MORAL AND WORK: A SOCIAL DOMAIN THEORY PERSPECTIVE

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Abstract: There is an expectation that managers mobilize their judgments and their social construction and are engaged with the goals of organizations. Therefore, the objective of this article was to investigate the judgments of managers about hypothetical dilemmas, in which conflict situations commonly experienced in the organizational space are presented. Thirty retail managers participated in the survey. For data collection, the instruments used were the Identification Form (data from the managers) and the Moral Dilemma Questionnaire (with two hypothetical situations). Data were qualitatively analyzed by Bardin's Content Analysis and by a Coding System, based on the Social Domain Theory. Quantitative analysis was also performed using Descriptive Statistical Analysis. As for the results, the managers presented content With moral principles in their responses, such as taking care of the team and valuing people's lives; and in moral principles such as following the company's rules and valuing the profession above the value of people's lives. The justifications are classified by domain, with responses from Conventional Domain prevailing, which can mean the expression of the managers' need to meet organizational demands.

Keywords: Morality. Job. manager. Social Domain Theory.

Work can be considered as a transforming activity that integrates most human processes and systems, being an activity of wide importance for the development of society and the process of creating individual identity. Thus, the individual develops his potential through action, which serves as a source of meaning for human life (Arendt, 2010). Nevertheless, this individual and work relationship can suffer impacts that significantly imply the condition of human beings as political, subjective, social and cultural beings (Borges, 2007; Malvezzi, 2010).

Society, guided by technological advances, in which agility in institutional changes lead to a greater financial return for the organization, does not allow space for linear and lasting relationships for workers, making it impossible for them to build an identity based on their expectations and desires, in addition to bumping into moral issues of the individual and work relationship (Sennett, 2005; Gaulejac, 2007; Harvey, 2010).

The incessant search for innovations, competitiveness, a culture of urgency and flexibility are dictated as essential elements for contemporary work (Gaulejac, 2007; Galhardo, 2020). Considering these values defended and desired in the contemporary world of work, it is asked, regarding the coordination of these values with those prescribed by professional ethics, but still extended to an understanding of the dimension of morality in the relationship between work and human development (Galhardo et al, 2019).

To understand moral development, the Social Domain Theory (SDT) is chosen because it considers morality as one among other dimensions of understanding the social dimension of human life (Turiel, 1983). The way in which the individual thinks and feels the different events and experiences, including their relationship with the world of work, encompasses all aspects of their social life, which are complex and can be coordinated in different ways, as they depend on their development. individual, social conventions and cultural particularities, among other factors (Turiel, 1989). TDS defines morality as the concern not to harm others and states that morality is a social dimension that coexists with social conventions and with personal issues (Smetana, 2013).

For a greater clarification on the domains, the Moral Domain refers to the concepts of well-being of the other, of rights and of justice,

starting from the criterion that one must judge the consequence of the action on the well-being of another individual (Smetana, 2013; Turiel, 1989). The importance of this domain is that it does not depend on the imposition of rules by an authority, being considered unalterable and generalizable. Moral transgressions are considered wrong, even though there are no rules imposed by authority (Killen & Smetana; 2015).

The Conventional Domain is related to social norms, traditions and uniformity of conduct, it is constituted by a knowledge shared between people of the same social system and validated by their consensus. A characteristic of the Conventional Domain is that the acts are arbitrary, as it is possible to have different behaviors in similar situations or functions (Killen & Smetana, 2015; Turiel, 1989).

The Personal Domain is characterized by the personality and identity of each one. They are particular choices and actions, whose consequences mainly affect the subject, without resulting in a breach of social order or injustice to others (Smetana, 2013).

With that in mind, this theory allows us to assess forms of injustice, tolerance of cultural practices, as well as the legitimacy or injustice of violations of rules (Killen & Smetana, 2015). This theoretical contribution also contributes to the understanding of the moral development of individuals, as well as allows analyzing how moral and non-moral considerations in decision-making can vary according to the contexts, cultures and development of each one (Turiel, 2013).

When evaluating the context and reality of the manager's work, three main factors are noted that such professionals need to coordinate to achieve their results and consequently develop professionally (Enriquez, 1997; Freitas, 1999; Hendry, 2004; Gaulejac, 2007). These factors are guided by the manager's interpersonal relationships with the top hierarchy and with his team; in his personal interests; and in the interests of the organization (Hendry, 2004).

