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Formation of attitude

Direct experience with the object-Attitudes can develop from the personally rewarding or punishing experience with an object

Classical conditioning-People develop associations between various objects and the emotional reactions that accompany them

Operant conditioning- Attitudes that are reinforced , either verbally or nonverbally, tend to be maintained.

Vicarious learning- Where person learns something by the observation of others helps in attitude development where individual has no direct experience with the object of attitude.



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Formation of Attitude

Family and peer groups- A person may learn attitude through the imitation of family members and peers.

Neighbourhood-The neighborhood has a certain structure in terms of having cultural facilities, religious groupings and possibly ethnic differences. The neighbours tolerate, condone or deny certain attitudes.

Economic status and occupations

Mass communication



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Changing Attitudes

1. Escalation of commitment- the prior commitment of people to particular cause.
2. Cognitive dissonance- inconsistency between an individual's attitude and behaviour.
3. Insufficient information



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Ways of changing

1. Changing one's own attitude and
2. Changing the employee's attitude



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1. Changing one's own attitude- Hints can help-
 - A. Be aware of one's attitudes
 - B. Think for self
 - C. Realise benefits from negative attitudes
 - D. Keep an open mind
 - E. Continuous education programme
 - F. Build a positive self- esteem
 - G. Stay away from negative influences- smoking, drugs, alcohol, pornography, negative movies and TV programmes



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Changing the employee's attitude-

- A. Give feedback
- B. Positive conditions
- C. Positive role model
- D. Providing new information
- E. Use of fear
- F. Influence of friends
- G. Rewards
- H. Group membership



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The discrepancy between attitudes and actions are referred to as moral hypocrisy.

- **Moral hypocrisy** - We want to “appear” moral, even if we don’t act that way.





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Major Job Attitudes

Job Satisfaction

Job Involvement

Organisational Commitment



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Job Satisfaction

Job satisfaction is a positive feeling towards the job.

Positive attitude- exists – job satisfaction

Negative attitude- exists- job dissatisfaction



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Importance / outcomes of job satisfaction

It is important for management as it has impact on-

Turnover

Productivity

Absenteeism

Safety

Job stress

Unionisation

Learn new job tasks quickly

Customer Satisfaction



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Causes of Job Satisfaction

Organisational factors-----Wages

Promotions

Nature of work

Policies

Working conditions

Group factors----- Size

Supervision

Individual factors

Negative people are usually not satisfied with their jobs.

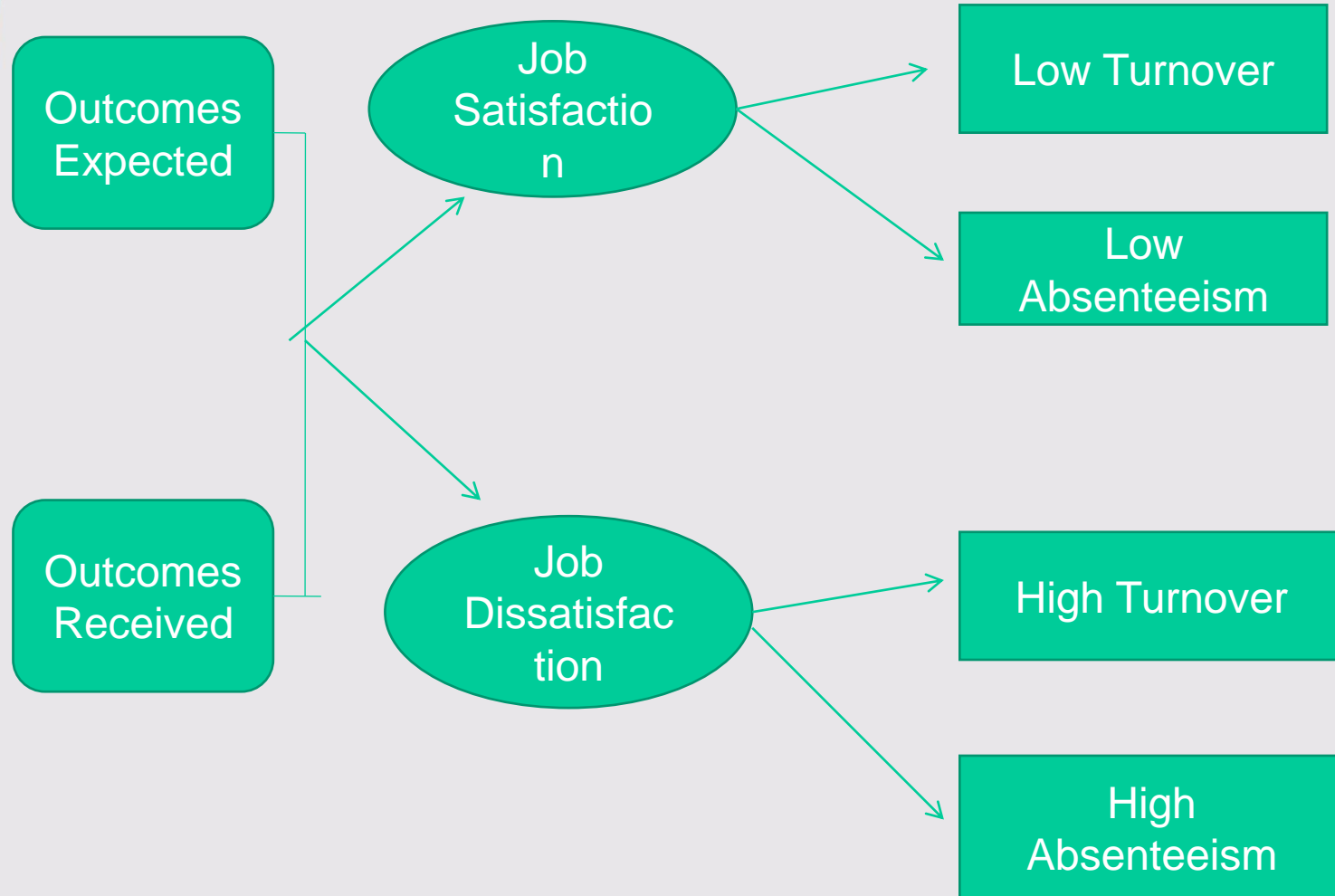
Those with positive *core self-evaluation* are more satisfied with their jobs.



