

LECTURE #2
ATTITUDE AND JOB SATISFACTION
(PSYC-6223)

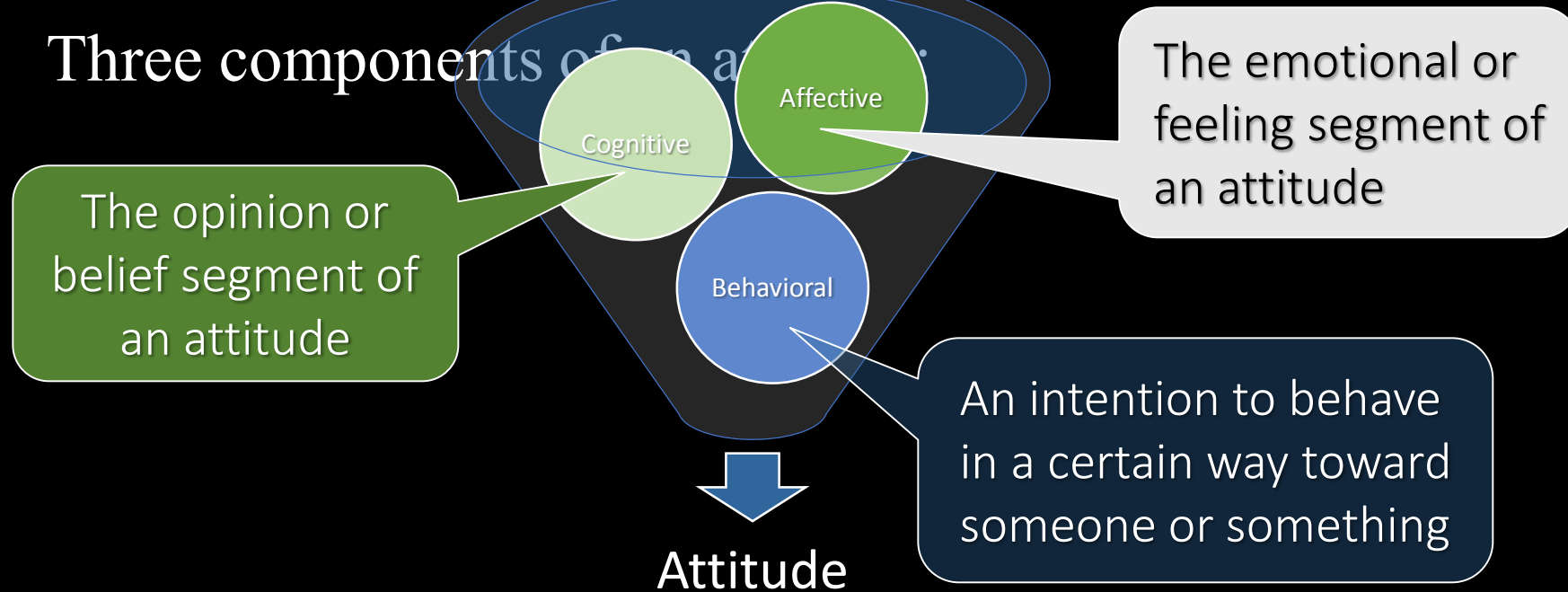
Chapter Learning Objectives

- 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.
 - Show whether job satisfaction is a relevant concept in countries other than the United States.

Attitudes

Evaluative statements or judgments concerning objects, people, or events

Three components of an attitude:



See EXHIBIT 3-1

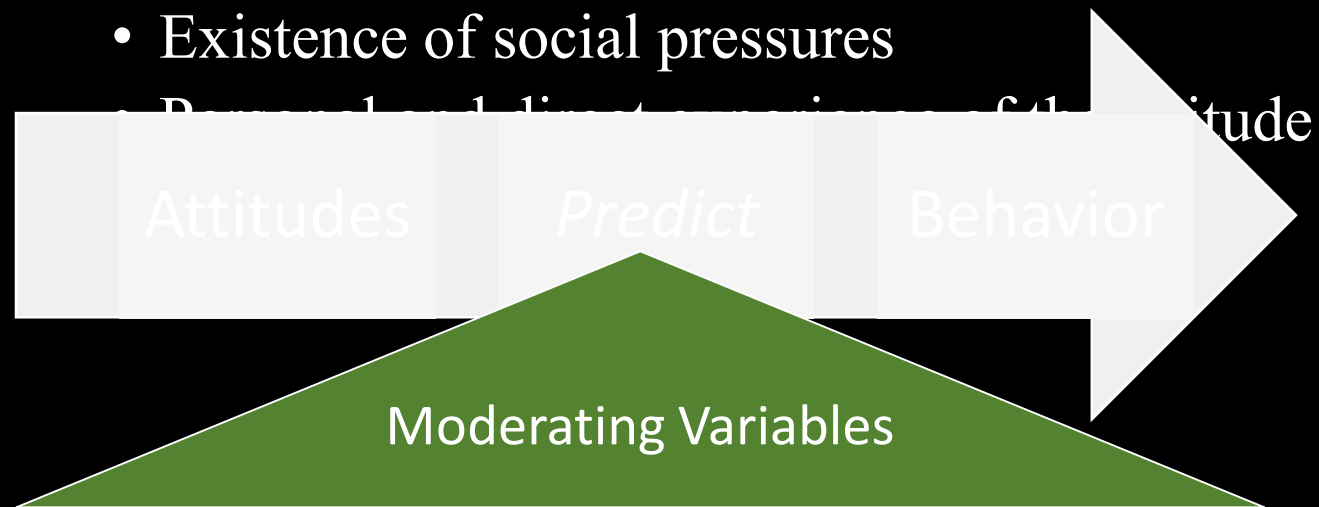
Does Behavior Always Follow from Attitudes?

- 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



Moderating Variables

- The most powerful moderators of the attitude-behavior relationship are:
 - Importance of the attitude
 - Correspondence to behavior
 - Accessibility
 - Existence of social pressures



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, the better predictor it is.
- High social pressures reduce the relationship and may cause dissonance.
- Attitudes based on personal experience are stronger predictors.

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



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.
 - 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?
 - Single global rating (one question/one answer) - Best
 - 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.
 - Results vary by employee facets of the job.
 - 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.
- 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.

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.*

• Thanks