Managerial myopia :

Influence of unethical attitudes on behavior at work

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Introduction:

This paper is a study of the effects that can result such attitudes and unethical behavior against employees and its impact on behavior at work, and as a result on performance. We try to verify that this is a kind of managerial myopia (blindness)that affects the performance of the company while it seeks to maximize .It is an empirical study on employees of 10 companies (different sectors) in the region of Oran, Mascara, using a survey and results will be analyzed using SPSS program (frequencies, correlations, regression …).

1. Irresponsibility of the current managerial approaches

Current managerial approaches, leading for purely financial objectives (even if this objective is legitimate) often lead to unethical behavior and attitudes[18]. Talking about ethics in management is an absurdity to some observers because the world of Business obeys only the law of profit. At first glance, ethics and business seem to be worlds apart, because the reality of doing business is too often a environment where the struggle for survival leaves little room for moral considerations "The end justifies the means", said in a Machiavellian or all is permitted even if it is not fair, as the use of lies, fraud, violence and corruption.

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[18] - Example of the Enron scandal is the most significant.

When their financial scandals, corruption and other unethical practices have emphasized the need for ethics in business today. This is not a matter of choice but now a duty for all companies. These scandals have hit the business world in developed countries (WorldCom, Tyco International, Rite Aid, Xerox, Enron, Merrill Lynch …) and most recently in Algeria (the case group Khalifa, BCIA …) led to the issue of integrating ethical values in business for more ethical business and avoid these deviations.

2. The incessant demand of business ethics

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But in reality, and as in all areas of life and, ethics has also been ongoing concerns in recent decades especially after this scandals. These thoughts were not new; Protestant thought has integrated the ethical concern for economic life. According to the too famous analysis of Max Weber on the Spirit of Capitalism: the turns profit in blessing and the work is covered

status act eminently ethics. Thus, it is among American Protestants were born the first "fund ethical investment ", excluding companies that produce weapons or liquor, in such ensure that such investments comply with their values. Some similar approaches have also emerged in the 90 United States which Amy Domini, which created the Domini Social Equity Fund (an investment fund manager values deemed ethical) which aims to measure the quality of human resources management business listed on Wall Street.(Bendiabdellah 2007)

Recent years have seen a proliferation of calls for responsibility Name of the company. Beyond a strictly economic view, many actors institutional (government, trade unions, NGOs …) wish now that the company includes in its strategic decision-making expectations of stakeholders negatively affected by its production process. Companies are required to promote the inclusion of ethical, social and environmental. These pressures, these influences are realized by the emergence and development of standards, inspection bodies.

The media and public opinion in developed countries seem to have the hang of shoot this pressure. They are putting increasing pressure on companies, in the sense of a more great responsibility of their management, including the social and environmental. It is well to claim an ethical commitment. The public expect the company to involve in the life of the city and it certifies that its products are social and human and environmentally correct.

If shareholders and investors are at the forefront affected by these phenomena, all staff and business partners (stakeholders: consumers employees, etc ….) are also naturally concerned. The latter claim the benefits to companies on their commitments vis-à-vis quality, timely and ethical principles for establish a relationship of trust. Following this

pressure the leaders are pressing to integrate ethics into their management methods.

3. In return, employees are most affected by this irresponsibility.

Traditionally recent thinking on ethical business focus on relationships with partners and external stakeholders (respect of the environment, corporate social responsibility, sustainable development, client relations, business partners, social and political actors, etc.) (Brunstein et alii 1999; Dejour 1999, Forrester 1996; Jourdan et Durieux 1999; Hirrigoyen 2002).. However, the internal aspects of ethics for the management of men are in many cases poorly considered, or those men, their talents, their skills, which are the real source of assets and values .(Davis et al., 1997)

Why there is an increasing amount of unethical behavior towards employees, Examples of harassment, violence, discrimination

4. Unethical behaviors of managers and responsible against employees.

4.1. Workplace Violence:

A broad definition that includes multiple forms of expression of violence has been proposed by Wynne et al (1997) and adopted by the European Commission, "or incidents people are insulted, threatened, or assaulted in circumstances of work, and which provide risk explicitly or implicitly their health, safety or well being(Assaad el A, Sylvie .G ‹Jean-piérre 2006)
As for him, Buss (1961) brings together the various forms of violence that manifests in organizations in a ranking system recognized as the most complete, he distinguishes 3 three-dimensional
• physical / verbal

• active / passive and

• Direct / indirect.

