

Chapter 3

Robbins & Judge

Organizational Behavior

14th Edition

Attitudes and Job Satisfaction

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Topics that we will cover

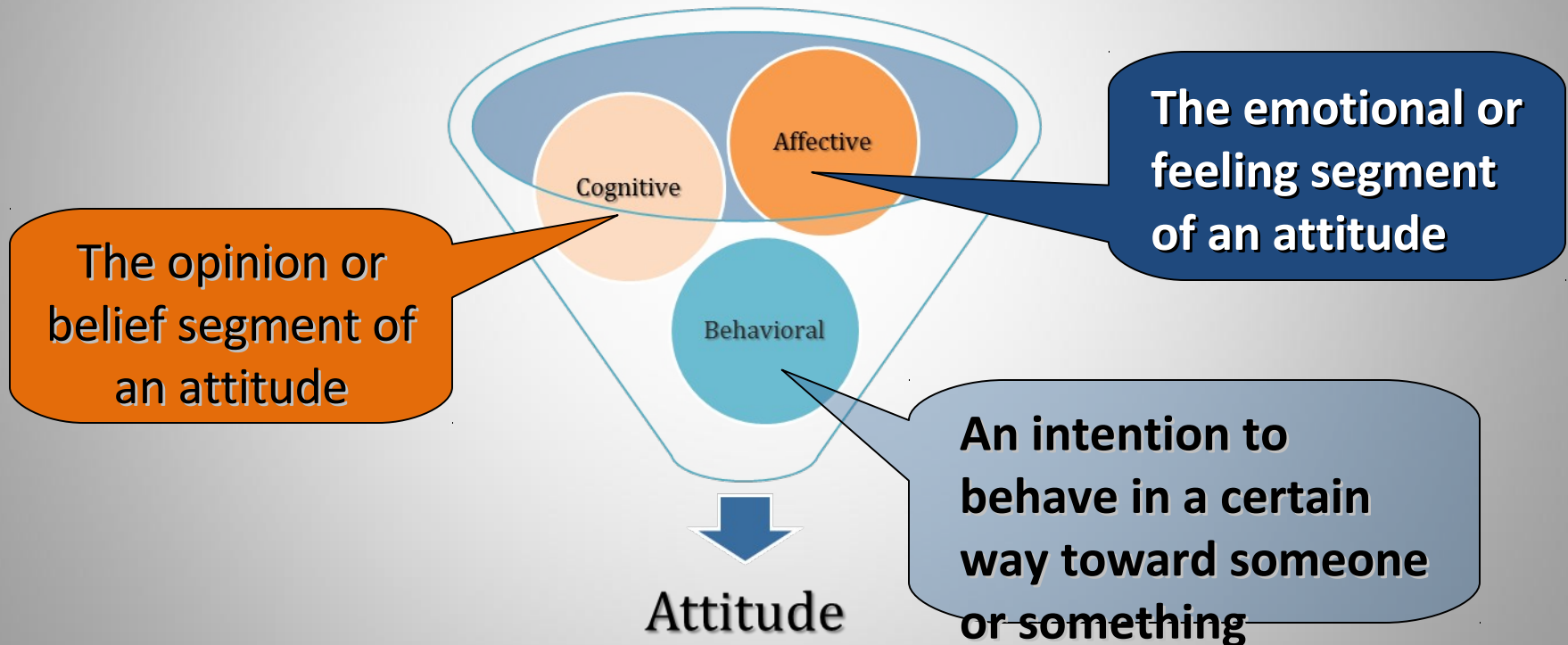
Chapter 3

- **Attitudes**
- **Does behavior always follow from attitudes?**
 - Moderating variables is not included
- **What are the major job attitudes?**
- **Job satisfaction**
 - How satisfied are people in their jobs? Is not included
- **What causes job satisfaction?**
- **The impact of satisfied and dissatisfied employees**
 - Job satisf. & Turnover and Job satisf & Deviance are not included
 - Global implications not included

Attitudes

Evaluative statements or judgments concerning objects, people, or events

Three components of an attitude:



See EXHIBIT 3-1

Does Behavior Always Follow from Attitudes?

- **Leon Festinger – No, the reverse is sometimes true!**
- **Cognitive Dissonance:** *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



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



= Org. citizenship + Job Performance

Another Major Job Attitude

➤ **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.

