whatever be the nature of the source communicator and the nature of the message. But audience variable are also responsible for understanding whether an attitude get changed or not like many studies have found, that women are more susceptible to a persuasion than men.

Because it is culturally determined like sometimes the argument is the it is culturally determined that women have greater pressure to feel to confirm to others opinions and expectations. Rather women have superior verbal skills to which makes their ability to understand and process verbal argument in a much better way. So, that so they can comprehend in a better way what the messages all about what it ask to change, what it wants to comply with and as a result attitudes are changing.

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The effect of intelligence on attitude change is inconclusive.

On one hand, it has been hypothesized that the greater one's intelligence, the more willing one is to consider differing points of view.


On the other hand, people with superior intelligence may be less easily persuaded because they are more likely to detect weaknesses in another person's argument.



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The effect of intelligence on attitude change is inconclusive, so because more intelligent one is that will he or she can try to look in to different aspects of will same thing before trying to change. It becomes less easily persuaded because he can he or she can detect the weakness in the other person's argument.

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The effect of intelligence on attitude change is inconclusive.

There is, however, evidence of a direct link between self-esteem and attitude change. People with low self-esteem are often not attentive enough to absorb persuasive messages, while those with high self-esteem are too sure of their own opinions to be easily persuaded to change them.

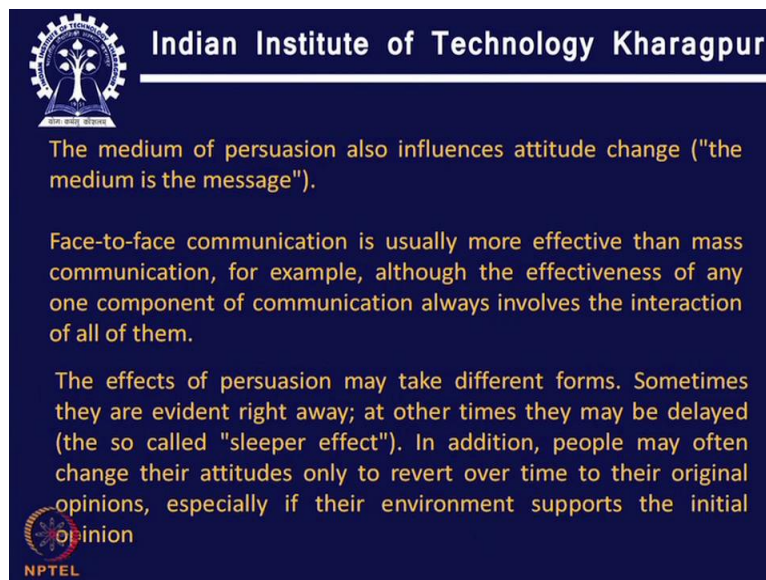
The most easily persuaded individuals tend to be those with moderate levels of self-esteem, who are likely to pay a reasonable amount of attention to what those around them say and remain open enough to let it change their minds.



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However, there is a direct link between the self esteem and attitude change. So, people with um high self esteem are too strong in their self esteem to be persuaded to change while people with low self esteem are not attentive, enough to absorb the persuasive messages. So, people with moderate self esteem are those who likely to be attending to a persuasive messages and who are more prone to change their minds?

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The slide features the IIT Kharagpur logo and name at the top. The text is presented in three paragraphs, with the first paragraph starting with 'The medium of persuasion also influences attitude change ("the medium is the message").' The second paragraph discusses 'Face-to-face communication is usually more effective than mass communication...' and the third paragraph discusses 'The effects of persuasion may take different forms...' The slide also includes an NPTEL logo in the bottom left corner.

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The medium of persuasion also influences attitude change ("the medium is the message").

Face-to-face communication is usually more effective than mass communication, for example, although the effectiveness of any one component of communication always involves the interaction of all of them.


The effects of persuasion may take different forms. Sometimes they are evident right away; at other times they may be delayed (the so called "sleeper effect"). In addition, people may often change their attitudes only to revert over time to their original opinions, especially if their environment supports the initial opinion.

