

Organizational Behavior

15th Global Edition

Robbins and Judge



Chapter 3

Attitudes and Job Satisfaction

Chapter 3 Learning Objectives

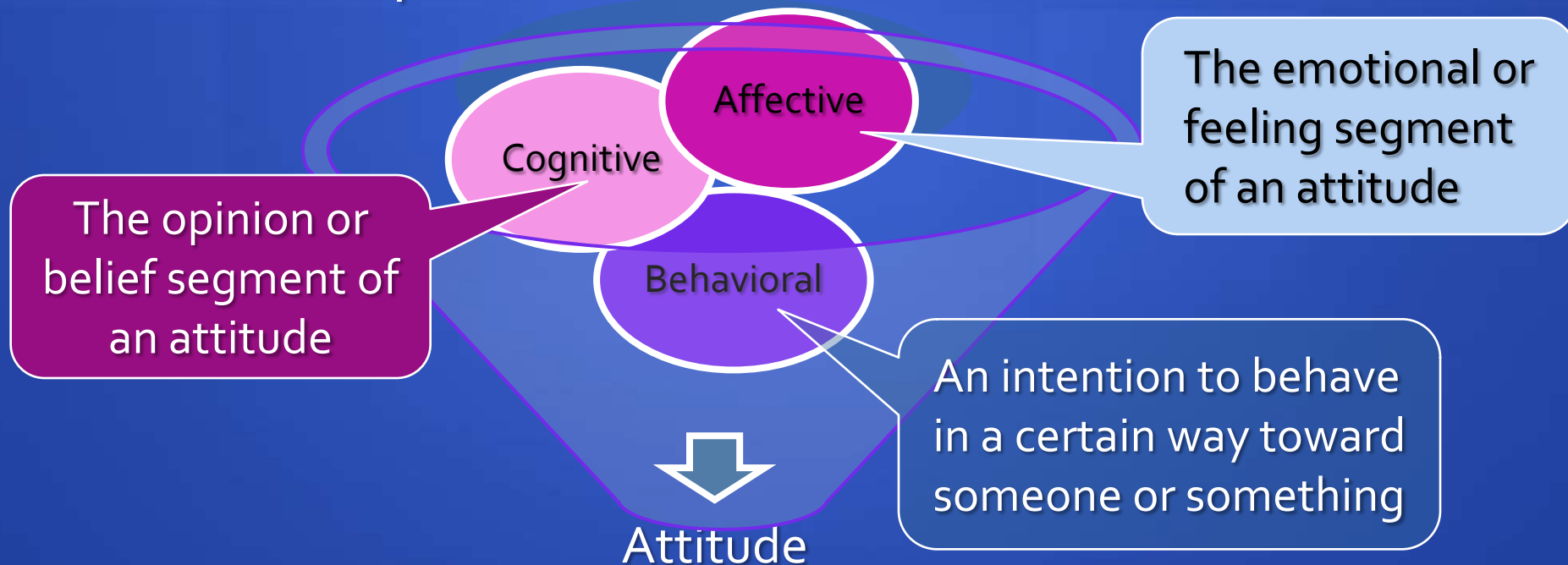
After studying this chapter you should be able to:

- **Contrast the three components of an attitude.**
- **Summarize the relationship between attitudes and behavior.**
- **Compare and contrast the major job attitudes.**
- **Define job satisfaction and show how it can be measured.**
- **Summarize the main causes of job satisfaction.**
- **Identify four employee responses to dissatisfaction.**

Contrast the Three Components of an Attitude

Evaluative statements or judgments concerning objects, people, or events

Three components of an attitude:

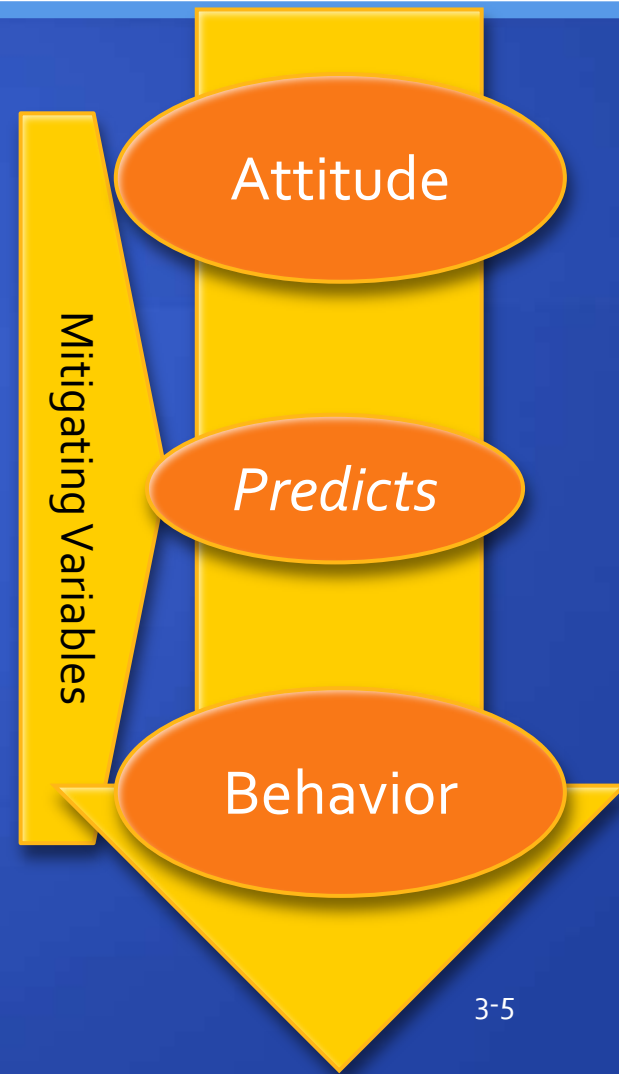


Summarize the Relationship Between Attitudes and Behavior

- The attitudes people hold determine what they do.
- Festinger proposed that cases of attitude following behavior illustrate the effects of cognitive dissonance.
 - Cognitive Dissonance is incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes.
- Research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behavior.

Summarize the Relationship Between Attitudes and Behavior

- Importance of the attitude
- Its correspondence to behavior
- Its accessibility
- The presence of social pressure
- Whether or not a person has had direct experience with the behavior
- The attitude/behavior relationship is stronger if it refers to something in our direct personal experience



Compare and Contrast 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
- **Logical Empowerment**
 - Belief in the degree of influence over the job, competence, job meaningfulness, and autonomy

Compare and Contrast the 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

Compare and Contrast the Major Job Attitudes

- **Organizational Commitment (cont)**
 - **Has some relation to performance, especially for new employees.**
 - **Theoretical models propose that employees who are committed will be less likely to engage in work withdrawal even if they are dissatisfied, because they have a sense of organizational loyalty.**

Compare and Contrast the 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.

Compare and Contrast the Major Job Attitudes

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

Compare and Contrast the Major Job Attitudes

- **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**
 - **Overlap may cause confusion**