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Job satisfaction model

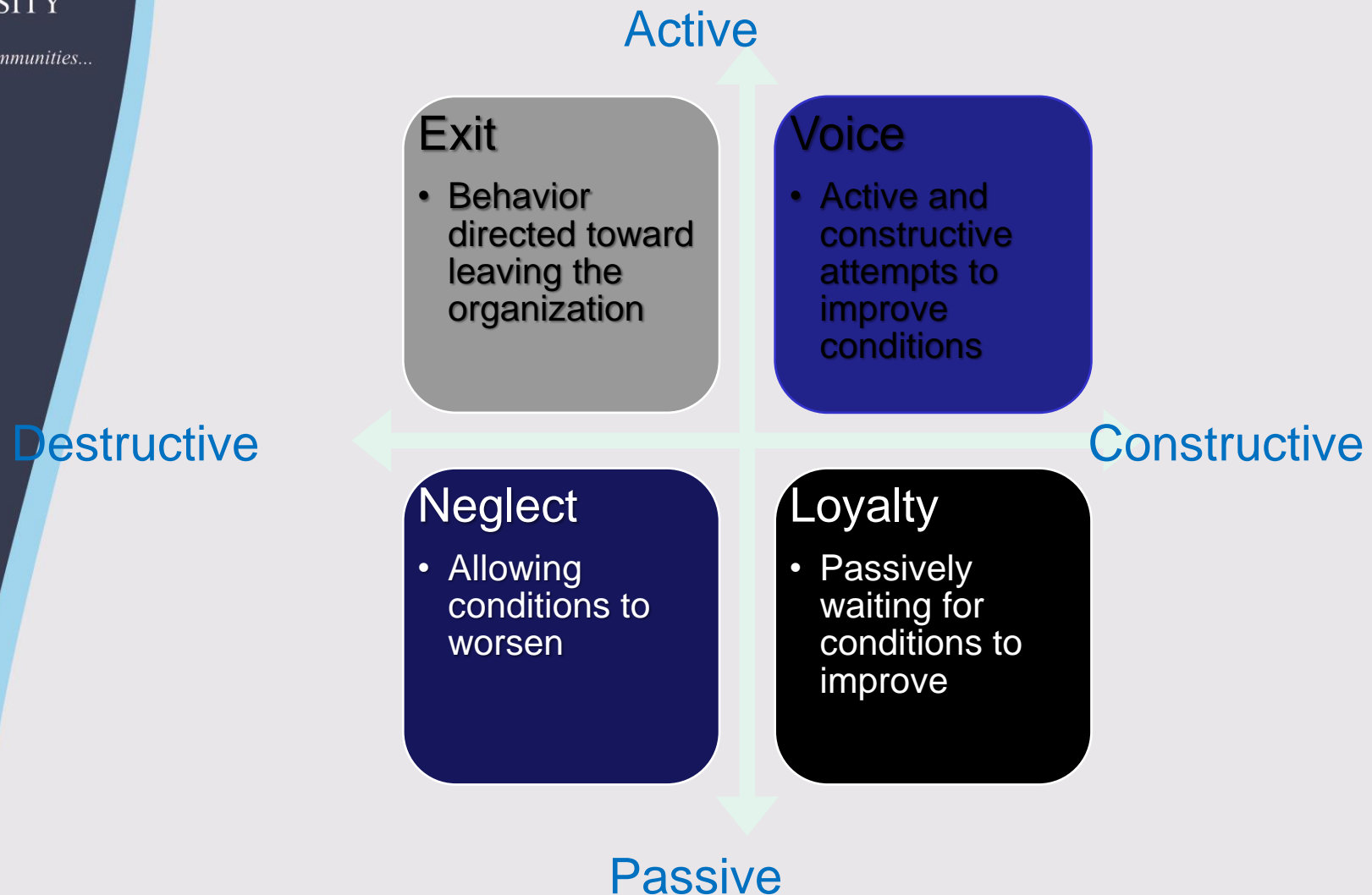




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Employee Responses to Dissatisfaction





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Organisational commitment

Refers to the strength of an employee's involvement in the organisation.



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Why commitment is important

Research shows that employees who are more committed demonstrate:

Organizational citizenship- they go the extra mile

Higher job performance

- attendance, supervisor ratings, output measures

More ethical behavior

Less job displeasure

- job dissatisfaction, irritation

Less stress

- emotional exhaustion, psychological stress, depersonalization

Diminished intent to leave



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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





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Values

Values are evaluative statements (standard), that help us define what is right or wrong, good or bad, in the world.

Values represent stable, long-lasting beliefs about what is important.



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Value is the basic convictions on how to conduct yourself or how to live your life that is personally or socially preferable –

“How To” live life properly.

Values: Guides actions and judgments

These are socially preferred, culturally defined standards of desirability of behaviors.

Values are culture specific – depends on the customs and traditions.



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Importance of Values

Provide understanding of the attitudes, motivation, and behaviors

Influence our perception of the world around us

Represent interpretations of “right” and “wrong”

Imply that some behaviors or outcomes are preferred over others



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Core Values of Organizations

Core values at Infosys.

Client value.

Leadership by example.

Integrity and transparency.

Fairness.

Excellence.