

# Lecture 5

## Trust, Justice, and Ethics

### Trust

- Having faith in someone
- The willingness to be vulnerable
- Based on position expectations
- That the other party has good intentions and actions
- Why is it important for organisations? Reputation
- As you start trust someone, you are making a determination that something good is going to come out of it
- In order to accept that you determine that the other person is going to treat you well and has good intentions towards you.
- It's not just faith or something you believe in
- The idea you are opening yourself up to others
- 2 parts: Trustee - Person who is trusted & Trustor - the person who is trusting

#### Disposition based trust

- Someone who has the personality to trust.
- Naturally trusting

#### Cognition based trust

- Reason behind the trust
- A person is deemed trustworthy when they provide evidence of
  - Ability
    - Skills competencies and areas of expertise
  - Benevolence
    - belief that an authority wants to do good for a trustor, apart from any selfish or profit centered motives.
    - Simply because you are not seeking any profit or self gain
  - Integrity
    - Perception that an authority adheres to a set of values and principles that the trustor finds acceptable

#### Affect based trust

- Emotionally attached trust
- More emotional than rational
  - We have both invested so much in this relationship
  - We have a close bond
- Closer to a romantic relationship

# Justice

- Provides behavioral evidence to assess trustworthiness
  - (ability, integrity, benevolence)
- Getting what you deserve
- Being treated fairly increases trust in the other party
- Four justice considerations
  - Distributive
  - Procedural
  - Interpersonal (Makes up interactional justice)
  - informational (Makes up interactional justice)

## Distributive justice

How fair are the outcomes of the decision

- Equity
- Equality
- Need

Outcomes are:

- Pay
- Rewards
- Appraisals
- Etc...

## Procedural Justice

How fair is the process that was used to make the decision

- Voice - input in the process
- Correctability - build in mechanisms to appeal
- Consistency - Consistent across people
- Bias suppression - neutrality and unbiased
- Representativeness - considers the needs of all groups
- Accuracy - based on accurate information

Warnings should be given instead of an appeal-less instant loss of position.

- Warnings must be weighed according to the gravity and severity of the offence committed.
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*“You’ve gotten your midterm back and compare it with a friend, you both have the same answers but don’t have the same score”*

- **Consistency**

*“After looking at the marking scheme you are convinced that the TA made a mistake, you tell the professor who says “too bad. There is nothing I can do””*

- **Correctability**

“A professor gives a brown eyed students less time to complete an assignment, for no other reason than they have brown eyes”

- **Consistency**

## Distributive vs Procedural

When outcomes are favourable:

- Procedures matter less

When outcomes are unfavourable

- Procedures matter more

People easily feel that their outcomes are unfavourable

- Focus on procedural justice

## Interpersonal Justice

Relationships you have with your boss and peers.

How fair is the interpersonal treatment?

- Respect
  - People want to be treated with dignity and sincerity
- Propriety
  - People do not want to be on the receiving end of offensive or improper remarks

How fairly is the information communicated?

- Justification
  - Explanation of decision making procedures and outcomes
- Truthfulness
  - Honest and candid communications

**Whistleblower:** Someone who communicates an unethical decision to the public.

# Ethics

- Are behaviours of an authority figure in accordance with generally accepted moral norms
- Explained by 2 threads: prescriptive (actions according to codes and principles) and descriptive (research on how people tend to act.)
- Not morals
- A decision in one moral direction

Moral awareness - Particular course of action is ethical or not?

- Intensity:
- Attentiveness: What used to be unethical is not anymore

Moral judgment - Moral issue exists? Process to determine if action is ethical

- Development: Must analyze and change a decision based on factors

Moral intent - Am I a moral person?

- Identity: Depends on each individual person and their beliefs

Moral Behaviour - The action carried out.