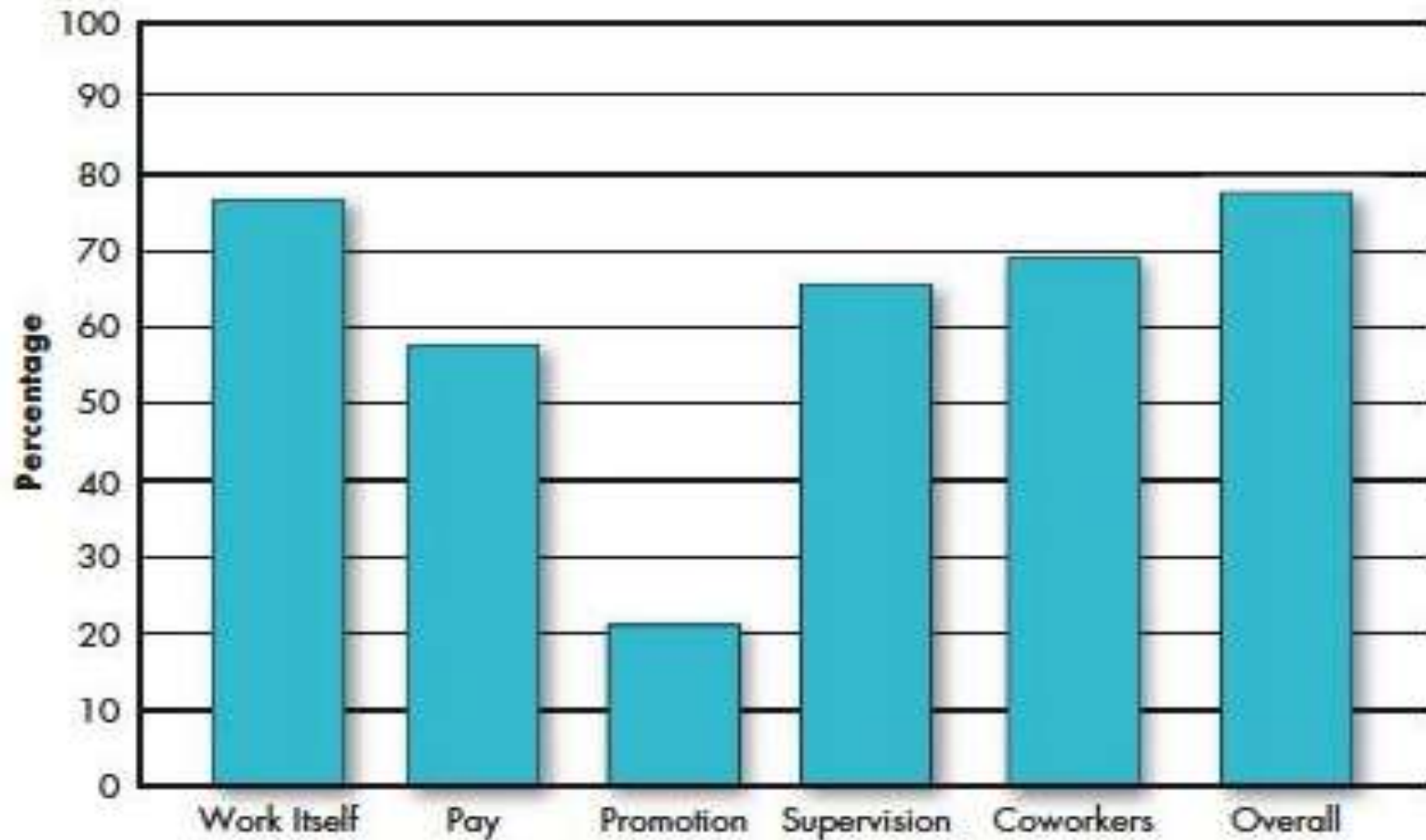
Define Job Satisfaction and Show How It Can Be Measured

- **Job satisfaction**
 - A positive feeling about a job resulting from an evaluation of its characteristics
- **Two approaches for measuring Job Satisfaction are popular:**
 - The single global rating
 - The summation of job facets