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, feel a deep connection

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?**
 - Single global rating (one question/one answer) - OK
 - Summation score (many questions/one average) - OK

- **Are people satisfied in their jobs?**
 - In the U. S., yes, but the level appears to be dropping.
 - Pay and promotion are the most problematic elements.

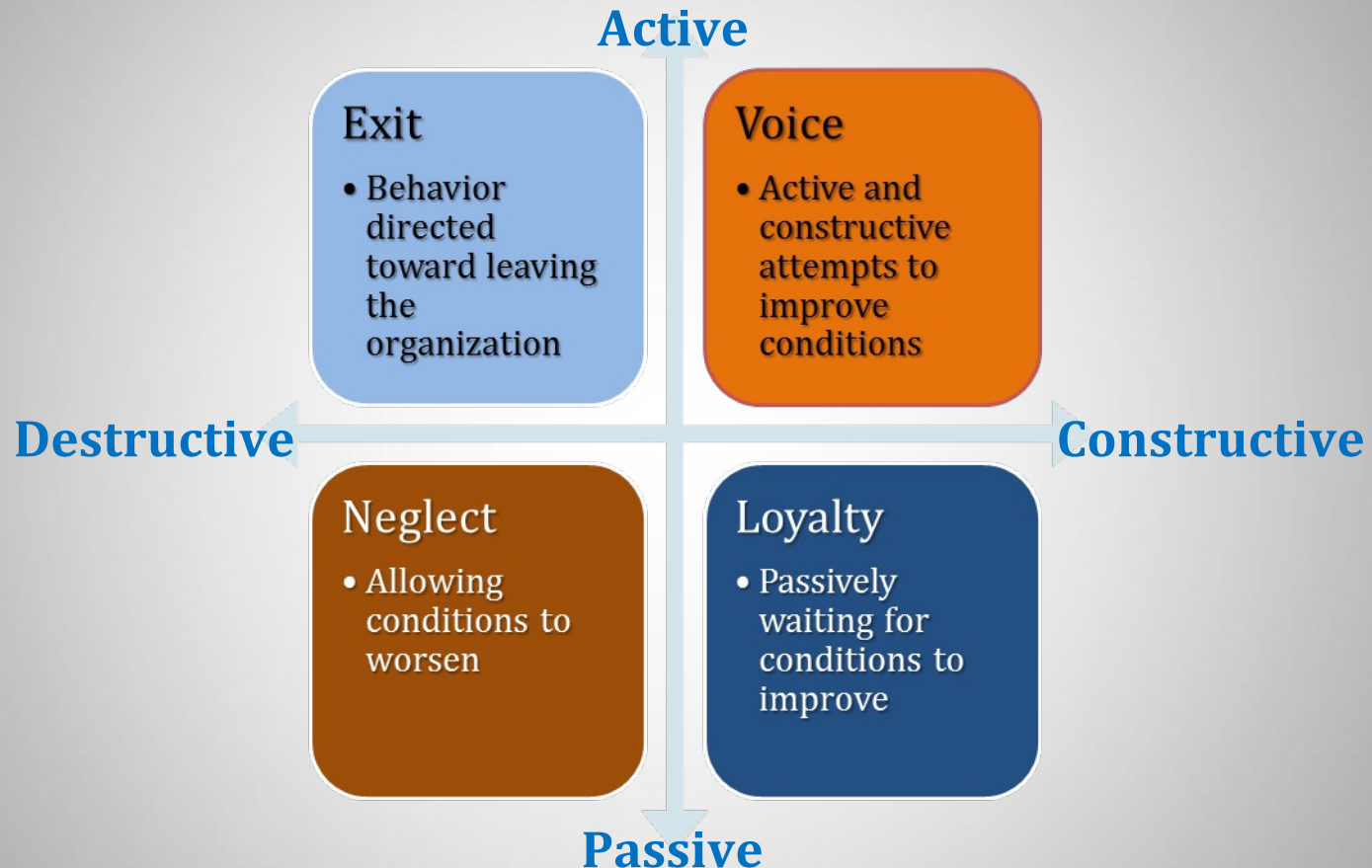
See EXHIBIT 3-2

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.
 - Training, the social context, interdependence, and feedback matter
- 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.
 - Inner worth + Basic competence

See EXHIBIT 3-3

Employee Responses to Dissatisfaction



See EXHIBIT 3-4

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.

Managers often “don’t get it”

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

