

Attitudes and Job Satisfaction

Grade (1)

English program

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Chapter Learning Objectives

This chapter will enable you to:

1. Contrast the three components of an attitude.
2. Summarize the relationship between attitudes and behavior.
3. Compare and contrast the major job attitudes.
4. Define job satisfaction and show how it can be measured.
5. Summarize the main causes of job satisfaction.
6. Identify four employee responses to dissatisfaction.
7. Show whether job satisfaction is a relevant concept in all cultures.

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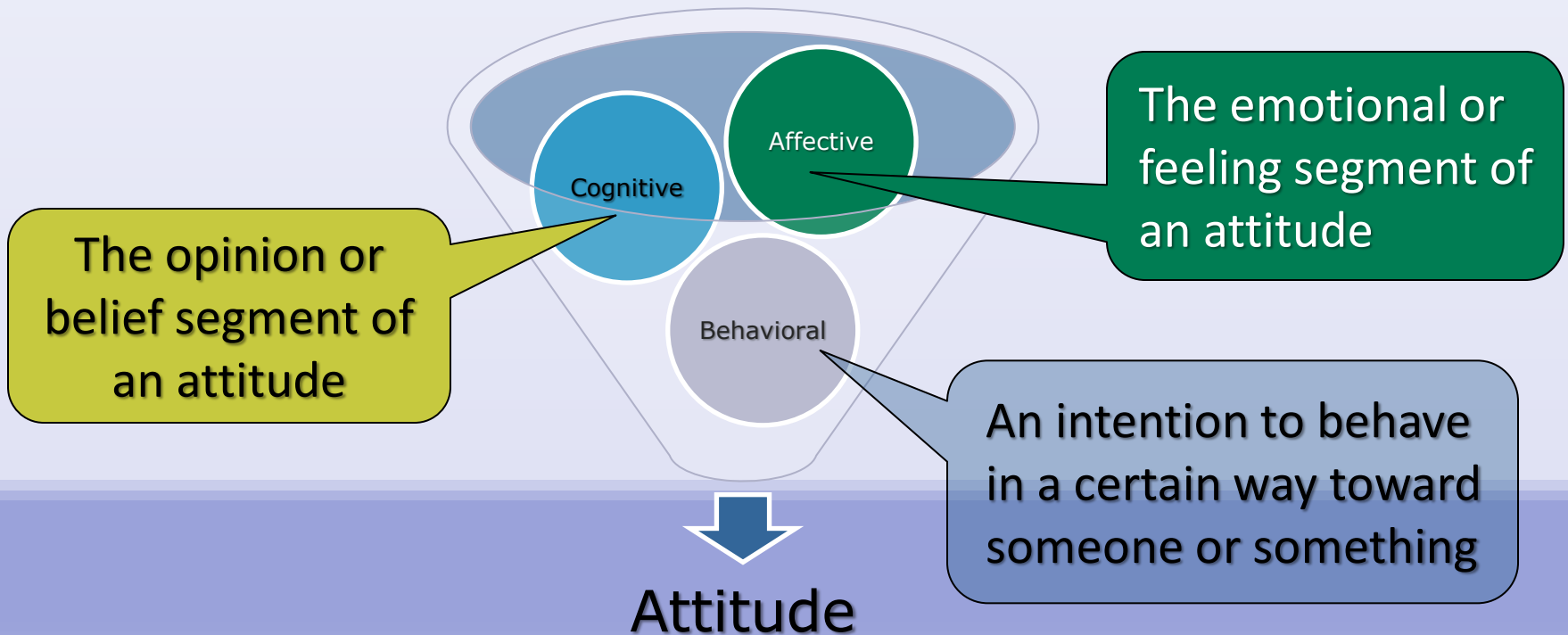
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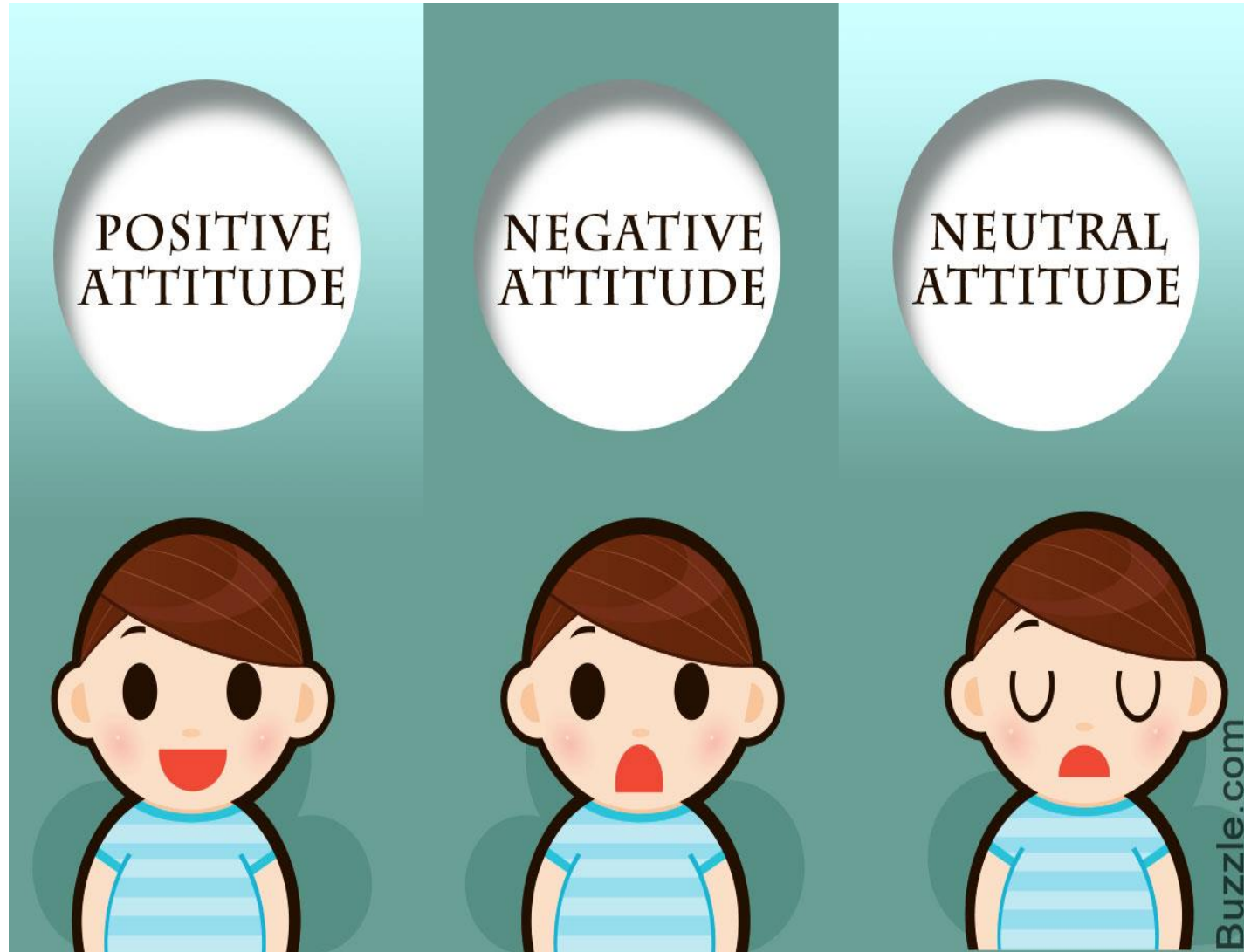
Attitudes

