

Attitudes and Job Satisfaction @work



Massimiliano Barattucci

The Main Components of Attitudes

Attitudes

Evaluative statements or judgments concerning objects, people, or events.

Cognitive component → **evaluation**

The opinion or belief segment of an attitude.

Affective Component → **feeling**

The emotional or feeling segment of an attitude.

Behavioral Component → **action**

An intention to behave in a certain way toward someone or something.



Attitude and Consistency

Cognitive Dissonance

- Any incompatibility between two or more attitudes or between behavior and attitudes.
- Individuals seek to reduce this gap, or “dissonance”

Desire to reduce dissonance

- Importance of elements creating dissonance
- Degree of individual influence over elements
- Rewards involved in dissonance

Measuring the Attitude-Behavior Relationship

Recent research indicates that the **attitudes (A)** significantly predict **behaviors (B)** when moderating variables are taken into account.

A

B



Moderating Variables

- Importance of the attitude
- Specificity of the attitude
- Accessibility of the attitude
- Social pressures on the individual
- Direct experience with the attitude



Self-Perception Theory

Attitudes are used after the fact to make sense out of an action that has already occurred.

B → **A is also true.**

- especially, attitudes are vague and ambiguous



The Major Job Attitudes

Job Satisfaction

A collection of positive and/or negative feelings that an individual holds toward his or her job.

Job Involvement

Identifying with the job, actively participating in it, and considering performance important to self-worth.

Organizational Commitment

Identifying with a particular organization and its goals, and wishing to maintain membership in the organization (Affective, Normative, and Continuance Commitment)



The Major Job Attitudes, cont'd.

Perceived Organizational Support (POS)

Degree to which employees feel the organization cares about their well-being.

Employee Engagement

An individual's involvement with, satisfaction with, and enthusiasm for the organization.

Evidence suggests that these attitudes are highly related



Measure Employee Attitudes

Attitude Surveys

- Eliciting responses from employees through questionnaires about how they feel about their jobs, work groups, supervisors, and the organization.



Attitudes and Workforce Diversity

Changing employee attitudes to reflect shifting perspectives on racial, gender and other diversity issues is more important than before.

Training activities that can reshape employee attitudes concerning diversity:

- Participating in diversity training that provides for self-evaluation and group discussions.
- Volunteer work in community and social serve centers with individuals of diverse backgrounds.



Job Satisfaction

Measuring Job Satisfaction

- Single global rating
- Summation score

How Satisfied Are People in Their Jobs?

- In general, people are satisfied with their jobs.
- Depends on facets of satisfaction—tend to be more satisfied with their jobs overall, with the work itself, and with their supervisors and coworkers, and be less satisfied with pay and promotion opportunities.



Causes of Job Satisfaction

Enjoying the work itself is almost always the facet most strongly correlated high level of overall job satisfaction

Pay only influences Job Satisfaction to a point

- After about \$40,000 a year, there is no relationship between amount of pay and job satisfaction.