These three factors or elements can be resumed from the point of view of TDS insofar as the manager, when coordinating the elements, may or may not prioritize the Moral Domain in interpersonal relationships, so that it is not directed solely and exclusively by the company's Conventional Domain or by Personal Domain, or his own preferences (Galhardo, 2018). Therefore, the main objective of the present research was to investigate the judgments of managers about hypothetical dilemmas, in which conflict situations commonly experienced in the organizational space are presented. Such conflicts present the need to balance personal interests with interpersonal and organizational relationships.

METHOD

Thirty retail managers participated in the study, 8 women and 22 men, aged between 20 and 61 years (average 39.6 years) and who had been in the profession for at least one year. The sample occurred for the convenience of managers who worked in retail companies.

The instruments used were an identification form, which aimed to characterize the participants in terms of personal and professional data, and a Moral Dilemma Questionnaire.

For the construction of the instrument "Questionnaire of Moral Dilemmas", three pilot studies were carried out, as well as, an *Assessment for analysis of agreement between judges* with agreement greater than 75%. The instrument was composed of two fictitious stories, considered as the moral dilemmas, which, despite being hypothetical, can occur in organizations in the retail sector.

(1) Murilo has worked in a clothing store

chain for 15 years. The unit, which it has managed for 10 years, has already won awards for its high turnover. However, the region of this unit has lost sales due to strong market competition in the city. On a visit from the board, the commercial director was outraged by the unit's current results, as they are not even reaching the targets. The director says it's the manager's fault, who doesn't know how to manage properly, and even claims that if the results don't improve by the next month, he runs the risk of being replaced, or rather, being dismissed from the company.

(2) John was hired to manage a pharmacy. He has work experience but has been unemployed for some time. This vacancy appeared at a time when he was in great need, as his mother was affected by a rare disease and the drugs for the treatment are very expensive. The general Manager of the pharmacy chain, when he learned of John's situation, in addition to hiring him, also granted him the benefit of guaranteeing these medicines on a monthly basis. However, for that, he asked John that when some medicines were close to expiration, he would change the date so they don't have so many problems with losses, since this has been one of the worst results of the pharmacy.

After each dilemma, a question was presented for the manager to put himself in the character's shoes: "If you were Murilo, what would you do?", and in the second dilemma: "If you were John, what would you do?". Then, eight options for solutions were presented, and the manager answered whether or not he agreed with the solution using a 5-point Likert scale: (1) totally wrong and; (2) wrong; (3) neither wrong nor right; (4) right; (5) totally right. For each grade assigned to each solution, the manager also presented the justification for choosing his answer.

After approval by the Ethics Committee in Research with Human Beings of the Institute of Psychology (CEPH-IP) of the University of São Paulo with the opinion number 2,023,671, data collection began. Data collection took place in the form of interviews, lasting 30 to 40 minutes, which were recorded and transcribed.

For the qualitative analysis, it was based on the Content Analysis method of Bardin (2016), followed by the process of independent analysis of judges (with agreement above 75%). The analysis of categories of responses to the dilemmas followed the criteria previously defined by the TDS, for the differentiation and classification of judgments in: Moral Domain and non-moral. The justifications for the Likert Scale were also divided in the same way, as shown in Table 1.

Table 2 presents examples of responses with Moral Domain and non-moral.

1º MOMENT

The first analysis was based on the open question about what the manager would do in the place of the character in the dilemma. These data were classified into categories, using the Content Analysis method of Bardin (2016).

2º MOMENT

Subsequently, the analysis was based on the Likert Scale. There was a previous classification of the eight options for solutions for each dilemma and validated by the analysis of agreement between judges. Among the 16 solutions (8 for each dilemma), 10 were categorized as non-moral domain and 6 as Moral Domain. Thus, every answer that approached the previous categories would have the following classification by the Likert Scale: 5 points for total agreement; 4 points for agreement; 3 points for neutral (neither agreement nor disagreement; 2 points for disagreement; 1 point for complete disagreement. Table 3 presents an example of

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International Journal of Human Sciences Research ISSN 2764-0558 · DOI 10.22533/at.ed.5582282205098

Moral domain	The manager points out as quality the concern of not causing harm or damage to the other, thinking about altruistic behaviors, the rights and well-being of others.
Non moral domain	Recognition by the company or by the hierarchical superior, due to the following of rules imposed by the organizations or society. The manager seeks his own reward, due to his personal interests.