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So, persuasive messages are in face to face communication it becomes more effective because you can explain facts which you can monitor their behavior try to see, how the other person is reacting to what you are telling? Then you can monitor your own behavior and the way you address the other people and it becomes much better as a mode of communication, while you are trying to persuade other person as compared to mass communication.


So, then the effects of persuasion like it could be like direct effect or it may be a sleeper effect while it is showing after a certain point of time and also there is no surety like what you have changed your attitudes means it will be it remaining changes for the next part of their life. People may back to their whole attitude when the situation then when it supports the initial one, so there could be change changes are there but stability of that change or again it will back to the original situations or not will depend again on environmental factors and other supportive factors present around.

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The information-processing model of persuasion, developed by psychologist William McGuire, focuses on a chronological sequence of steps that are necessary for successful persuasion to take place. In order to change listeners' attitudes, one must first capture their attention, and the listeners must comprehend the message. They must then yield to the argument, and retain it until there is an opportunity for action—the final step in attitude change.



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So, McGuire suggested like the information processing model of persuasion where in order to change listeners attitude he must capture the attention the listener must comprehend the message. Then he may lead um yield to the argument and then retain it until there is an opportunity for action, which is the final step in the attitude change to make it sure like there is a change in attitude that person is to act it out in a that is the change in its attitude, because and link it with the changed behavior. So, all these are information processing model of persuasion.

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Barriers to changing attitude

1. Prior Commitments
2. Insufficient information

Overcoming these Barriers to change is possible by:

1. Providing new information
2. Use of fear
3. Influence of friends or peers
4. Coopting approach

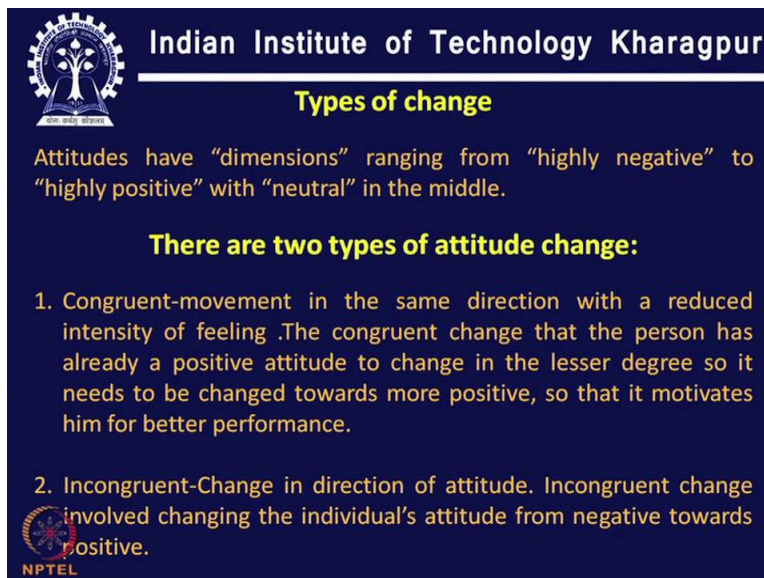


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Barriers to attitude change are like prior commitments that you are having what is like your psychological investment. In the earlier attitude that you are your values your attitude that you are having, if you are having insufficient information about the new expected attitudes, then how to do it? What is the source and how it is communicated to you? Then these may act as barriers to changing the attitude.

So, overcoming these barriers is possible by providing new information more detailed information about the newer alternatives benefits of it over the older alternatives. All these things and sometimes use of fear the source is powerful enough and has a capacity of rewarding and punishing, then use of fear may help to change the attitude friends and family are important influencers in changing attitude. Then co-opting approach whether you co-opt you decides to co-opt for changing the attitude.

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The slide features the IIT Kharagpur logo on the left and the text on a dark blue background. The text explains the dimensions of attitudes and lists two types of attitude change: congruent and incongruent.

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Types of change

Attitudes have “dimensions” ranging from “highly negative” to “highly positive” with “neutral” in the middle.

