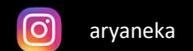




# KEPUTUSAN DALAM ETIKA BISNIS

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What is an ethical decision?

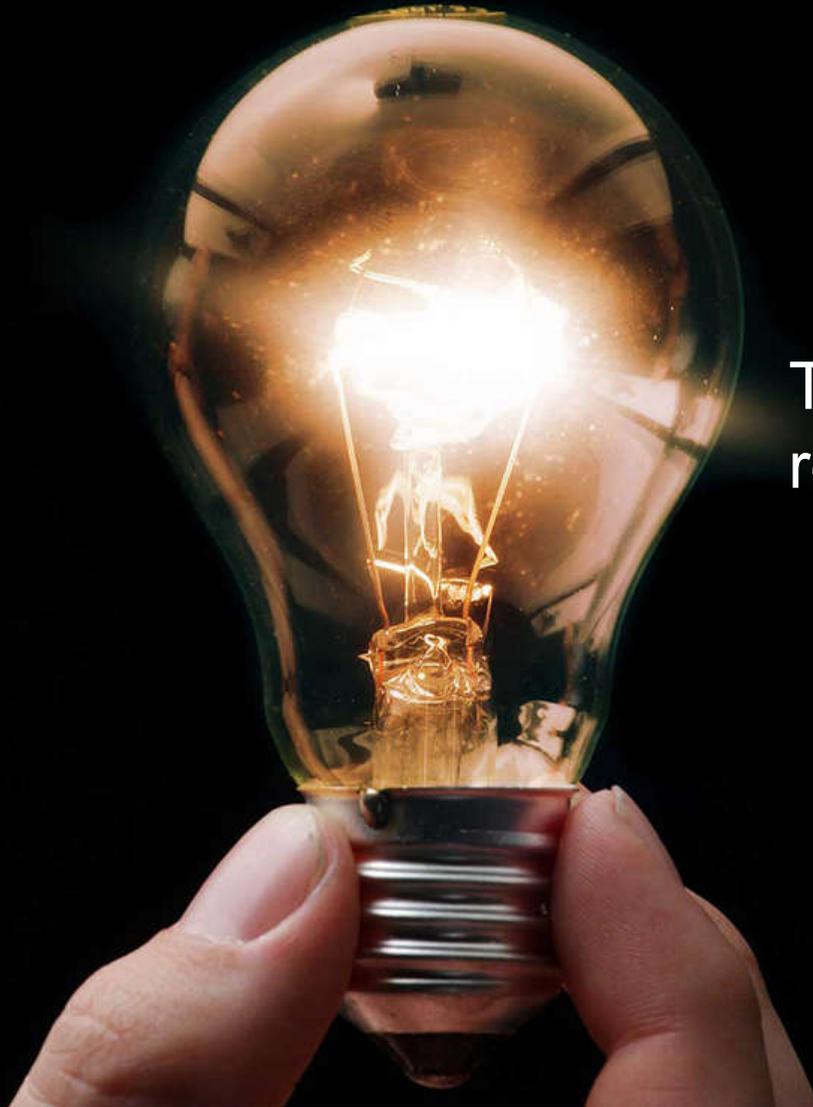




The decision is likely to have significant effects on others.



The decision is likely to be characterized by choice, in that alternative courses of action are open



The decision is perceived as ethically relevant by one or more parties.