Table 1 - Definition for the categories and analysis of moral dilemmas

Source: Prepared by the author.

Moral dilemmas	Features	
	Moral Domain	**Non moral domain**
Dilemma 1 (Murilo)	To consider and listen to the team; seek the development of all workers; take responsibility for the consequences; deny outcome manipulation situations.	To accept the blame, without considering that the problem may be market competition; threaten the team; seek results at any cost; meet the director's demands without regard to the staff; promise benefits without considering whether you have resources.
Dilemma 2 (John)	To refuse the job and look for another one; consider the risk to consumers' health; not accept the relationship of interests, putting your mother as a bargaining chip; always focus on the health of the mother and consumers as a justification.	To accept the job to be grateful and reciprocal to the general manager, focusing on pleasing the mother, focusing on not breaking the law so as not to suffer consequences, focusing on not denigrating their professional image.

Table 2 - Examples of characteristics for classifying the categories: Moral Domain and non-moral

Source: Prepared by the author.

Solution option	Previous Classification	Expected response (scale)	Manager Answer	Scale number
Murilo is very afraid of losing his job, he gathers the department leaders and says that they will improve their results at any cost.	**Non moral domain**	Totally wrong	Totally wrong	5 points
John does not accept the job, as he does not agree that his mother's health is seen as a bargaining chip for his job.	**Moral Domain**	Totally correct	Wrong	2 points

Table 3 – Example of the analysis of the answers for each option for solving the dilemmas

Source: Prepared by the author.

response analysis.

3º MOMENT

As for the content of the answers, used as justifications in the options for solving moral dilemmas, it was defined as the first point for the justification of non-moral domain and 2 points for the justification of Moral Domain. With this in mind, a Coding System was carried out, which classified the responses into Moral Domain and non-moral, presenting excerpts from the managers' reports, according to a response trend.

It is important to point out that these subcategories or the quantification of the answers do not imply that managers are at a lower or higher moral level, but that their answers could be classified with judgments guided by Moral Domain or not, since that is precisely what interests the present. study.

Finally, we sought to demonstrate whether there were inconsistencies between the responses between the Likert Scale and the managers' justifications when they were faced with the dilemma.

RESULTS AND DISCUSSION
MORAL DILEMMA I
(CASE: MURILO)

After reading Moral Dilemma I, a first open question was presented to the manager: *"If you were Murilo, what would you do?"*. In view of this, responses were obtained by the following categories: diagnosis of the unit; customer service; seek new sales strategies; carry out market research; motivate the team and show the management that it is not only the manager's fault.

In the first category on **unit diagnosis**, 20% (n=6) of managers reported that they need to look for the strengths and weaknesses of the unit they manage to understand which factors really need improvement.

I would look for the reasons for the deviations

that are causing the unit not to present the expected result and, then, we would be doing a work to contain this problem at first (G5).

In the case of **customer service**, 7% (n=2) of managers commented on better understanding this customer and their need, as they are the ones who bring the company's revenue.

So I would focus on this customer who is leaving without buying, seeing the customer's need, to know if it's a lack of product or service. then I would have to follow (G22).

As for the category **seeking new sales strategies**, 27% (n=8) of managers presented proposals for changes and new opportunities to achieve results and attract customers.

I would work hard in publicity, I would try to show the benefits that my company has, the best I can offer the customer (G29).

About carrying out a **market research**, 23% (n=7) of the managers presented arguments that are consistent with the analysis of competition and prices to improve the internal resources of the unit they manage.

I would analyze the other stores to see what they are doing differently. I'd see where they're going because I don't have my store. Do market research (G12).

Regarding **team motivation**, 13% (n=4) of managers interpreted that in this situation they must stay close to the team, that is, think together about possible strategies and try to motivate them to work well.

And the question of how the manager influences the team counts a lot. Because the company really follows the leader, he has to move, motivate the team, demonstrate the strengths of the market to leverage these sales (G10).

Finally, 10% (n=3) of managers pointed out that it is not only the manager's **fault and that the company** or director needs to review this posture.

I think there is a lack of experience on the part of those who charged him. Because the person who is charging him, it seems that... So, while he was giving results he was good, now not anymore. In the situation we are living in, every sector had a fall, but as every board only wants goals, it is very easy to demand (G15).

