

Learning Objectives

- ❑ Contrast the three components of an attitude.
- ❑ Summarize the relationship between attitudes and behavior.
- ❑ Compare the major job attitudes.
- ❑ Define *job satisfaction*.
- ❑ Summarize the main causes of job satisfaction.
- ❑ Identify three outcomes of job satisfaction.
- ❑ Identify four employee responses to dissatisfaction.

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LO 1

Contrast the Three Components of an Attitude

- **Attitudes** are evaluative statements—either favorable or unfavorable—about objects, people, or events.
- They reflect how we feel about something.

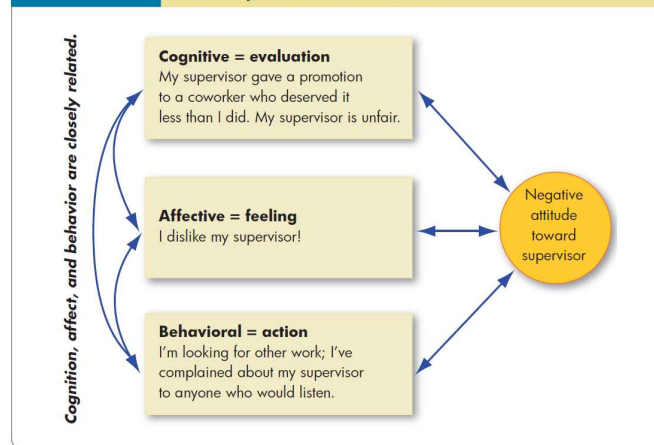
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LO 1

Contrast the Three Components of an Attitude

Exhibit 3-1 The Components of an Attitude



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LO 2

Summarize the Relationship Between Attitudes and Behavior

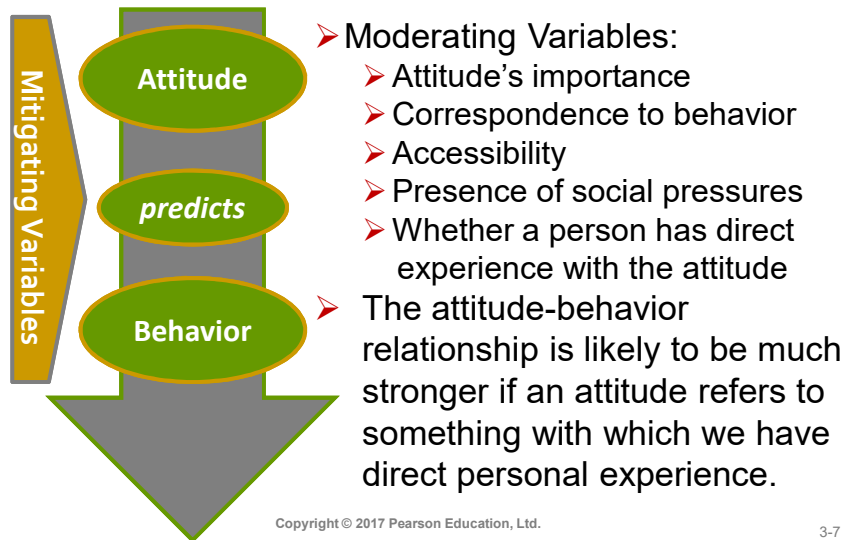
- The attitudes that people hold determine what they do.
- Festinger: cases of attitude following behavior illustrate the effects of cognitive dissonance.
- **Cognitive dissonance** is any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes.
-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

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LO 2

Summarize the Relationship Between Attitudes and Behavior



LO 3

Compare 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 one's job, competence, job meaningfulness, and autonomy.

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LO 3

Compare the Major Job Attitudes

➤ Organizational Commitment

- Identifying with a particular organization and its goals and wishing to maintain membership in the organization.
- 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.

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LO 3

Compare 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.
- POS is important in countries where **power distance** is lower.

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LO 3

Compare 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.