# Stages in ethical decision-making



**Figure 4.1** Ethical decision-making process

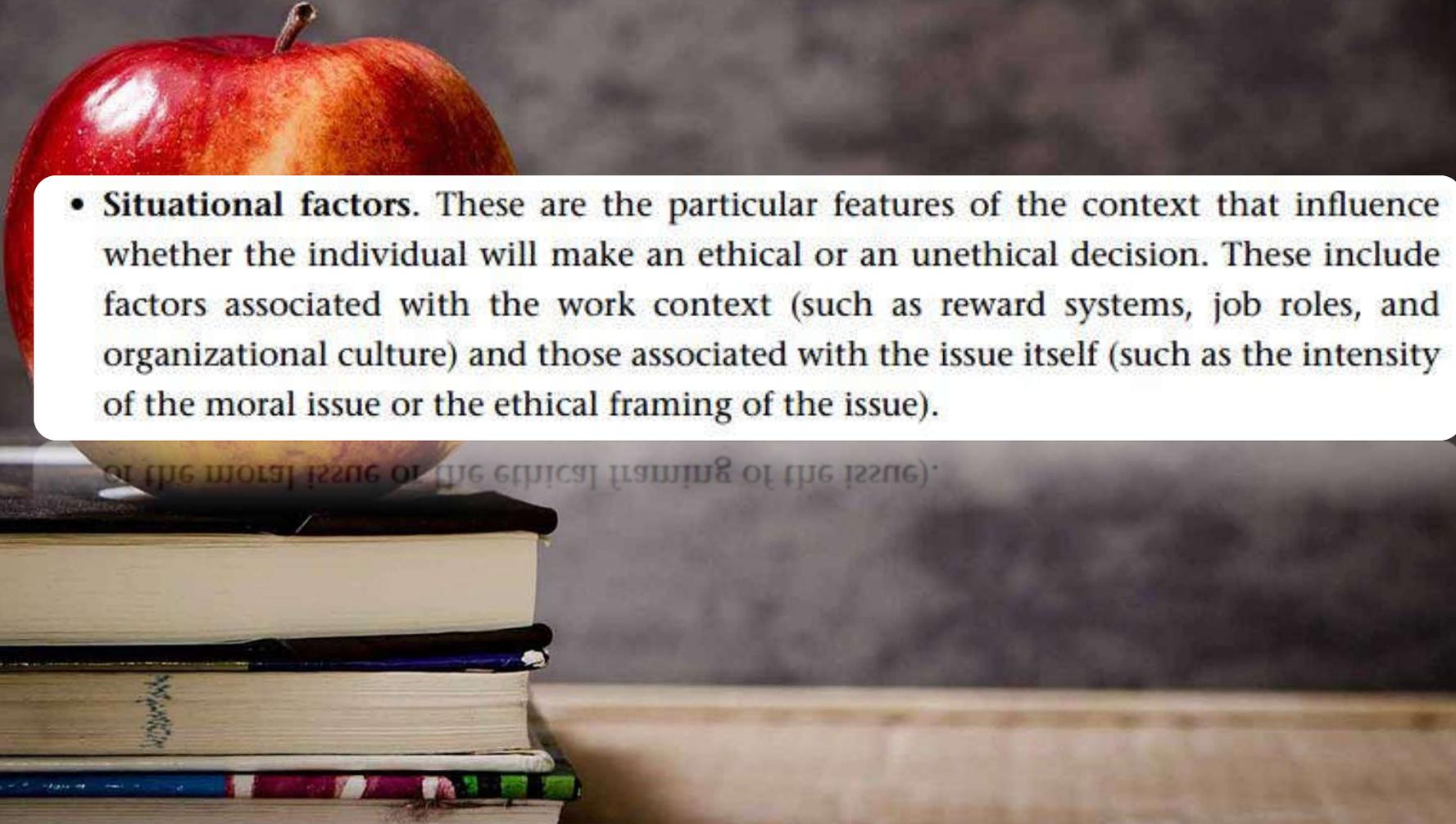
*Source:* Derived from Rest (1986), as cited in Jones, T.M. 1991. Ethical decision making by individuals in organizations: an issue-contingent model, *Academy of Management Review*, 16: 366–95. Reproduced with permission from the Academy of Management, conveyed through Copyright Clearance Center, Inc.