It is noted that the moral contents that appear are more related to the category about motivating the team, in which the manager coordinates his point of view with the other, demonstrates confidence in the people with whom he works and assumes responsibility in some way. In the other reports, there seems to be a more conventional discourse, about how to achieve goals, how to serve the company and how to position yourself in the face of this delicate situation, in which the manager runs the risk of being fired.

Given these results, it is possible to encompass a discussion about more democratic organizations and conventional organizations. A study by Pircher Verdorfer and Weber (2016) showed that workers in an organization with a more democratic structure showed a high level of moral development in terms of the consistency of their concern for the moral quality of certain arguments despite differing opinions or social conventions. Therefore, an explanation of the results of the present investigation may be the idea that the managers participating in this research work in more conventional than democratic (moral) organizations.

The fact that there are well-established hierarchical structures in the organizations of the managers surveyed can be presented as a factor that does not favor the predominance of moral responses. Regarding the hierarchical structure and the position of the manager, Hendry (2004) mentions that contemporary business organizations are still bureaucratic in at least some aspect. As much as they are layered, they still maintain the vertical dimension of the hierarchy. Every manager has a boss, and every manager is a boss, giving instructions and making sure they are carried out satisfactorily. In particular, most managers have some responsibility, either directly or through their recommendations (Hendry, 2004).

It can be noted, therefore, that the position of the manager is between a hierarchical superior and the team. The conflict over which decisions must be made crosses the need to meet the demands of the hierarchy, but it must also regulate their care and responsibility towards their workers (Galhardo et al., 2019). When in a situation of threat or fear of punishment, some non-moral values may prevail, seeking approval from the hierarchy or the organization as a whole (Galhardo, 2018).

Regarding the quantitative analysis, it was considered that if the managers responded with total disagreement, at least they would score 1 point, and in the case of total agreement with the previous category, they would score a maximum of 6 (5 points on the scale + 1 point for the justification With moral principles). Therefore, analyzing the response of all managers, there is a minimum value of 30 points (1 for each manager) and a maximum value of 180 points, with the equivalence point of 105 points. From this, it was stipulated that below 105 points there would be a **Prevalence of non-moral principles** and above 105 points there would be a **Prevalence of moral principles.** Below is Table 1, which includes the responses of all managers for each solution option for Moral Dilemma I.

It is observed that, with the exception of questions 3 and 4, all the others presented the total of the managers' answers with **Prevalence of moral principles.** It is important to note that even with the large number of With moral principles answers, the maximum value that appeared was 161 points, with a distance of

Dilemma 1 (Murilo)			
Analysis Items / Categories	**Previous Classification**	**Sum of managers' agreement (Scale + justification) / (30 to 180)**	**Classification of answers**
1) Murilo is very afraid of losing his job, he gathers the department leaders and says that they will improve their results at any cost.	**No moral principles** Personal Domain	**131**	Prevalence of moral principles
2) Murilo does not argue with the director, but asks his team to keep up the daily work, as he believes they are working in the best way possible.	**With moral principles** Moral Domain	**161**	Prevalence of moral principles
3) Murilo promises a benefit to his team's workers who increase sales.	**No moral principles** Conventional Domain	**74**	Prevalence of non-moral principles
4) Murilo decides to continue carrying out the work and realizes that he will bear the possibility of being replaced or terminated.	With moral principles Moral Domain	**105**	Ponto de equivalência
5) Murilo is a well-connected and creative person. He thinks of a strategy: make the balance sheet, reducing the number of products he has in stock to present to the board as if he had sold. To supply this money from sales, he borrows from a manager at another unit, who is his colleague.	**No moral principles** Personal Domain	**154**	Prevalence of moral principles
6) Murilo keeps his job normally and seeks training, such as coaching, to improve and improve his condition as a manager and consequently improve his results.	**With moral principles** Moral Domain	**142**	Prevalence of moral principles
7) Murilo, desperate for the threat of being laid off, gathers all the workers and threatens them with being laid off too, as he does not consider it fair to be punished alone.	**No moral principles** Personal Domain	**157**	Prevalence of moral principles
8) Murilo decides to seek help from the Human Resources department to carry out training with his team on sales strategies and customer service.	**With moral principles** Moral Domain	**158**	Prevalence of moral principles

Tabela 1 – Responses from Moral Dilemma I managers

Source: Research carried out by the author.

19 points from the maximum expected value (180).