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LO 3

Compare the Major Job Attitudes

- Are these job attitudes really all that distinct?
 - No, these attitudes are highly related; and while there is some distinction, there is also a lot of overlap that may cause confusion.

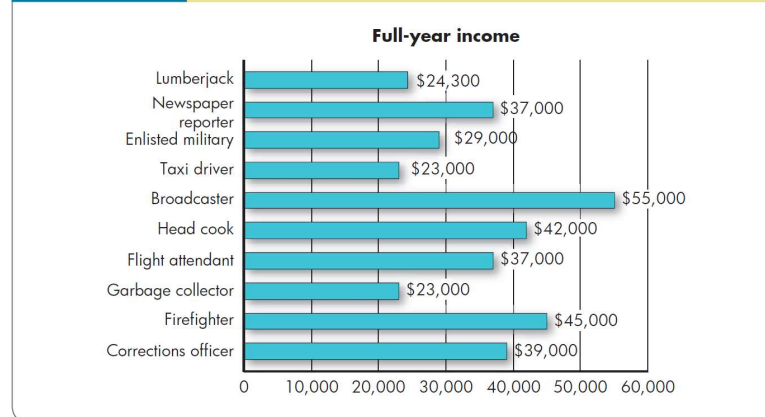
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LO 4

Define Job Satisfaction

Exhibit 3-2 Worst Jobs of 2013 for Job Satisfaction*



*Based on physical demands, work environment, income, stress, and hiring outlook.

Source: CareerCast.com (2014), <http://www.careerCast.com/jobs-rated/worst-jobs-2014>.

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LO 4

Define Job Satisfaction

- **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.

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LO 4

Define Job Satisfaction

- How satisfied are people in their jobs?
 - Over the last 30 years, employees in the U.S. and most developed countries have generally been satisfied with their jobs.
 - With the recent economic downturn, more workers are less satisfied.
 - Satisfaction levels differ depending on the facet involved.
 - There are cultural differences in job satisfaction.

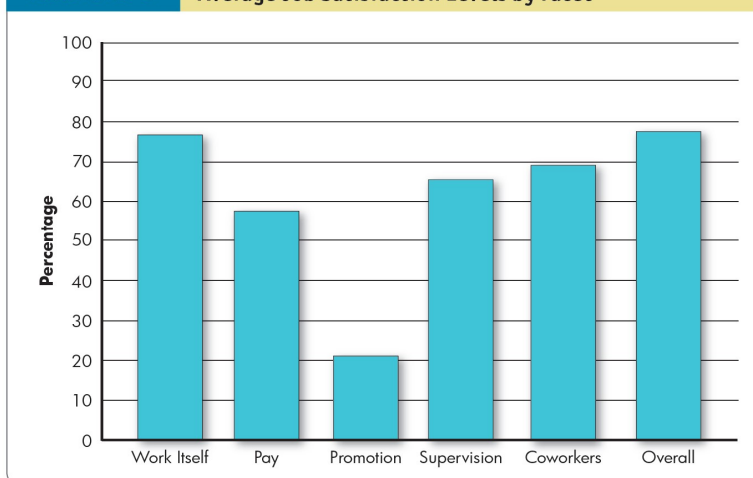
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LO 4

Define Job Satisfaction

Exhibit 3-3 Average Job Satisfaction Levels by Facet



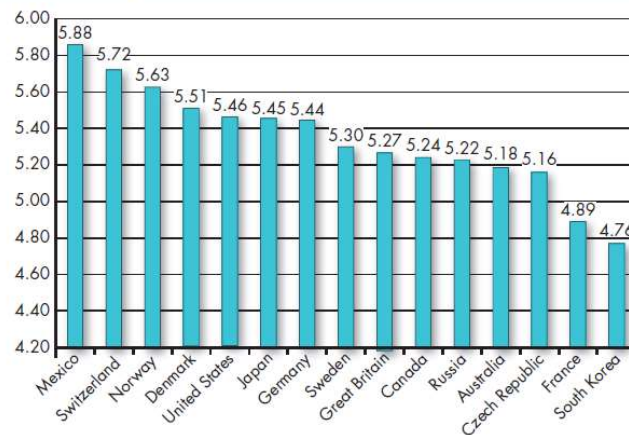
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LO 4