# Influences on ethical decision-making



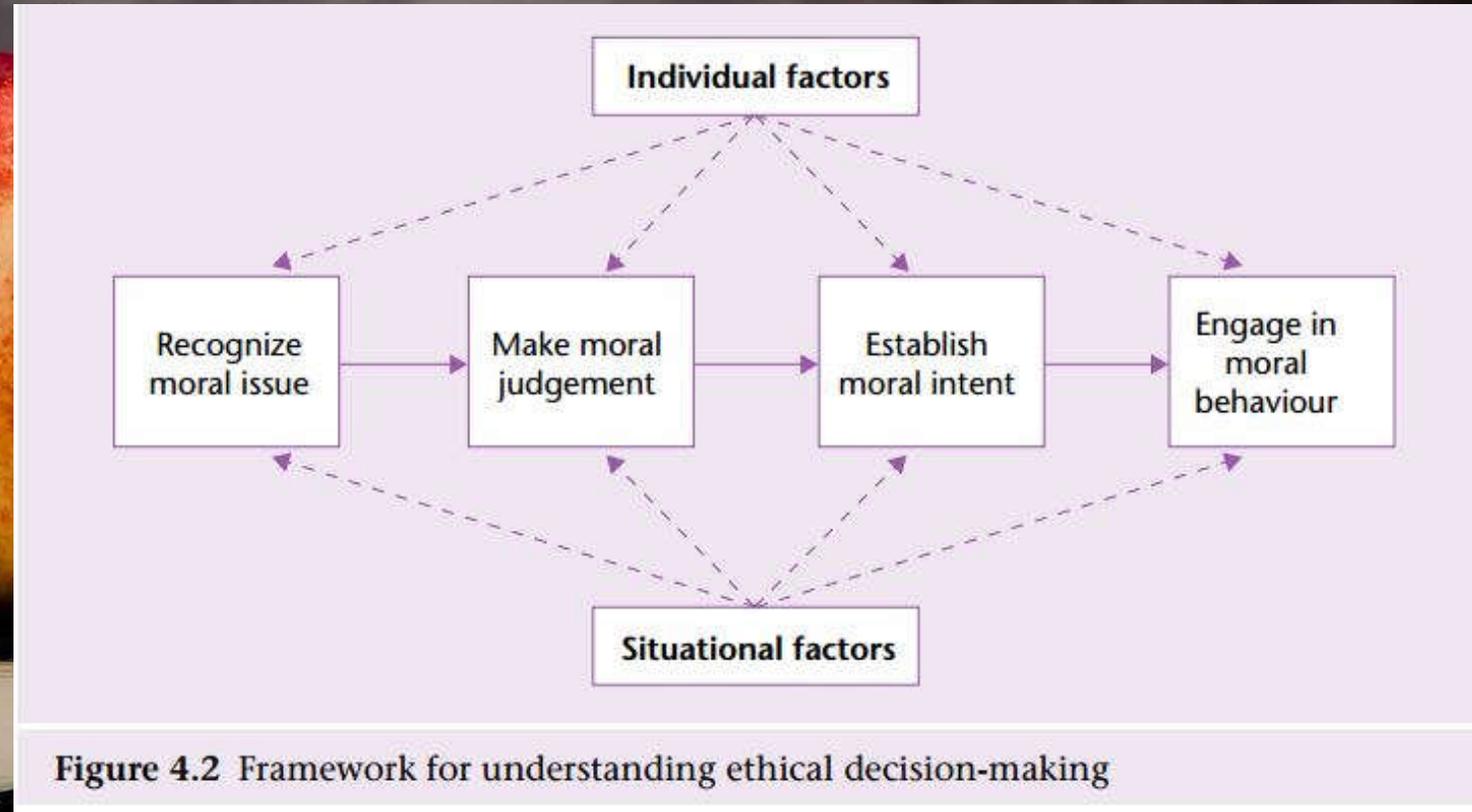
- **Individual factors.** These are the unique characteristics of the individual actually making the relevant decision. These include factors that are given by birth (such as age and gender) and those acquired by experience and socialization (such as education, personality, and attitudes).



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- **Situational factors.** These are the particular features of the context that influence whether the individual will make an ethical or an unethical decision. These include factors associated with the work context (such as reward systems, job roles, and organizational culture) and those associated with the issue itself (such as the intensity of the moral issue or the ethical framing of the issue).



# Limitations of ethical decision-making models





Factor	Influence on ethical decision-making
Age and gender	Very mixed evidence leading to unclear associations with ethical decision-making.
National and cultural characteristics	Appear to have a significant effect on ethical beliefs, as well as views of what is deemed an acceptable approach to certain business issues.
Education and employment	Somewhat unclear, although some clear differences in ethical decision-making between those with different educational and professional experience seem to be present.
Psychological factors:	
Cognitive moral development	Small but significant effect on ethical decision-making.
Locus of control	At most a limited effect on decision-making, but can be important in predicting the apportioning of blame/approbation.
Personal values	Significant influence—empirical evidence citing positive relationship.
Personal integrity	Significant influence likely, but lack of inclusion in models and empirical tests.
Moral imagination	A relatively new issue with potential, but largely untested, explanatory potential.

**Figure 4.3** Individual influences on ethical decision-making



# Situational influences on decision-making

Type of factor	Factor	Influence on ethical decision-making
Issue-related	Moral intensity	Evidence suggests significant effect on ethical decision-making.
	Moral framing	Most studies show strong influence on some aspects of the ethical decision-making process, most notably moral awareness.
Context-related	Rewards	Strong evidence of relationship between rewards/punishments and ethical behaviour, although other stages in ethical decision-making have been less investigated.
	Authority	Good general support for a significant influence from immediate superiors and top management on ethical decision-making of subordinates.
	Bureaucracy	Significant influence on ethical decision-making well documented, but actually exposed to only limited empirical research. Hence, specific consequences for ethical decision-making remain contested.
	Work roles	Some influence likely, but lack of empirical evidence to date.
	Organizational culture	Strong overall influence, although implications of relationship between culture and ethical decision-making remain contested.
National context	Limited empirical investigation, but evidence suggests a clear influence at least for some types of decision.	

Figure 4.6 Situational influences on ethical decision-making



## Research exercise

Look at a recent business scandal that has made the headlines. Identify the main people involved in the scandal and investigate their individual characteristics. Then identify the key situational factors that may have influenced their behaviour. Which of these individual and situational factors seem to have been most important in causing the scandal? Would you have any suggestions for how to avoid such a situation recurring in the future?

any suggestions for how to avoid such a situation recurring in the future?





# REFLEKSI

1. Informasi penting hari ini
2. Manfaat penting dari informasi penting hari ini
3. Tindak lanjut yang dapat saudara lakukan





# THANK YOU

Any Question ??