Physical aggression refers to the use of physical force to injure others, it includes attacks (unarmed or armed robbery) and gestures and insinuations to harm others. The verbal aggression is expressed through the and oral communication involves verbal threats, insults, taunts or other language that can harm others

Physical abuse is the most easily visible, identifiable and quantifiable primarily by the battering which leads, it is less common than. The Emotional abuse or called "moral violence" takes a more and more important, it shows in the definition of violence provided by the commission European Parliament (Committee on Safety and Health at the workplace "violence can be defined as a form of behavior or action between two or relational many people who are not, and that characterizes aggressiveness, sometimes repeated, sometimes Unexpectedly, with harmful effects on the health, safety, or welfare of
Employees in work (Assaad el A, Sylvie .G ‹Jean-piérre 2006)
Few accurate and reliable statistics are available on the subject. The 2000 survey by the Dublin Foundation, 6 million employees in 15 states of the European Union say they were abused. They are actually much more, because many people prefer to remain silent[19]

Violence in the workplace is one of the top security threats employees worldwide. This is the alarming fact made by the International labor organization (ILO) in its report on violence at work, published in 1998. this plague takes various forms: open or latent conflicts, aggression, threats, verbal abuse or Physical.

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[19] -http://emploi.france5.fr/emploi/droit-travail/sante/22093924-fr.php consulté le 03-06-2009

4.2. Bullying or moral harassment.

It is in the 80's the Swedish psychologist Heinz Leymann (Doctor of psychology and professor at the University of Stockholm) has formalized the notion of harassment of which he gives the definition "*mobbing (or harassment) is a conflictual relationship to the workplace, both among colleagues and between superiors and subordinates. The person being harassed, the, victim, was attacked repeatedly, with the aim of exclude* (Marie-France H 2001)

For Leymann, there is talk of a communicative situation that threatens to inflict on the individual serious psychological and physical damage. Mobbing is a process of destruction, he consists of hostile actions that are taken in isolation, might seem innocuous, but whose constant repetition to the pernicious effects. Thus the concept of mobbing defines " the concatenation of a long period, and about hostile actions, expressed or manifested by one or more persons, to a third party. By extension, the term also applies to relations between aggressors and their victim.(Dyévre. P ‹Leger. D 2003)

Following studies on this subject 58% of cases of harassment comes from the hierarchy, 12% colleagues and has only 1% comes from subordinates, for it shows the great importance of harassment made within the company comes from the people whom his coaching general managers. So the moral or psychological harassment is conduct abuse from a superior, who by his repeated and systematic, violates the physical and moral integrity of the employee, his dignity and is able to compromise seriously his professional future.
According to a survey conducted in the United States and Europe the bullying could affected 3 to 10% of employees by sector of activity. it is less in areas of high

technical, more in the service sector, education and social and all the contents of the spots less defined (Patrick .L 2001)

Labor inspectorates in Algeria recorded each year more than 3.5 million cases of bullying (also known as psychological) in professional circles in Algeria. This is due to legal loophole criminalizing the practice. This has the unfortunate consequences; some victims lose their jobs, become depressed and sometimes suicide because of their situation[20]

The harassment in a company can take several forms each of which is its objectives and its consequences which include :

4.2.1. Affecting the working conditions of the victim:

In this case the stalker may be the leader or manager makes to the targeted person at fault, to appear as incompetent. It may make any of blame and eventually find reasons to make it go away. These actions are often the first visible when the harassment comes from the hierarchy. When these processes are subtle, malicious intentionality is difficult to prove because the attacker can easily hide behind the interests of the.(Niedl, K. 1996)

4.2.2. Isolation and denial of communication:

This is to put someone away, refusing to talk, do not invite to pots of services … are processes that are painfully felt by the victim but trivialized or denied by the abuser. The lines of isolation may come from both colleagues and hierarchy .(Niedl, K. 1996)

This is the first step of the harassment, so that the target person can not defend himself, he must first isolate it by breaking alliances. When he is alone, it is more difficult to rebel,

especially if we can believe that everyone is against him. The harasser does look over the person, it welcomes the more he speaks of it as an object. Is to deny its presence similarly, it does not communicate with her only through written notes.

It is "shelved", the "quarantine". Gives him more work while his colleagues are overwhelmed. Quarantine is much more stress-generating the extra work and quickly became destructive. This exclusion paralyzes the victim that can defend him slef, making possible the result of the assault. By refusing to name the conflict, to speak, the attacker prevents a discussion that would resolve.

4.2.3. Reached the dignity of the victim

These are actions that achieve the dignity of the victim; it is such teasing, gestures derogatory about disqualifying.

4.3 .sexual harassment:

The term sexual harassment any unwanted behavior, unwelcome and unsolicited a sexual nature. Sexual harassment "is a display of power to intimidate, to coerce or to lower a (an) other worker / Waitress.[21]. (Jeanne Mager, 2000)

- This is some examples of such events to harassment:

 Physics
- Touching, pinching, brushing against, hugs, or touches

-Leering or insistent

-Signs sexually suggestive, winks

-The sending of unsolicited e-mail, Texting, or sexually explicit jokes around

[20] -http://www.algerie-dz.com/article13571.html : consulté le 10-06-2009

intranet office Physical contact-touching and unnecessary

-Physical assault

- **verbal**
  -Any comments or references to sexual
  -Sexual- jokes or request for sexual fantasies.