Define Job Satisfaction and Show How It Can Be Measured

Exhibit 3-2

Average Job Satisfaction Levels by Facet



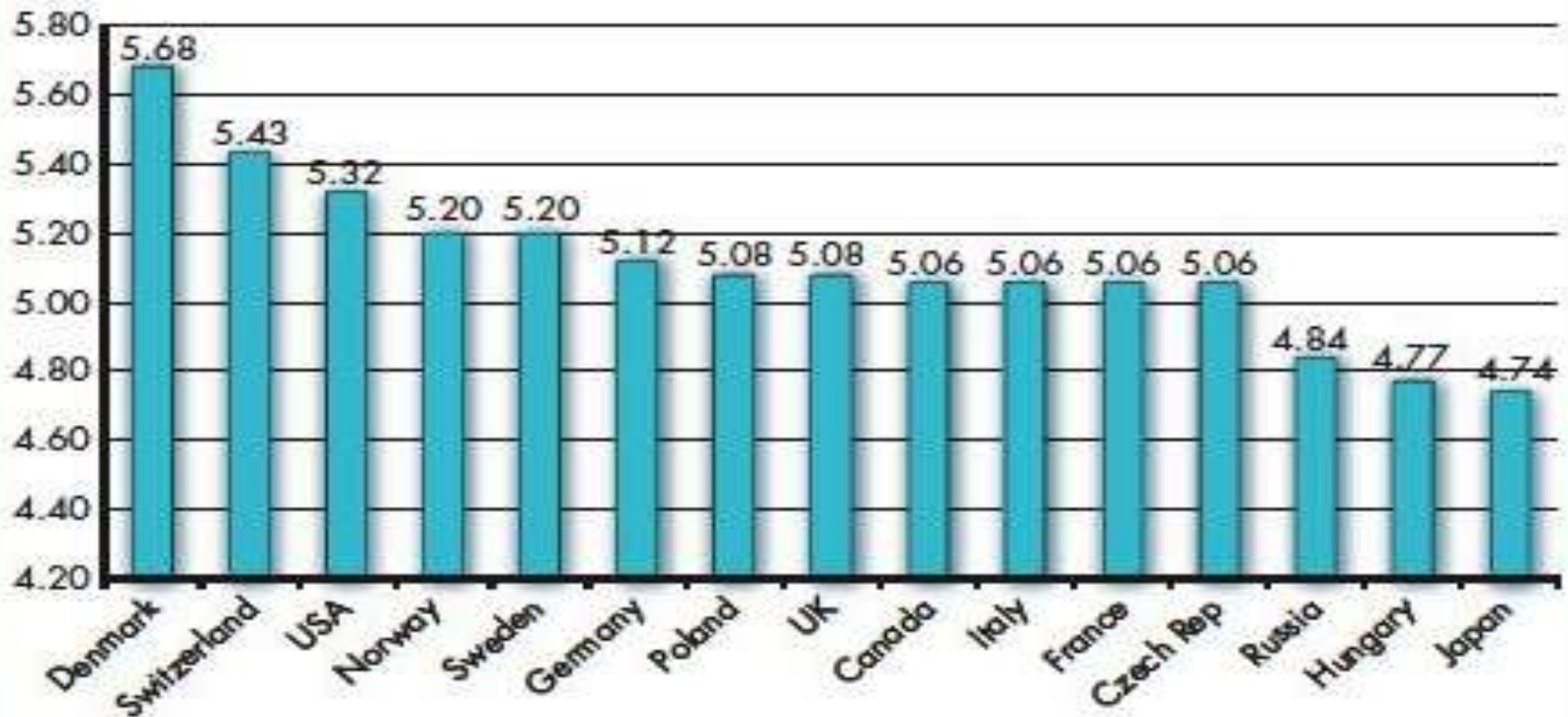
Summarize the Main Causes of Job Satisfaction

- **Pay influences job satisfaction only to a point.**
 - **After a certain amount of money there is no relationship between amount of pay and job satisfaction.**
 - **Money may bring happiness, but not necessarily job satisfaction.**

Summarize the Main Causes of Job Satisfaction

Exhibit 3-3

Average Levels of Job Satisfaction by Country



Note: Scores represent average job-satisfaction levels in each country as rated on a 1 = very dissatisfied to 10 = very satisfied scale.

Source: M. Benz and B. S. Frey, "The Value of Autonomy: Evidence from the Self-Employed in 23 Countries," working paper 173, Institute for Empirical Research in Economics, University of Zurich, November 2003 (ssrn.com/abstract=475140).

Summarize the Main Causes of Job Satisfaction

- **Personality also plays a role in Job Satisfaction.**
 - **People who have positive core self-evaluations, who believe in their inner worth and basic competence are more satisfied with their jobs than those with negative core self-evaluations.**
 - **Those with negative core self-evaluations set less ambitious goals and are more likely to give up when confronting difficulties.**

Identify Four Employee Responses to Dissatisfaction

Exhibit 3-5

Responses to Dissatisfaction

	Constructive	Destructive
Active	VOICE	EXIT
Passive	LOYALTY	NEGLECT

Summary and Implications for Managers

- **Satisfied and committed employees have lower rates of turnover, absenteeism, and withdrawal behaviors.**
- **Managers will also want to measure job attitudes effectively so they can tell how employees are reacting to their work.**
- **The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting.**
- **Although paying employees poorly will likely not attract high-quality employees to the organization or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment.**