Attitudes are evaluative statements or judgments concerning objects, people, or events.

Three components of an attitude:



Types of Attitude :

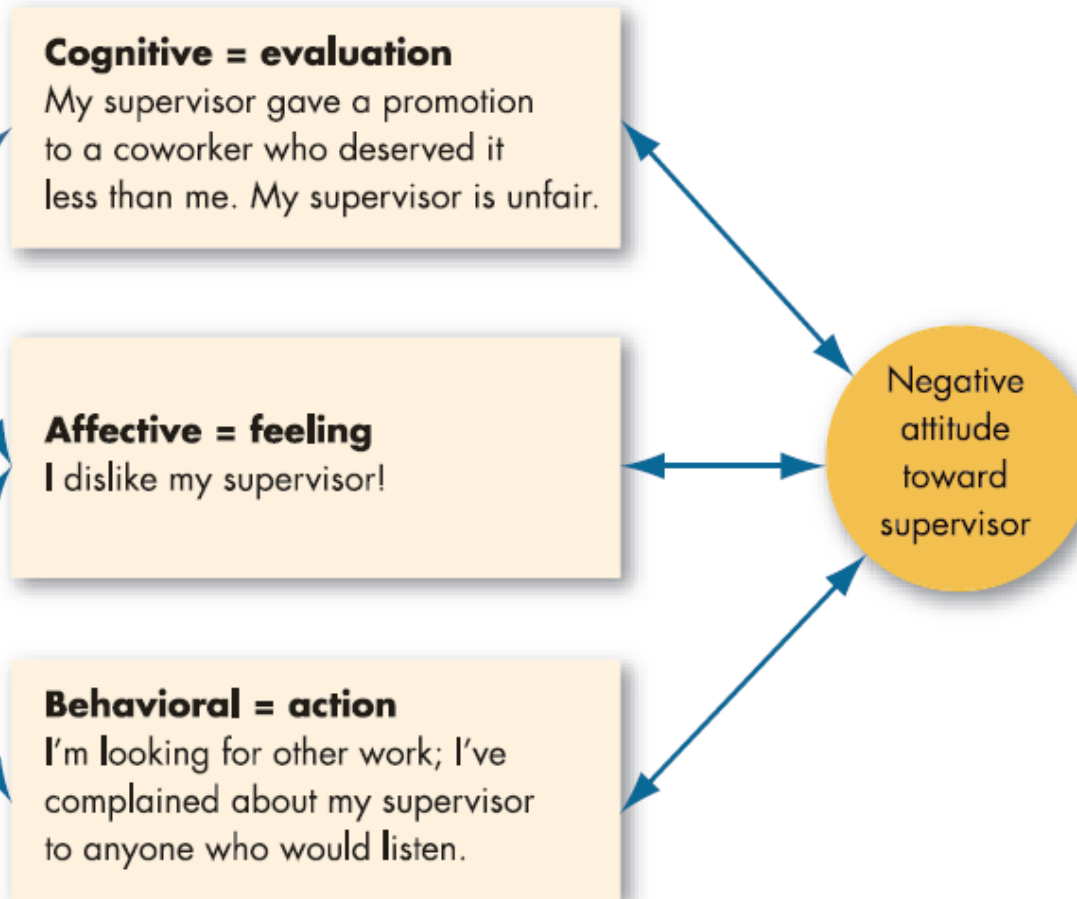


Attitudes

Figure 3-1

The Components of an Attitude

Cognition, affect, and behavior are closely related.





Attitude
Vs
Behavior

The difference between attitudes and behavior

Attitudes and Behavior

- ◆ Attitudes do not normally predict or cause behavior in a simple and direct way
- ◆ Three principles relate attitudes to behavior:
 - ◆ General attitudes best predict general behaviors
 - ◆ Specific attitudes best predict specific behaviors

BASIS FOR COMPARISON	ATTITUDE	BEHAVIOR
Meaning	Attitude refers to a person's mental view, regarding the way he/she thinks or feels about someone or something.	Behavior implies the actions, moves, conduct or functions of an individual or group towards other persons.
Based on	Experience and observation	Situation
Trait	Human	Inborn
What is it?	A person's mindset.	Outward expression of attitude.
Reflects	What you think or feel?	What you do?
Defined by	Way we perceive things.	Social Norms

Attitude is Internal; Behaviour is External.



Does Behavior Always Follow from Attitudes?

No, the reverse is sometimes true!

Leon Festinger

Cognitive Dissonance is any incompatibility between two or more attitudes or between behavior and attitudes.