Regarding question 3, it was noted that the managers did not coordinate the issue that the unit was in crisis and he could be promising a benefit that he would not necessarily fulfill. Only a few managers thought in this sphere.

> *Does his company authorize him to do such a deal. If the company does not have this benefit and he is going to give it on his own, he is wrong. If the company provides a benefit, then he is right (G17).*

Besides, regarding this issue, it is possible to reflect on how the literature interprets the incentive with benefits. Hendry (2004) states that the payment of incentives is full of pitfalls. The fact of encouraging people's self-interest encourages them to play in the organizational system, discouraging cooperative behaviors and inducing people to focus on the rewards available. Therefore, for the author, people with incentive pay are less likely to help their co-workers.

Regarding question 4, many managers addressed the issue that continuing to do the work just means staying in the comfort zone and or ignoring the director's request. Others agreed with Murilo and believed he must take on this responsibility. Here are two examples, respectively:

> *Because if his superior is not satisfied with the result, he must be concerned about the situation (G5).*
> *He's right to reassure the team, who might be worried, unmotivated knowing he might end up leaving. So he has to reassure his team as much as possible. (G29).*

Taking into account three dimensions on the functioning of work organizations, the emphasis on one of them will always bring different kinds of harm. (Dejours, 2004; Mendes & Araújo, 2007). The first dimension refers to the demands of the work, which are not always visible and can bring contradictions in its rules, objectives and modes of control.

The second is characterized by threats, which are related to the fear of making mistakes, punishment and the risks that work offers, which generates insecurity and fear of losing a job due to the Structural Unemployment Table. Finally, the third dimension starts from the destabilization of the work collective, which implies increasingly individualized socio-professional relationships, loss of trust among co-workers, exacerbated competition and, consequently, behaviors such as lack of respect, solidarity, ethics, which harms work relationships (Dejours, 2004; Mendes & Araújo, 2007).

The results showed that, for some managers, these dimensions are clearer than for others. Although most managers are concerned with the team and value social relationships, the level of organizational demand and fear of punishment, whether by the hierarchy or by the company as a whole, do not fail to show.

> *If the manager is saying that he is not producing, something is wrong. But the fact that he assumes legal responsibility, he's right. But he has to show something different, because, for example, I live on numbers, if I don't produce, I can't pay anyone. If he disagrees, he has to prove that he will sell more, that it will be better. (G25).*

Therefore, it is worth reflecting on how aware and confident these managers are about their position in the organization. The reports subtly demonstrate the demand for results and numbers and the legitimacy of authority and organizational norms, characteristics of the Conventional Domain (Nucci, 2000; Smetana, 2005).

MORAL DILEMMA II (CASE: JOHN)

After reading Moral Dilemma II (Case John), the open question to the manager was presented: *"If you were John, what would you do?"*. Based on this, responses were obtained through the following categories: accepting

the job, but not under these conditions; not taking the job for reasons of putting other people's lives at risk; for being a crime; for deceiving other people; as a matter of values; he simply wouldn't submit to that situation or look for another job.

In the first category about **accepting, but not in these conditions offered**, a single manager, 3% (n=1), reported the possibility of accepting the job. While all other managers, 97% (n=29) reported not accepting for the reasons described above. See the manager's argument: *"It's unfair, I was going to say I wanted the job, but not like that. Who starts wrong, ends up wrong. I find this difficult to happen"* (G26).

As for the **category putting other people's lives at risk**, 30% (n=9) of managers agreed that they could not accept it, as it would compromise other people's lives, failing to treat or causing serious harm, including death. This data is the most relevant, as it presents moral principles of concern for the health and well-being of others. Watch:

> *This is a problem. It's complicated because you're with your mother, needing a job, but I wouldn't accept it (...) You're selling expired medicine to people and it can cause death to these people. This is not only in the pharmacy, as we know of cases in supermarkets* (G9).

With regard to not accepting the job because it was **consolidated as a crime** or because it was subject to denunciation, 10% (n=3) of the managers presented consistent arguments that this situation was illegal.

> *I would call the police. Because if he's asking you to do that with these medications, imagine the medication that John will receive. would make a complaint* (G24).

One manager, 3% (n=1), also reported not accepting it, as it is not fair **to deceive people**. Although he does not present the consequences of an expired medicine, he demonstrates the moral value of not deceiving people, as they deserve the truth. Note from the story: *"I wouldn't accept it, because I'm being unfair and making a mistake of deceiving people, right?"* (G13).