There are two types of attitude change:

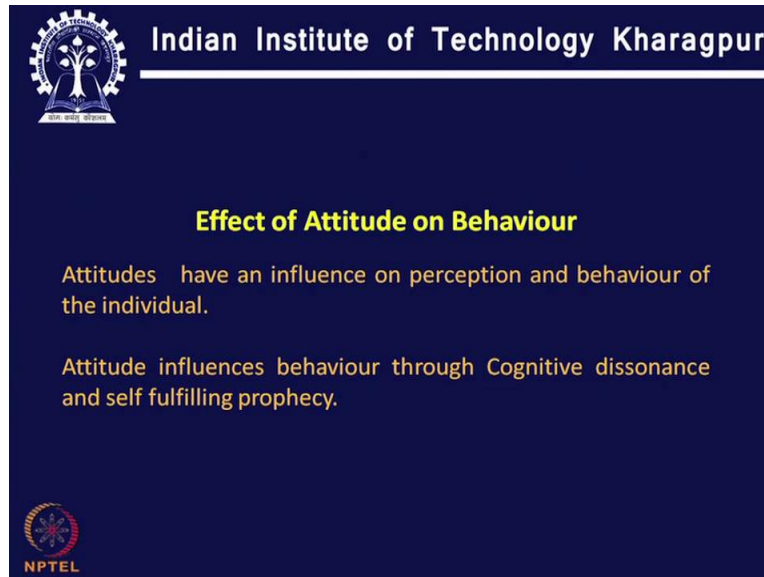
1. Congruent-movement in the same direction with a reduced intensity of feeling .The congruent change that the person has already a positive attitude to change in the lesser degree so it needs to be changed towards more positive, so that it motivates him for better performance.
2. Incongruent-Change in direction of attitude. Incongruent change involved changing the individual’s attitude from negative towards positive.


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Attitude change can be of two types like; congruent change where the you move in the same direction what are the original attitudes. What you do is it changes from suppose from positive to more positive incongruent change is change in the direction of the attitude, that itself that is from you change from a negative attitude to a positive attitude. Congruent attitude is one you remain in a same direction the degree of it becomes more intense or lesser more positive or less

negative, but while you are talking of incongruent change from positive change to negative change or from negative to change to positive.

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Effect of Attitude on Behaviour

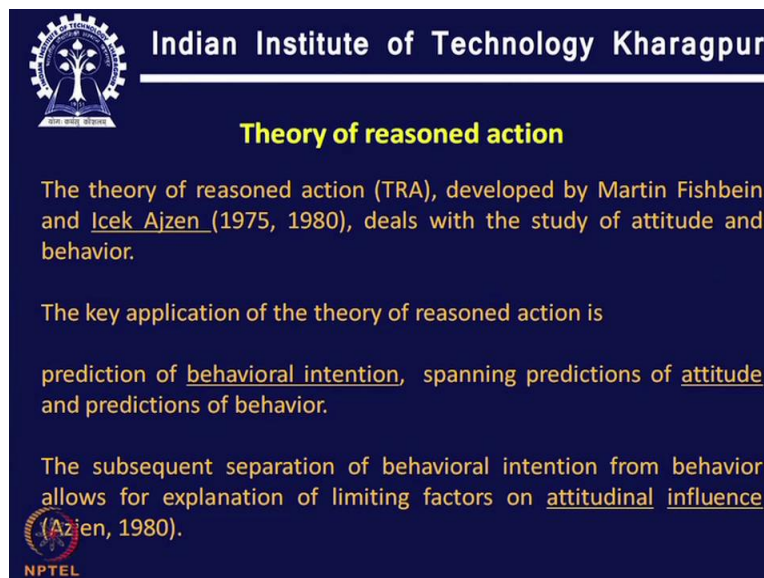
Attitudes have an influence on perception and behaviour of the individual.


Attitude influences behaviour through Cognitive dissonance and self fulfilling prophecy.

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So, effects of attitude on behavior is that attitudes have influence on the perception and behavior of the individuals and they affect behavior through the cognitive dissonance.

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Theory of reasoned action

The theory of reasoned action (TRA), developed by Martin Fishbein and Icek Ajzen (1975, 1980), deals with the study of attitude and behavior.