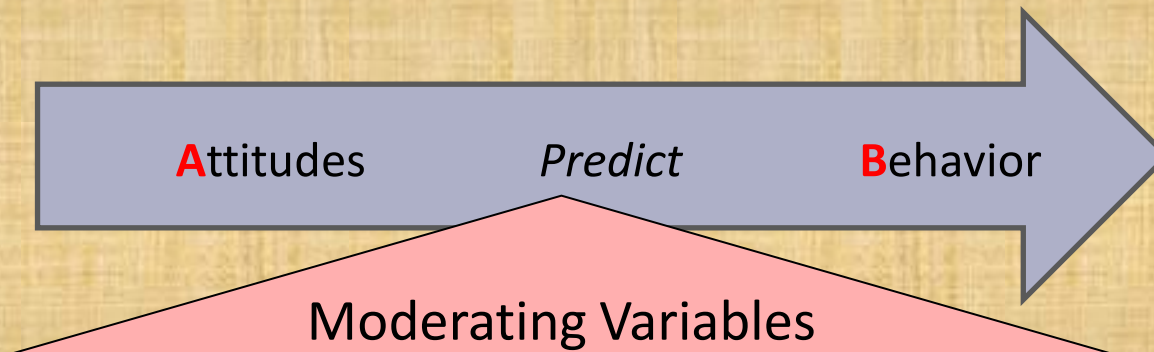
- Individuals seek to reduce this uncomfortable gap, or *dissonance*, to reach stability and consistency.
- Consistency is achieved by changing the attitudes, modifying the behaviors, or through rationalization.
- Desire to reduce dissonance depends on:
 - importance of elements;
 - degree of individual influence;
 - rewards involved in dissonance.



Moderating Variables

The most powerful moderators of the attitude-behavior relationship are:

- importance of the attitude;
- correspondence to behavior;
- accessibility;
- existence of social pressures;
- personal and direct experience of the attitude.



THE DIFFERENCE BETWEEN VALUES AND ATTITUDES :

