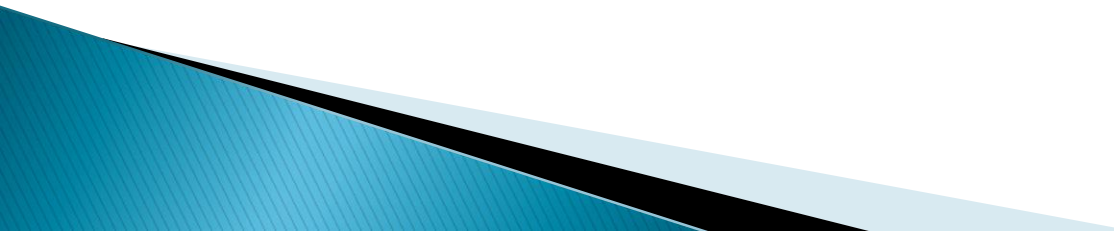


Attitude and Behaviour– II

Umakanta Nayak

OB and attitude

- OB focuses attention on a very limited number of work related attitudes.
 - Job satisfaction
 - Job Involvement
 - Organizational commitment
- 

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

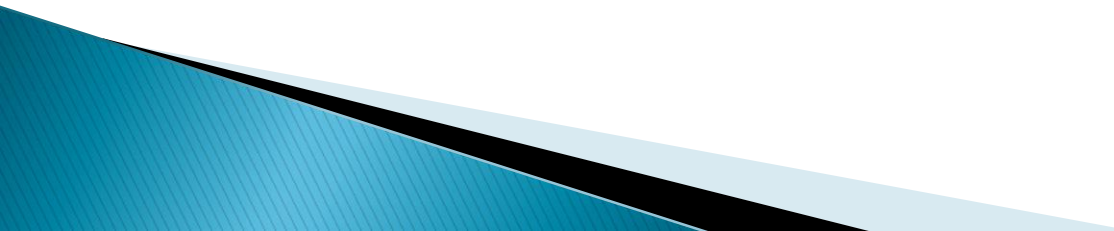


Major Job Attitudes

► Organizational Commitment

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

And Yet More Major Job Attitudes...

- ▶ Perceived Organizational Support (POS)
 - 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.
- 

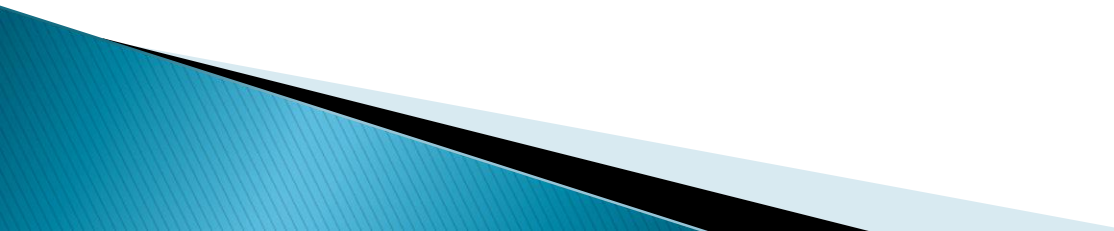
Are These Job Attitudes Really Distinct?