  -Homophobic comments and insults gender of a person or the deeming sexuality

  -Discussions of work-deflected on sexual themes

  -Requests for sexual favors, often linked to a promotion

- **non-verbal**
  -Display of drawings, calendars, screen savers on the PC or other equipment sexually explicit
  -Send anonymous letters
  - Whistles

Discrimination:

According to International Labor Organization (ILO) in its convention N 111, it definite discrimination like : *it contains all kind of distinction exclusion or preference based on race, color, sex, religion, political opinion or social origin ,who causes to destroy or deteriorate the equality of chances or treatment as regards employment or profession* "(Fiorente 2003)

- **Sexual discrimination:**
  Just like the protective standards of the woman, they exist only at the formal level; they are far from being respected. The women by far are touched by this discrimination so more and more at work; the

ceiling glass and the variation of remuneration between the man and the woman are still quite present in many e countries.
Moreover, the women generally occupy employment the least best remunerated and more precarious.

The effects of these unethical attitudes on behavior at work

Managerial ethic forms yet only very seldom part of a true managerial strategy integrated into the total strategy of development of the company while declining itself in the whole of the practices of management of the men (Daniel .B, Zahir 2006)

Unfortunately the emergent awakening of these concerns of managerial ethic is especially related to negative aspects or attitudes and behaviors not ethics which generates more and more dysfunctions.(Descolonges et Saincy, 2004). It is for example the case of the rise of the stress and the problems of psychic health of the employees, the degradation of the working conditions, non respect of the people, the absence of listening and dialogue of the managers, of the brutal decisions of dismissals, an impersonal management of human resources, attitudes of contempt of the people, fixing of unattainable targets, renewal of the phenomenon of the "small heads" in much of organizations.
However these managerial dysfunctions represent an enormous wasting of the talents, energies and competences of the men working within the company or the organization of which well few leaders are conscious.

Not taken into account of the ethical aspects of human management will have a cost increasing for the organizations and early or late will reach them in their competitiveness and their performances. It acts of a *kind of blideness* that much of leaders and managers did not

include/understand yet (Descolonges et Saincy, 2004).

The trap of one this *managerial myopia* evacuating the ethical aspects of human management in the name of a financial effectiveness in the short run will be closed again soon on the followers of these cynical and brutal modes of management.

It is thus advisable to make change these modes known as "perverse" of this single managerial thought exit of a vision traditional of the management which results in a disastrous impact of unethical managerial behaviors (Bernhard 1996)

Admittedly it is about a true challenge and of an extremely delicate subject because he blames directly the attitudes and current behaviors of very many hierarchical persons in charge within the organization, whatever their nature But if we observes the perverse dysfunctions and effects which result from unethical managerial practices and their negative impact including in the financial scheme on the performances from the organization, ,we leaves oneself by a reality which these unethical behaviors indeed results in "*hidden costs*" (Saval 1995)Even if it is sometimes difficult to evaluate them with precision. It can be sometimes considerable as when ' ' it will lead to the loss of customers or the fall of the productivity of a team or a manufacturing unit

Ethical management rediscovers the man like the true value.

The wild form of capitalism, or the inversion of the ethical order, proceeds of an ideology materialist which regards the man as a means, in other words, a thing
The man is not a machine, it would not know to him to be imposed a rate/rhythm of work

calculated in terms of resistance. But work not being the goal of the existence, the company should not confiscate with the man the time of his life. Ethical management rediscovers fortunately the man like the true value; the man as a worker, but also as a customer, consumer, a citizen
The hour is with the communication and either with the dictatorships, the transparency and either with the secrecies which cover lewdnesses, with the dialogue, not with the decisions prepared by talks.
Today we are asking the managers to be also worried by the results (and processes that point to reach) and the people without whom these results would never be reached. This vision is affirmed by a study undertaken by LRN to the USA which was shown that the capacity of a company to maintain a culture of company based on values morals "ethical corporate culture" is so significant for the attraction of competences and the maintenance of the productivity of the employees. According to this study 14% of the questioned employees declared that it is significant for them that their companies are ethical (Bendiabdellah, Bouhanna 2007).

Discussion:
The objective of our study consists in apprehending the role which can generate the managerial ethics in the realization of the performance in other words trying to test that these unethical behaviors is translated by hidden costs in other way it s kind of blindness that affect performance.
To check our assumptions we chose a survey, we structured it according to following axes:
-Personal information's (age, sex, instruction's level, seniority, hierarchical level, activity sector)
-Evaluation of working conditions and wellbeing of employees within their companies.

