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## Cognitive Dissonance Theory

- Whenever our behaviour against our attitude then it creates a negative state of high excitation in us called cognitive dissonance. We don't like this state thus in order to reduce cognitive dissonance we either change our behaviour and if that is not possible, we change our attitude.
- But attitude change through ~~cogn~~ cognitive dissonance will take place only when the following two conditions are met:

### 1) Counter Attitudinal Behaviour

- The person should be made to behave against his own attitude.

### 2) Insufficient Justification

- This behaviour person should not be allowed to have enough justification, if there is no obvious justification for our behaviour then we try to find some internal justification for our behaviour, which often takes the form of an attitude change.

## → Application of Cognitive Dissonance Theory

### ① Moral Development through Cognitive Dissonance.

- In order to develop moral attitude ~~and~~ in people we should make them to follow moral law, but for that threat of punishment should not be very strong, the threat must be moderate. It ~~though~~<sup>should</sup> be strong enough to elicit the right behaviour but it should be weak enough not to provide sufficient justification.

## 2) Small moral transgression and immoral attitude

- If we ~~violate~~<sup>violate</sup> some small principle of morality like speaking a white lie, then it will weaken our moral attitude and it will become easier to ~~violate~~<sup>violate</sup> the bigger principle of morality.

## 3) "When saying becomes believing"

### "Governance"

- ① Some professional dilemma that civil servant often face.

#### — Conflict of Interest

- When someone's work aims to serve and interest which is in conflict with his obligation as a civil servant then that person is experiencing a conflict of interest.
- Conflict of interest are problematic for the civil servant because they ~~there~~ threatened to undermine the impartial and frank judgement that the civil servant require to make.
- The most common type of conflict of interest is when a civil servant is offered a bribe, or a gift or some other material benefits to influence his expert judgement. This often hampers his ability to maintain the integrity of his professional judgement.



- But some conflict of interest can be more subtle for example when a professional develop a personal relationship with client.

- Two types of conflict of interest :-

- ① Potential conflict of interest
- ② Actual conflict of interest

- The best way to handle conflict of interest is to simply avoid it. If it cannot be avoided then it must be resolved as soon as possible in such a manner that public interest is upheld.
- The easiest way to resolve a conflict of interest is to ~~refuse~~<sup>rescue</sup> one self from that particular case by passing the case over to some other professional like senior or colleagues. But in any case a conflict of interest must always be disclosed the real existence of the conflict of interest may not necessary result in to a ~~top~~ compromise professional judgement, but any attempt to hide it is necessary a sign of unethical intent.

### — Whistle blowing

- When the organisation or someone else in the organisation does something wrong (unethical) and when these bad ~~pr~~ practices are brought to light by someone from within the organisation then it is called whistle blowing.
- The obligation of whistle blowing is based on this recognition that our duty towards larger public or larger society and towards our profession is more important than our duty towards our organisation / Employee / Colleague.

- Whistle blowing becomes an important obligation if the following three conditions are met.
- 1) the ethical wrong doing is serious in nature and/or will continue if not made public.
  - 2) The professional has exhausted all the reasonable procedures for solving the problem from within the organisation.
  - 3) The professional has enough evidence to make a possible case in the media and public.



## Accountability

- Accountability means giving an account of ones actions and decisions and stating the reason for the same. Accountability becomes necessity if the following two condition are met.
- 1) When the person has the freedom and discretion to act or take decision.
  - 2) The person exercises power and authority and/or Raises or spends money or resource on behalf of someone else.
- Accountability is important because of the following reasons.
- 1) It is important as an end in itself / as a normative value.
  - 2) It provides and enhances the legitimation of political power.
  - 3) It prevents the misuse & abuse of power and authority and help us to fight corruption.
  - 4) It increases the administrative managerial Efficiency.
  - 5) It helps us to understand and measure that the performance has been upto an accepted standard.



- 6) It facilitates good governance.
- 7) It leads to the credibility and stability of the democratic system.
- 8) It enhances the trust of the citizen in the administration and governance.
- 9) It increases the solidity and connectiveness of the people in the society and create a community feeling. It might also reduce the social conflict.