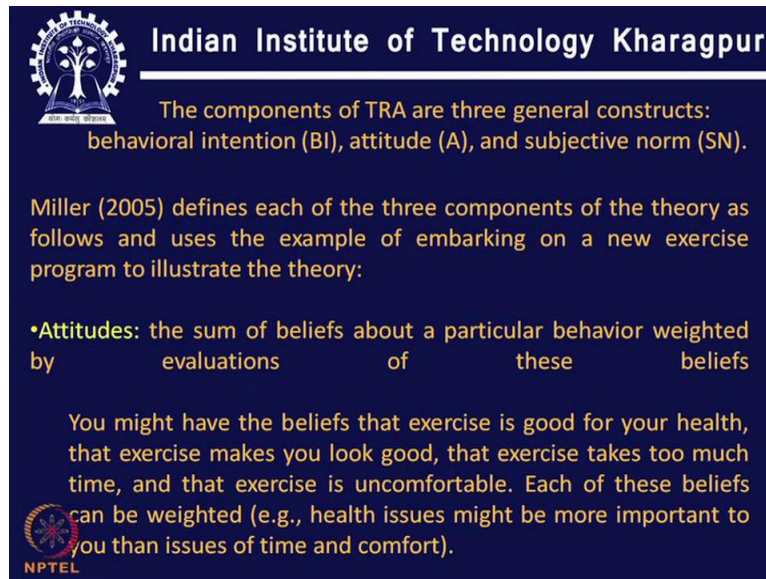
The key application of the theory of reasoned action is prediction of behavioral intention, spanning predictions of attitude and predictions of behavior.

The subsequent separation of behavioral intention from behavior allows for explanation of limiting factors on attitudinal influence (Ajzen, 1980).

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Self fulfilling prophecy, the theory of reasoned action developed by Fishbein and Ajzen, they deal with the study of attitude and behavior. The key application of this theory is prediction, behavioral intention and spanning prediction of attitudes and behavior the subsequence separation of behavioral intention from behavior allows for explanation of limiting factors on attitudinal influence.

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The slide features the IIT Kharagpur logo on the left and the text on the right. The text is in yellow and white on a dark blue background. It lists the three components of TRA: behavioral intention (BI), attitude (A), and subjective norm (SN). It then provides a definition for Attitudes based on Miller (2005) using the example of embarking on a new exercise program. The definition states that attitudes are the sum of beliefs about a particular behavior weighted by evaluations of these beliefs. An example is given: health issues might be more important to you than issues of time and comfort.

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The components of TRA are three general constructs: behavioral intention (BI), attitude (A), and subjective norm (SN).

Miller (2005) defines each of the three components of the theory as follows and uses the example of embarking on a new exercise program to illustrate the theory:


- Attitudes:** the sum of beliefs about a particular behavior weighted by evaluations of these beliefs

You might have the beliefs that exercise is good for your health, that exercise makes you look good, that exercise takes too much time, and that exercise is uncomfortable. Each of these beliefs can be weighted (e.g., health issues might be more important to you than issues of time and comfort).

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So the components are like three components which are like behavioral intention attitude and subjective norm so suppose you want to go for a new exercise program as example given by miller in 2005. So, attitude is a sum of beliefs about a particular behavior weighted by evaluations of these beliefs. So, what you may believe in that exercise is good for health it makes you look good it takes too much of time. That exercise is uncomfortable each of these beliefs can be weighted like health issues are more important to you, then the looks and issues of time and comfort.


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•**Subjective norms:** looks at the influence of people in one's social environment on his/her behavioral intentions; the beliefs of people, weighted by the importance one attributes to each of their opinions, will influence one's behavioral intention


You might have some friends who are avid exercisers and constantly encourage you to join them. However, your spouse might prefer a more sedentary lifestyle and scoff at those who work out. The beliefs of these people, weighted by the importance you attribute to each of their opinions, will influence your behavioral intention to exercise, which will lead to your behavior to exercise or not exercise.