Values and Attitudes

Values

The Ideas, beliefs and customs to which people are emotionally attached

- Freedom
- Responsibility
- Honesty

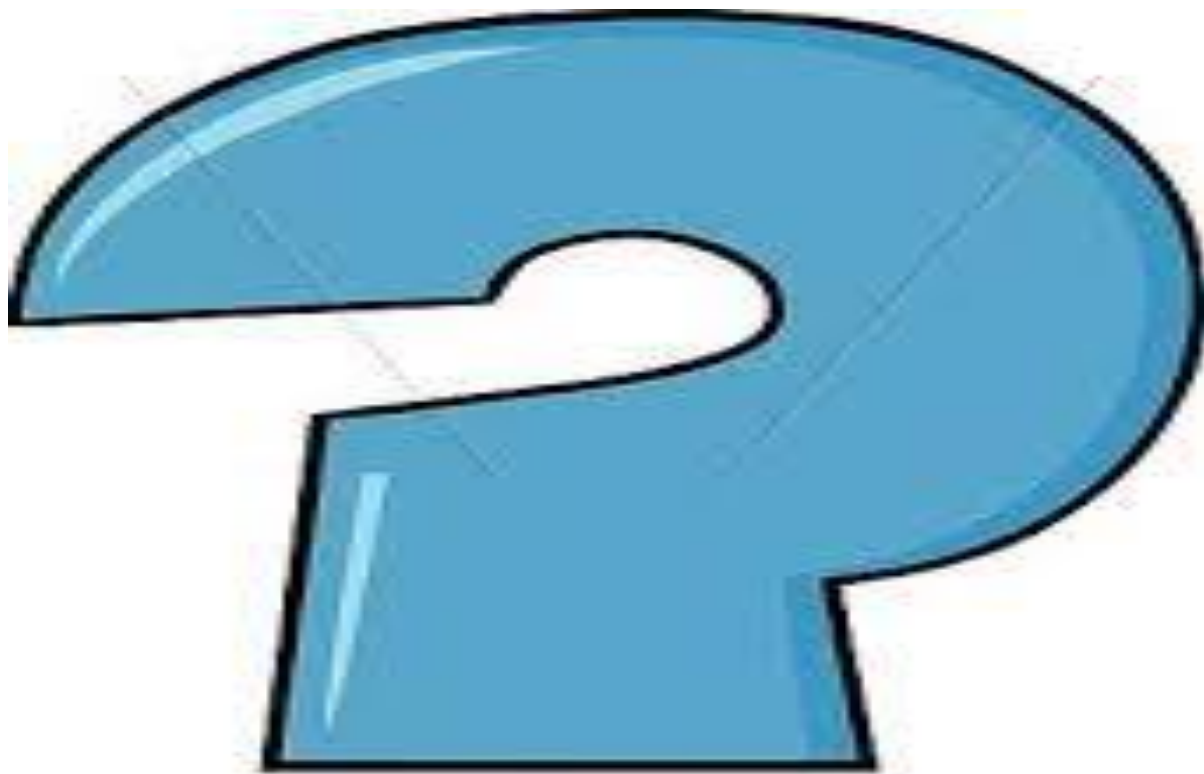
Attitudes

Positive or negative evaluations, feelings and tendencies people hold toward objects or concepts

- Time
- Work
- Cultural change

Predicting Behavior from Attitudes

- Important attitudes have a strong relationship to behavior.
- The closer the match between attitude and behavior, the stronger the relationship:
 - Specific attitudes predict specific behavior.
 - General attitudes predict general behavior.
- The more frequently expressed an attitude is, the better predictor it is.
- High social pressures reduce the relationship and may cause dissonance.
- Attitudes based on personal experience are stronger predictors.



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QUESTIONS:

- 1– What psychology is to the group, sociology is to the individual.
 - 2– Independent group-level variables studied in organizational behavior include perception, learning, and motivation.
 - 3– One major study area of social psychology is change, how to implement it, and how to reduce barriers to its acceptance.
 - 4– _____ is the study of societies to learn about human beings and their activities.
- A) Anthropology B) Deontology C) Epistemology
D) Agnotology E) Dysteleology

What Are the Major Job Attitudes?

Job satisfaction

- A positive feeling about the job resulting from an evaluation of its characteristics.

Job involvement

- Degree of psychological identification with the job where perceived performance is important to self-worth.

Psychological empowerment

- Belief in the degree of influence over the job, competence, job meaningfulness, and autonomy.



What Are the Major Job Attitudes? (Cont'd)

Organizational Commitment

- Identifying with a particular organization and its goals, while wishing to maintain membership in the organization.
- Three dimensions:
 - Affective commitment: emotional attachment to organization.
 - Continuance commitment: economic value of staying.
 - Normative commitment: moral or ethical obligations.
- Has some relation to performance, especially for new employees.
- Less important now than in past—now perhaps more of *occupational commitment*, loyalty to profession rather than a given employer.

What Are the Major Job Attitudes? (Cont'd)

Perceived organizational support (POS)

- The degree to which employees believe the organization values their contribution and cares about their well-being.
- Higher when rewards are fair, employees are involved in decision-making, and supervisors are seen as supportive.
- High POS is related to higher OCBs and performance.

Employee engagement

- The degree of involvement with, satisfaction with, and enthusiasm for the job.
- Engaged employees are passionate about their work and company.

Are These Job Attitudes Really Distinct?



- No: these attitudes are highly related.
- Variables may be redundant (*measuring the same thing under a different name*).
- While there is some distinction, there is also a lot of overlap.

Be patient, OB researchers are working on it!

Job Satisfaction

Job satisfaction is one of the primary job attitudes measured

- Broad term involving a complex individual summation of a number of discrete job elements.

How to measure it?

- Single global rating (one question/one answer) – Best.
- Summation score (many questions/one average) – OK.

Are people satisfied in their jobs?

- Results depend on how job satisfaction is measured.
- Pay and promotion are the most problematic elements.
- Figures 3-2 and 3-3 show motivation and satisfaction levels in the Arab world.

Causes of Job Satisfaction

Pay influences job satisfaction only to a point

- Money may bring happiness, but not necessarily job satisfaction.