Another category is as a **matter of human values**, in which 10% (n=3) of managers mention that they would not accept the job, due to its nature and values, which are in line with moral principles. It can be seen from the argument presented:

> *I was going to position myself in relation to my nature. I wasn't going to accept the job upon that situation. One thing does not justify another. There are other ways to solve it, such as triggering the family, than harming other people* (G8).

Several managers, 34% (n=10), also said that they simply **would not submit to this situation**. In this category, the arguments did not present moral principles, even if they did not accept the job. See a story:

> *It's hard, but I wouldn't take the job. I would look for another way to solve this* (G16).

Finally, 10% (n=3) said they would look for another job, as there are other ways to solve John's mother's health problem.

> *I wouldn't take the job because you're being corrupted, it's hard. Thinking about the mother's health to do something wrong for the health of others, I would not accept it. I would work somewhere else, save money and buy the medicine* (G1).

It is noted that the fact of looking for another job also presented With moral principles content, because when they regulate other ways of solving the situation, it is precisely because they do not accept to put other people's lives at risk. It was observed, therefore, that in John's dilemma, more managers thought and argued With moral principles than in Murilo's dilemma, since involving life seems to be a more delicate case of moral regulation, than running the risk of be terminated from the company.

Regarding the quantitative analysis, Table 2 follows, which includes the responses of all managers for each solution option for Moral Dilemma II.

It is noted that, with the exception of questions 13 and 16, all the other alternatives presented the total of the managers' answers with a predominance of moral principles. It was also observed that even with the large number of responses with moral principles, the maximum score reached was 169 points, with a distance of 11 points from the maximum expected value (180).

In question 13, few managers regulated the issue that the priority was to think about people's lives (moral domain), however most agreed on compliance with the law (conventional domain). Some managers even demonstrated in the arguments how much they must follow the laws: *"If the law was made to work, are we going to change it?"* (G19).

In question 16, in the same way, many followed the fact of being arrested because it was a crime (conventional domain), with few regulations on the moral domain. However, some reports presented arguments as expected for this solution option, see an example: *"It's not just the consequence of being arrested. This is the least of the consequences. He really mustn't take it. If the manager has already subjected you to this, imagine how many wrong things don't happen at the pharmacy"* (G1).

On the issues mentioned above, they again portray the position of some managers in following conventional norms and standards. Thinking about the legitimation of the rule, the law or the fear of punishment of being arrested, leads to the reflection that a certain conventional norm, in a social system, can serve the same function as another different norm, when in another social system (Turiel, 1989). That is, these managers do not reflect on John's Dilemma always for the universal value, which would be to value people's lives, but for a social rule, which in theory, can be changed according to another social system.

Through this bias, one can return to the issue of honesty again when reflecting on moral dilemmas. Although people in most places believe in the value of honesty, there are many situations in which most people subordinate honesty to other moral and social considerations (Turiel, 2005). La Taille (2010) complements by mentioning that the frequency of the feeling of obligation varies between people, and the individual can act in a contradictory way with the duties that, in other situations, inspire their actions.

JUSTIFICATION CODING SYSTEM

The moral dilemmas questionnaire responded to the objective of characterizing the different social domains according to a codified system of justifications for the dilemmas. From this perspective, a coded system of responses (justifications) was created for each type of domain (moral, conventional and personal), according to some TDS models (Milnitsky-Sapiro, Turiel & Nucci, 2006; Smetana & Asquith, 1994).

MORAL DOMAIN

It is important to highlight that the moral domain belongs to the understanding of how individuals must behave with each other. In this domain, norms and rules are universal and can be generalized to the most varied circumstances and cultures (Smetana, 2013; Turiel, 1989).

In effect, the system for coding responses to the moral domain was formulated based on such characteristics that constitute its definition. See Table 4.