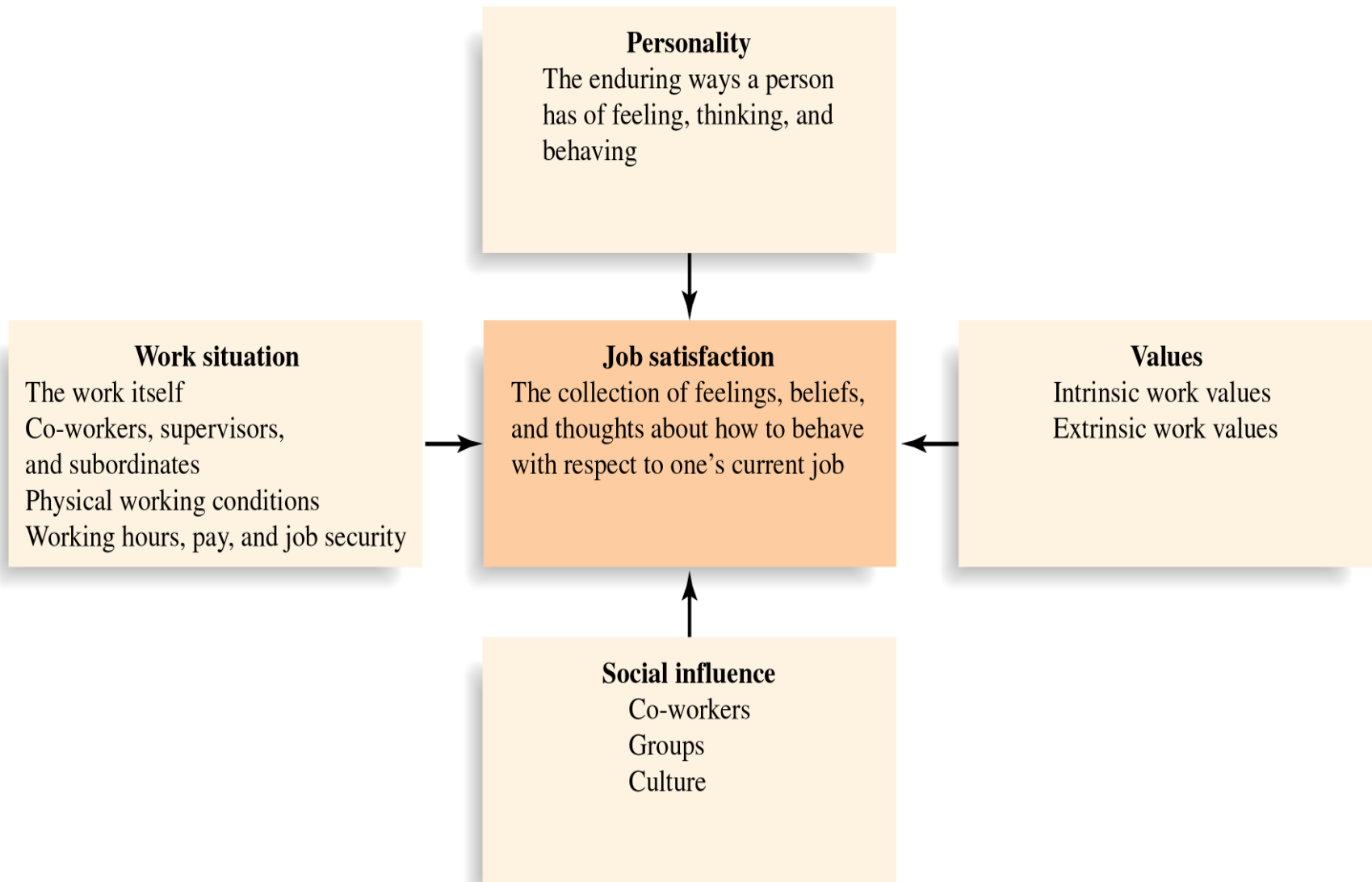


- ▶ No: these attitudes are highly related.
- ▶ Variables may be redundant (*measuring the same thing under a different name*)
- ▶ While there is some distinction, there is also a lot of overlap.

Be patient, OB researchers are working on it!

Job Satisfaction

- ▶ One of the primary job attitudes measured.
 - Broad term involving a complex individual summation of a number of discrete job elements.
 - ▶ How to measure?
 - Self Report Technique
 - Likert Scale
 - ▶ Are people satisfied in their jobs?
 - In the U. S., yes, but the level appears to be dropping.
 - Results vary by employee facets of the job.
 - Pay and promotion are the most problematic elements.
- 



Causes of Job Satisfaction

- ▶ Pay influences job satisfaction only to a point.
 - After about \$40,000 per year (in the U.S.), there is no relationship between amount of pay and job satisfaction.
 - 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.

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.

More Outcomes of Job Satisfaction

▶ 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.

Despite the overwhelming evidence of the impact of job satisfaction on the bottom line, most managers are either unconcerned about or overestimate worker satisfaction.

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

More ethical behavior

Less job displeasure
– job dissatisfaction, irritation

Less stress

– emotional exhaustion, psychological stress, depersonalization

Diminished intent to leave

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