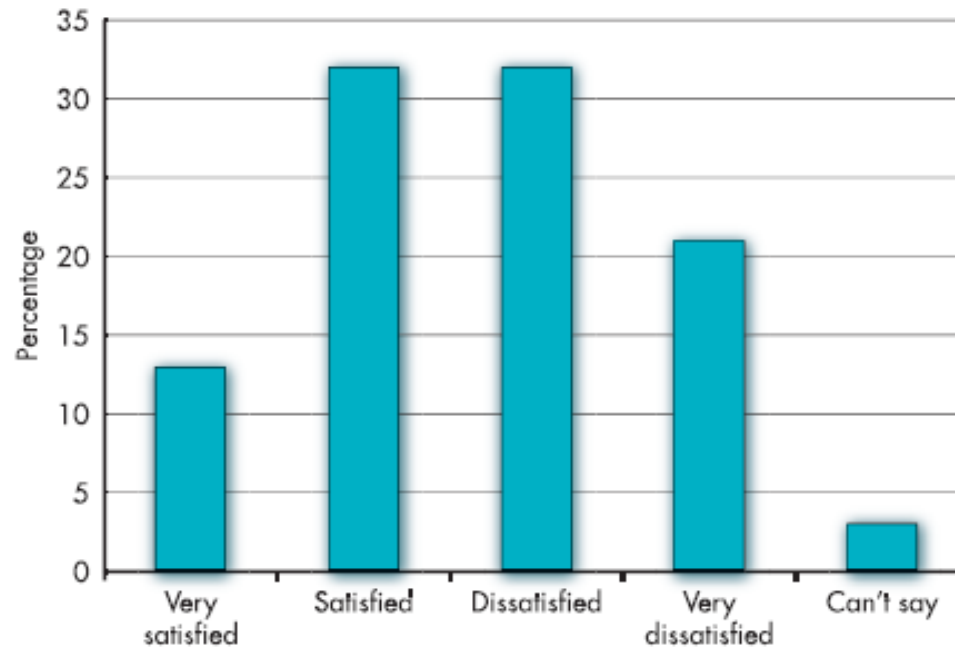
Personality can influence job satisfaction

- Negative people are usually not satisfied with their jobs.
- Those with **positive core self-evaluation** are more satisfied with their jobs.