CONVENTIONAL DOMAIN

The conventional domain is related to the standards and norms that are formed by a knowledge shared between people of the

Dilemma 2 (John)			
Analysis Items / Categories	**Previous Classification**	**Sum of managers' agreement (Scale + justification) (30 to 180)**	**Classification of answers**
9) John, faced with his need for work, accepts the agreement and starts his work.	**No moral principles** Personal Domain	**160**	Prevalence of moral principles
10) John does not accept the job, as he does not agree that his mother's health is seen as a bargaining chip for his job.	**With moral principles** Moral Domain	**155**	Prevalence of moral principles
11) John does not accept the proposal, because he is afraid of putting other people's lives at risk.	**With moral principles** Moral Domain	**169**	Prevalence of moral principles
12) John accepts the proposal because he recognizes that the manager was good for him.	**No moral principles** Personal Domain	**159**	Prevalence of moral principles
13) John does not want to act against the law and decides to look for another job.	**No moral principles** Conventional Domain	**42**	Prevalence of non-moral principles
14) John accepts the proposal and believes he is acting like a good son.	**No moral principles** Conventional Domain	**151**	Prevalence of moral principles
15) John starts his job, because he doesn't want the general manager to consider him ungrateful.	**No moral principles** Conventional Domain	**150**	Prevalence of moral principles
16) John does not accept the job offer because he would not risk being arrested.	**No moral principles** Conventional Domain	**53**	Prevalence of non-moral principles

Tabela 2 – Responses from Moral Dilemma II managers

Source: Research carried out by the author.

DILEMMA I (Murilo)	
To listen the people	*If it's a team, everyone has to be available to listen and at the same time they have to be available to listen. So it's feedback from both sides. The manager has to know what needs to be improved and listen to the team too, to know which aspect they are not seeing has changed, what needs to be improved* (G8).
To coordinate points of view	*Everyone thinking together. Because each one thinks in a different way and as a team it always ends up being better* (G11).
To share the responsibilities	*He has to share the responsibilities. Even though he is the leader, he has to share responsibilities with the team. Who works in the store is not just him, so it must be all for one and one for all* (G24).
To reassure the team	*Because in fact he doesn't make mistakes alone, he doesn't get it right alone either. So he has to reassure the team, because the calm team manages to manage better (...)* (G27).
To train people	*You have to do everything to train the employee, because you need to make him good or even better than you. You cannot think that he can be your successor, but that he will be good to help you, to add more sales, his vision of attending, of closing a sale* (G23).
DILEMMA II (John)	
Humans values	*Because he will see the person's worth, dignity* (G22).
You can't fool people	*For the same reason as the previous answer, he is deceiving people. I think that the human being does not deserve to be deceived, even more in this case that involves medicine* (G13).
Other people's lives	*Considering the situation of putting the lives of others at risk, it even implies the fact that he analyzes that there is a sick person in his house. Would he like to be done that to him?* (G8).

A mother's life is not a bargaining chip	*It really mustn't even start work. He's trading his mother's health for someone else's illness* (G1).
Honesty	*Because, first of all, honesty and conscience* (G4).

Table 4 – Coding System of justifications classified by moral domain

Source: Research carried out by the author.

DILEMMA I (Murilo)	
Follow hierarchy orders	*Because the result is not what the boss asked for. It doesn't even have to be later, it has to be before. The result needs to improve* (G26).
Market competition	*I think you give a prize to those who make the effort...Sales is competition, that's it, you have to reward the best, yes* (G7).
Pursuit of perfection	*Because no one is perfect, one must always be in search of perfection. If he wants to improve, he is in search of perfection.* (G24).
Manager's fault	*Because if it's not working, he's part of the process* (G13).
Standard	*It's not a procedure, it's totally out of standard, management* (G2).
Strategy	*I think there are alternatives. Need to try what you have of strategy to improve. If it's good, it will definitely bring results.* (G8).
DILEMMA II (John)	
Professional question	*Because in the future, he will probably lose his job and it will be on his resume. It will make it impossible for him to get anything good in the future.* (G29).
Crime	*For the same reason. The pharmacy, the medicine, are situations that would lead you to a crime* (G17).
It is not correct	*He doesn't have to take it because it's not right* (G28).
God's view	*(...) I'm evangelical like I said, do you think that if God wanted to help you, he would allow something wrong like this? Don't you think that God seeing his effort, won't help him better? Certainly* (G7).
John's mother's vision	*Because it's not doing the wrong thing that you're going to get it. If the mother even knows, she will tell you not to do that. Like if he was raised with a doctrine that his father and mother teach him like that, they will never accept it* (G3).

Table 5 – Coding System of justifications classified by the conventional domain

Source: Research carried out by the author.

same social system. It makes it possible to know what to expect from others and serves to regulate relationships between people. In addition, it has the aspects of arbitrariness, variability and alterability of rules (Killen & Smetana, 2015; Nucci, 1981; Turiel, 1989).