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Subjective norms, it looks at the influence of people in one social environment on his or her behavior intentions the beliefs of people weighted by the important one attributes to each of their opinions will influence ones behavioral intentions. So, example given over here is that there could be some friends who are good exercisers and they will encourage you to join them. However, your spouse might prefer a more sedentary lifestyle and does not want to work out. So, the beliefs of these people along with the you put their beliefs the more important these people are to you. So, who is more important and whose opinion is more important to you. It will influence your behavioral intention to exercise, so which will lead to your behavior to exercise or not to exercise.


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• **Behavioral intention:** a function of both attitudes toward a behavior and subjective norms toward that behavior, which has been found to predict actual behavior.

Your attitudes about exercise combined with the subjective norms about exercise, each with their own weight, will lead you to your intention to exercise (or not), which will then lead to your actual behavior. According to Triandis 1) Perceived consequences of action (C).2) Affect evoked by the action (A) and 3) Social factors (S) influence Behavioral Intentions.



Behavioral intention is function of both attitude towards the behavior and subjective norms towards the behavior. So, which will predict the actual behavior so your attitudes to exercise will be combined with the subjective norms about exercise each with their own weight will lead you to intention to exercise or not to do it. Then which will lead to your actual behavior according to Triandis perceived consequences of action affect evoked by the action and social factors influence behavioral intentions.

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In its simplest form, the TRA can be expressed as the following mathematical problems:


$$BI = (AB)W_1 + (SN)W_2$$

BI = behavioral intention

(AB) = one's attitude toward performing the behavior


W = empirically derived weights

SN = one's subjective norm related to performing the behavior
(Source: Hale, 2003)



So, this can be simply represented by behavioral intention is some of like ones attitude towards performing the behavior, and the derived weights for it and the social subjective non related to performing that behavior and the that attached to it.

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Sheppard et al. (1988) say there are three limiting conditions on 1) the use of attitudes and subjective norms to predict intentions and 2) the use of intentions to predict the performance of behavior.

They are:

- 1. Goals Versus Behaviors:** distinction between a goal intention (an ultimate accomplishment such as losing 10 pounds) and a behavioral intention (taking a diet pill)
- 2. The Choice Among Alternatives:** the presence of choice may dramatically change the nature of the intention formation process and the role of intentions in the performance of behavior
- 3. Intentions Versus Estimates:** there are clearly times when what one intends to do and what one actually expects to do are quite different

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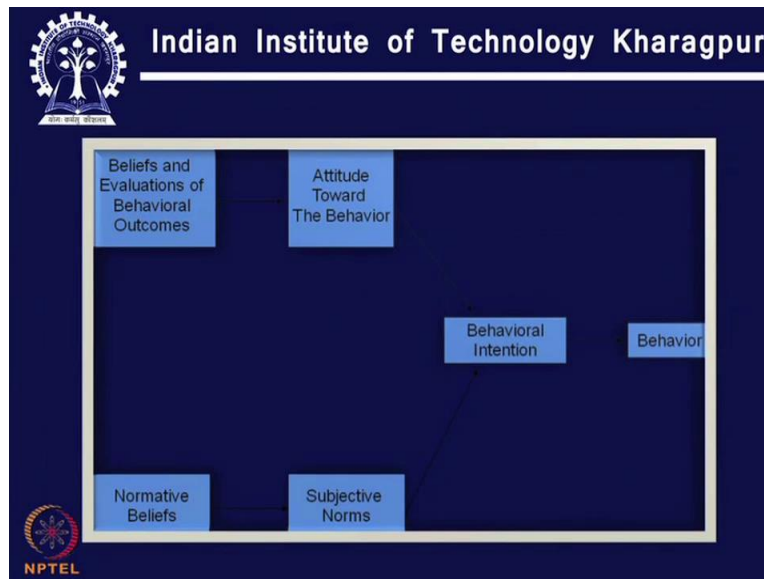
Sheppard in 1998 told like that three limiting conditions on the use of attitude and subjective norms to predict intentions and the use of intentions to predict performance of behavior. These are the goals versus behaviors distinction between a goal intention like in a ultimate accomplishment of losing 10 pounds and the behavioral intention. Like I will take a diet pill and try to be at instant like sort of do a loss of weight. So, what you can do if lose your weight by either exercise or you are taking a diet pill.