Causes of Job Satisfaction

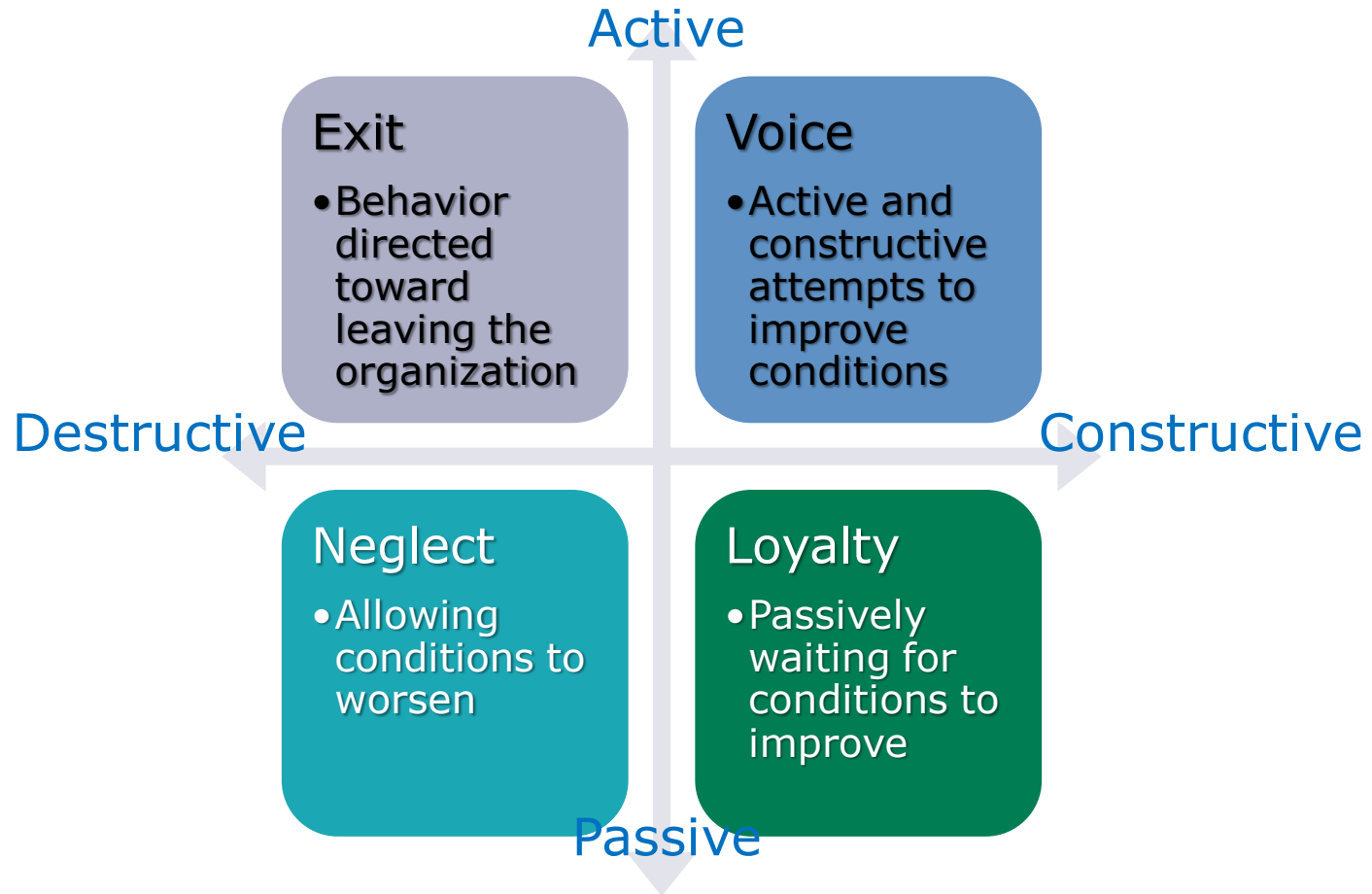
Figure 3-4

The Relationship Between Compensation and Job Satisfaction in the Arab World



Source: Data collected from "Employee Motivation Study," September 2009, Bayt.com.

Employee Responses to Dissatisfaction



Outcomes of Job Satisfaction

Job performance

- Satisfied workers are more productive AND more productive workers are more satisfied!
- The causality may run both ways.

Organizational citizenship behaviors

- Satisfaction influences OCB through perceptions of fairness.

Customer satisfaction

- Satisfied frontline employees increase customer satisfaction and loyalty.

Absenteeism

- Satisfied employees are moderately less likely to miss work.

Outcomes of Job Satisfaction (cont'd)



A major focus of Nissan Motor Company's Diversity Development Office in Japan is helping female employees develop their careers.

Outcomes of Job Satisfaction (cont'd)

Lower turnover

- Satisfied employees are less likely to quit.
- Many moderating variables in this relationship.
 - Economic environment and tenure.
 - Organizational actions taken to retain high performers and to weed out lower performers.

Workplace deviance

- Dissatisfied workers are more likely to unionize, abuse substances, steal, be tardy, and withdraw.



Global Implications

Is job satisfaction specific to cultures?

- Most of the research so far has been in the U. S., but the concept of job satisfaction is not specific to the U.S.
- More research is needed elsewhere.

Are employees in Western cultures more satisfied with their jobs?

- Western workers appear to be more satisfied than those in Eastern cultures.
- Perhaps because Westerners emphasize positive emotions and individual happiness more than do those in Eastern cultures.

Summary and Managerial Implications

Managers should watch employee attitudes

- They give warnings of potential problems.
- They influence behavior.

Managers should try to increase job satisfaction and generate positive job attitudes

- Reduces costs by lowering turnover, absenteeism, tardiness, theft, and increasing OCB.

Focus on the intrinsic parts of the job

- Make work challenging and interesting.
- Pay is not enough.