Therefore, following this concept, justifications were sought that approached this domain, according to the classifications and examples shown in Table 5.

PERSONAL DOMAIN

As a definition of the personal domain, it is understood that it involves issues of a particular nature, which do not interfere with the well-being and violation of other people's rights. It is characterized by particular choices and actions, whose consequences mainly affect the subject, without resulting in a breach of social order or injustice to others (Nucci, 1981; Smetana, 2013).

Based on these characteristics, the following managers' justifications were classified in the moral dilemmas, as shown in Table 6.

It can be seen that most of the justifications focused on the moral and conventional domains. Below, in figure 1, there is a demonstration of the number of answers classified in moral, conventional and personal domains in the two dilemmas.

Considering that there were 16 solution options multiplied by 30 managers, there were a total of 480 responses. Therefore, it was observed that the largest number of responses are those in the conventional domain, with 261 (54%) responses, despite a relevant number of responses in the moral domain.

FINAL CONSIDERATIONS

From this study, both responses with moral principles and justifications without moral principles were observed. Among the arguments with moral principles, of moral domain (45% of the answers), the managers showed different contents, in Murilo's Dilemma, such as concern to motivate and be close to the team, take responsibility for the situation, not promise benefits without knowing could fulfill, seek development for themselves and for the team. In John's Dilemma, the managers presented content such as caring for the lives of other people, not accepting the mother's life as a bargaining chip, as well as finding other solutions for their situation that did not involve harming others.

As for the arguments without moral principles, from conventional and personal domains, in Murilo's Dilemma, managers reported concern with market competition, in meeting the demands of the director and the company, meeting goals, achieving results, being aggressive in the market, determination, proactivity and willpower. In John's Dilemma, content such as concern for John's career, "professional ethics" (in the conventional sense), care with law enforcement and not to be arrested, among other answers that were restricted to right and wrong, without justifications appeared. morals. It was noted that most of the answers were conventional (54%), with only 1% of personal domain answers.

The present study brought data on how managers are judging and possibly acting in the face of dilemmatic situations, which imply in their routine and in the lives of other people, such as clients, work teams and their own family. Despite conflicts, doubts and paths that were not considered with moral principles, we found in the answers of the interviewees a concern with the moral domain.

We suggest that future studies, expanding the number of participants and using different research instruments, can investigate inferential relationships between these judgments and other important constructs for the world of work, such as organizational climate, work values, among others.

DILEMMA I (Murilo)	
Everyone reacts differently	*There are people who think that through the threat they will get results, but each person reacts in a different way, some you "poke", others you welcome. But in my way of being I wouldn't do it that way, I don't think it's right. Although a "shake" is good, only threat does not work (G9).*
It depends on each management	*It's an experience. I'm not going to say exactly right, because you'll know...but the benefit can be an attraction, an alternative. It depends a lot on the company's policy, the commercial one. can sometimes have (G8).*
DILEMMA II (John)	
It depends on one's thinking	It's complicated because everyone thinks in a different way, about how they were educated. Sometimes what's right for me isn't right for him (G4).
It depends on one's feelings	*I'm not going to put it completely wrong because it depends on each one's feelings, right? You'll know if his mother didn't ask him. It is a situation of the moment and in the principles of each (...) (G8).*

Table 6 – Coding System of justifications classified by personal domain

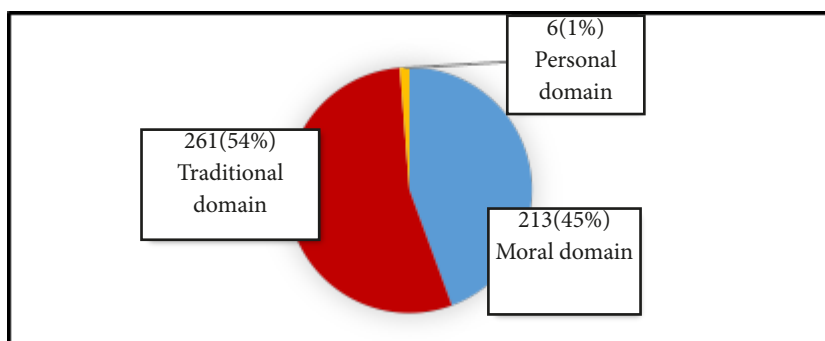Source: Research carried out by the author.

Figure 1 – Comparison between the number of justifications of the domains

Source: Research carried out by the author.

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