-The judgment employees toward equity and organizational justice within their companies and the influence of this judgment on their engagements and their performances.

1. Description of the sample

It is an empirical study on employees of 10 companies in the region of Oran, Mascara (Algeria), in different characteristics, which can describe them as follows:

More than 2/3 of the questioned are men with 70.5 %, against 29.5% for the women. More than 2/3 of questioned have a university level, therefore they will not have difficulties of comprehension and response to the survey. According to the hierarchical level, the representation is not homogeneous, with more than 74 % east constitutes by the , but it is representative. The senior executive occupies the second place with 15.4 % and finally the executants with 10.3 %. The decomposition of the sample is made apparaitre a close percentage between those which work in the public sector and the official institutions, against 26.9 % in the private sector.

2. Interpretation of the results
2.1.analyse of frequencies :

30.8 % of the questioned employees declared that they do not feel at ease in their works, and they want to change company. This percentage is to solicit by 27 % of the employees judge the working conditions like unsatisfactory, and 29.5 % which feel that their employment is not stable.

35.5 % of employees said that their companies do not take any importance with their wellbeing, which is really a very significant sign in the judgment of the ethical quality of the management of the men in the company.

Even it also can be seen by the remarkable percentage (47.4 %) of employees which says that their companies do not respect their dignity, which is also such a relevant sign of unethical quality of management in these companies.

In response for the item (an ethical attitude of my persons in charge offers a feeling of confidence to me, to stop on the relation between the ethics of the managers and the confidence of the subordinates.) and the item (a feeling of confidence justifies me to work more) and with the combination of these two responses we conclude that: 90 % of the sample solicit the first question, that reflect the importance which makes the employee with the ethical quality of management in his company , to found a mutual confidence, which will be reflected on their motivation. Moreover, 93.3 % of employees declared that the feeling of confidence is of primary importance so that they are justified to work more.

In their response to the question on discrimination: The difference between those which answered of agreement and not in agreement is remarkable (32 to tell 5) what means that large section of the employees undergoes a discrimination in their companies according to various criteria, and if we compares those which are against and those which are for we notes equality what affirms the width of this phenomenon in our Algerian companies (50%,50 %).

What about harassment?
Moral harassing seems to occupy a significant place in the managerial attitudes of the persons in charge for the companies. Approximately 30 % of the questioned employees declared that they feel victims of moral harassing within their companies, even if they has there of other which want to keep silence. That shows us the significant weight of this behavior not-ethics in modes of management of our companies. It is a serious problem which appears in our companies, it is more significant in the public companies and administration official that in the private sector.

And Sexual harassment?

30 % of the questioned women declared who are victim of a sexual harassment in their companies, even if y has others which do not want not declared these goings beyond. This percentage thus reflects the width of this phenomenon in our

companies. It is about a hidden phenomenon which appears in the slides of the companies, although the majority of the women victims want to keep silence. The sexual harassment remains one of the subjects taboo in the management of this organizations

3. Analyze of correlations

Being given that the results are qualitative, the tables of correlation of Pearson do not seem to have a great significance in order to test the quality of relation between the variables. For that the recourse to the test of the khi-square seems to us most suitable and more answered for this case of study.

The first test that we will make between the judgments of employees on equity in their companies and the influence of these judgments on their commitment and performance with work:

by the recourse to the switchboard of the khi-square according to the law of K Pearson: the calculated khi-square (40.872) is largely higher than theoretical khi-square with the threshold of 0.1 (13.277), therefore we accepts the H1 assumption of the existence of a relation of causality between the judgment of employees on equity in their companies and the influence of this judgments on their commitment and performance at work.

That shows us that behavior of the managers condition that of the employees. For this reason, the managers are invited to call into question their modes of management to increase the performance of the company

We had revealed that 90 % of the employees consider that an ethical attitude their persons in charge offer a feeling of confidence. That encourages us to test if this confidence due to ethics influences it the commitment of the employees?.

	Item 34	Item 35
Khi-deux[a,b]	81,872	53,590
ddl	4	2
Signification asymptotique	,000	,000

a. 0 cellules (,0%) ont des fréquences théoriques inférieures à 5. La fréquence théorique minimum d'une cellule est 15,6.

b. 0 cellules (,0%) ont des fréquences théoriques inférieures à 5. La fréquence théorique minimum d'une cellule est 19,5.

khi-square test

The calculated khi-square (81.872) is largely higher than khi-square which appears in the switchboard with the thresholds of confidence of 10% and 5 % (7,779, 9.488).That leads us to reject the H0 assumption of inexistence of relation of causality.

It is thus concluded that ethics influences the motivation of the employees positively.

It is more significant for the managers to adopt ethical behaviors in order to have more influence on the motivation as of their subordinates. This behavior insofar as it generates confidence, can have the effect on the organizational performance

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