So, what there is a difference between your goal intention and the behavioral intention the choice among the alternatives. So, the presence of um more choices may dramatically change the nature of intention process and the role of intention in the performance of the behavior. So, if more alternatives are present to you may find out like what you are trying to do the behavioral intention, goal intention and how to reach that goal through what type of behavior all these number of choices may determined in intention versus estimation.

There are clearly times when what one intends to do and what one expects to do are quite different. So, I may intend to do so many things and but what I really expect to do based on the

constrains that I am within the situational constituents and sometimes quite different. So, one actually so expects, so there is there is a difference between these two things.

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So, beliefs and evaluation of behavioral outcome may define attitude towards the behavior will define behavioral intention again beliefs and subjective norms will define behavioral intention and they that will define the behavior.

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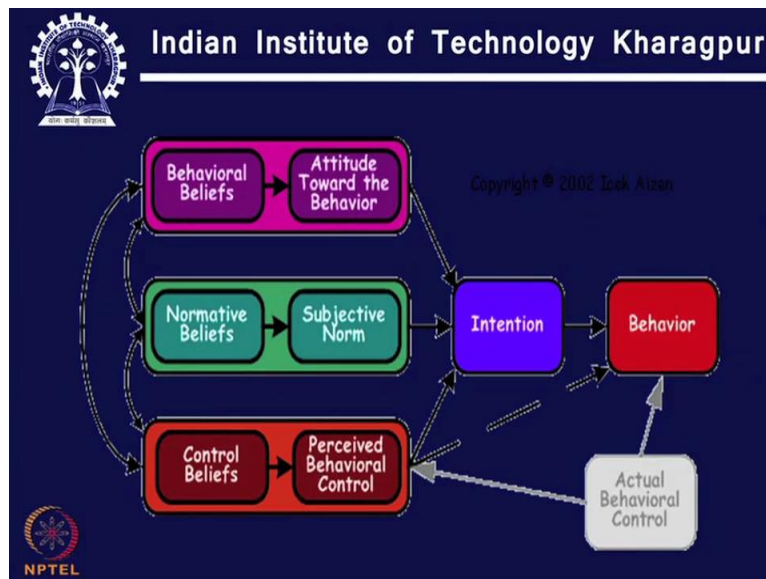
Theory Revision

The theory has even been revised and extended by Ajzen himself into the theory of planned behavior. "This extension involves the addition of one major predictor, perceived behavioral control, to the model. This addition was made to account for times when people have the intention of carrying out a behavior, but the actual behavior is thwarted because they lack confidence or control over behavior" (Miller, 2005, p. 127).

There was even revision of this theory by Ajzen himself into the theory of planned behavior. This extension involves the addition of another major factor predictor which is the perceived behavioral control to the model. So, this control factor as we are telling like what is the intention and what we actually expect from ourselves. What actually we can expect could be differ because due to this reason of perceived behavior control because we may intend to do so many things, but not all part of we cannot control the whole part of the our behavior.

So, many things depend on the situation of the constructional factor the locus of contract thing that that is in our control things, we know that is not in our control and it depend we are in the control of the outside agency. So, perceived behavioral control is one of the mechanism, which is translating the intention of behavioral intention into expectation to behave in certain ways. So, because that the actual behavior is thwarted because they lack confidence or control over the behavior.

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So, the changed model is if you see behavioral beliefs will lead to attitude towards the behavior normative beliefs is subjective norms to intention that is to be with this is the first part of the module that we saw earlier. Added portion is of course this control of beliefs and perceived behavioral control this will affect you intentional actual behavior. Because then this will try to change the intention into the expected behavior and this will act as a actual behavior control.

Because intention while getting translated into behavior is just influenced by this perceived behavior control and my believe is how much I can control my behavior? Whether I am confident that I can change my intention into my actual behavior? All these factors will influence the intention and then it will get translated into the actual behavior.

So, we will continue with the sectionals attitude in the next two lectures based on like what is job stratification and what are the other organizational commitment, and what is employee engagement, and (()) go to the next section on like more details about how these are going to (()) behavior and followed by emotions, (()) intelligence values in the work place, personal values, organizational values, how it is affecting the performance and so what?

Thank you.