Personality can influence job satisfaction

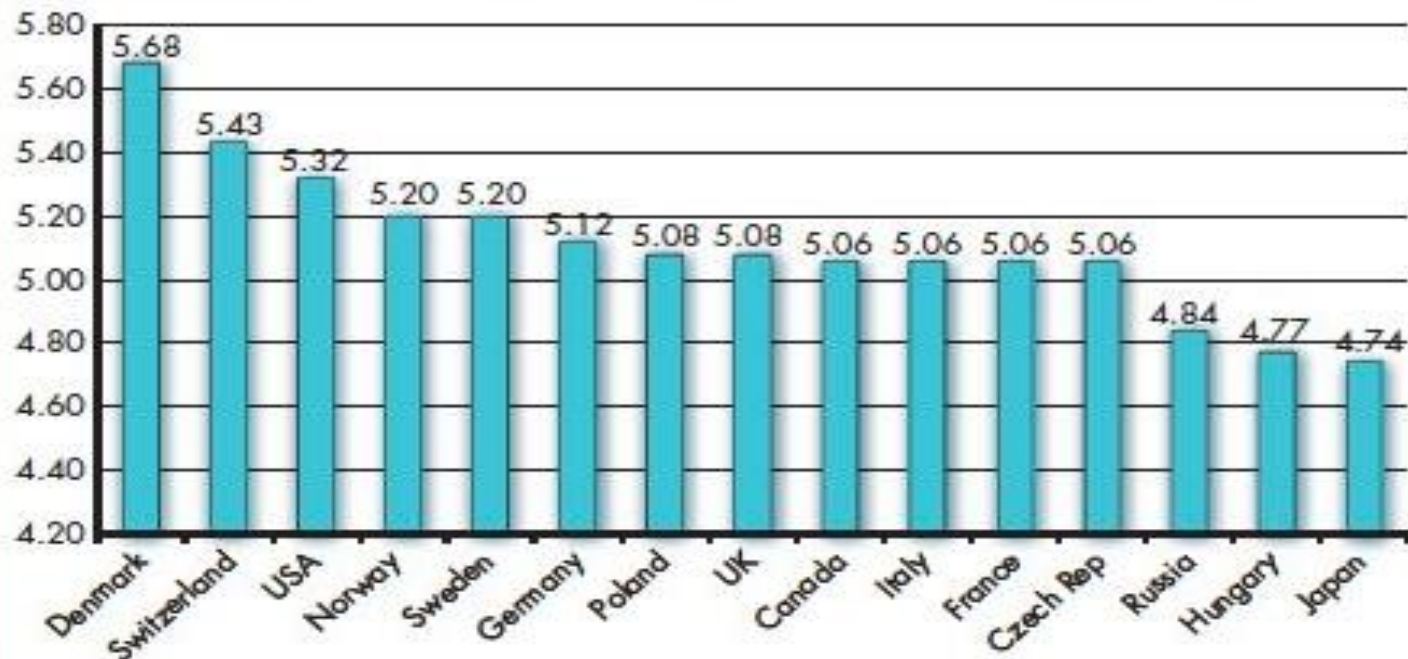
- The Neutral Objects Satisfaction Questionnaire is a measure for understanding the link between personality and satisfaction.
- Negative people are usually not satisfied with their jobs



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. Froy, "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).

The Impact of Dissatisfied Employees

Active

Exit

Behavior directed toward leaving the organization.

Voice

Active and constructive attempts to improve conditions.

Destructive

Loyalty

Passively waiting for conditions to improve.

Neglect

Allowing conditions to worsen.

Constructive

Passive



Exhibit 3-5

Responses to Dissatisfaction

	Constructive	Destructive
Active	VOICE	EXIT
Passive	LOYALTY	NEGLECT

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.

The Effect of Job Satisfaction on Employee Performance

Satisfaction and Productivity

- Satisfied workers are more productive AND more productive workers are more satisfied!
- Worker productivity is higher in organizations with more satisfied workers.

Satisfaction and Absenteeism

- Satisfied employees have fewer avoidable absences.

Satisfaction and Turnover

- Satisfied employees are less likely to quit.
- Employee performance is a moderator.
- Organizations take actions to retain high performers and to weed out lower performers.



Job Satisfaction and OCB

Satisfaction and Organizational Citizenship Behavior (OCB)

- Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job.



Job Satisfaction and Customer Satisfaction

Satisfaction and Customer Satisfaction

- Satisfied workers provide better customer service

Satisfied employees increase customer satisfaction because:

- They are more friendly, upbeat, and responsive.
- They are less likely to turnover, which helps build long-term customer relationships.
- They are experienced.

Dissatisfied customers increase employee job dissatisfaction.



Job Satisfaction and Workplace Deviance

Job dissatisfaction predicts a lot of specific behaviors, including unionization attempts, substance abuse, stealing at work, undue socializing, and tardiness.

If employees don't like their work environment, they'll respond somehow.