Define Job Satisfaction

Exhibit 3-4 Average Levels of Employee Job Satisfaction by Country



Source: Based on J. H. Waddock, "The Impact of Comparative State-Owned Development on Working Conditions and Employee Satisfaction," *Journal of Management & Organization* (July 2012): 537-544.

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LO 5

Summarize the Main Causes of Job Satisfaction

- What causes job satisfaction?
 - **Job conditions**
 - The intrinsic nature of the work itself, social interactions, and supervision are important predictors of job satisfaction.
 - **Personality**
 - 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.

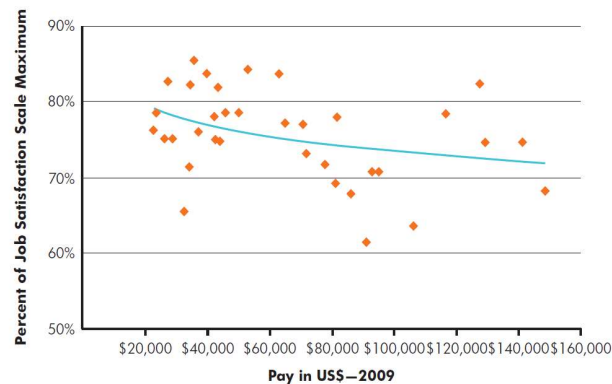
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LO 5

Summarize the Main Causes of Job Satisfaction

Exhibit 3-5 Relationship between Average Pay in Job and Job Satisfaction of Employees in That Job



Source: T. A. Judge, R. F. Piccolo, N. P. Podsakoff, J. C. Stow, and B. L. Reia, "The Relationship between Pay and Job Satisfaction: A Meta-Analysis of the Literature," *Journal of Vocational Behavior* 77, no. 2 (2010): 157–67.

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LO 5

Summarize the Main Causes of Job Satisfaction

- Corporate Social Responsibility (CSR)
 - **Corporate social responsibility (CSR):** self-regulated actions to benefit society or the environment beyond what is required by law.
 - Includes environmental sustainability initiatives, nonprofit work, and charitable giving.
 - Increasingly affects employee job satisfaction.
 - CSR is particularly important for Millennials.
 - But, not everyone finds value in CSR.

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LO 6

Outcomes of Job Satisfaction

- **Job Performance**
 - Happy workers are more likely to be productive workers.
- **OCB**
 - People who are more satisfied with their jobs are more likely to engage in OCB.
- **Customer Satisfaction**
 - Satisfied employees increase customer satisfaction and loyalty.
- **Life Satisfaction**
 - Research shows that job satisfaction is positively correlated with life satisfaction.

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LO 6

Four Employee Responses to Dissatisfaction

Exhibit 3-6 Responses to Dissatisfaction

	Constructive	Destructive
Active	VOICE	EXIT
Passive	LOYALTY	NEGLECT

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LO 6

Four Employee Responses to Dissatisfaction

- Counterproductive Work Behavior (CWB)
 - **Counterproductive work behavior**: actions that actively damage the organization, including stealing, behaving aggressively toward coworkers, or being late or absent.
 - Absenteeism: the more satisfied you are, the less likely you are to miss work.
 - Turnover: a pattern of lowered job satisfaction is the best predictor of intent to leave.
- Managers Often “Don’t Get It”

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Implications for Managers

- Of the major job attitudes – job satisfaction, job involvement, organizational commitment, perceived organizational support (POS), and employee engagement – remember that an employee’s job satisfaction level is the best single predictor of behavior.
- Pay attention to your employees’ job satisfaction levels as determinants of their performance, turnover, absenteeism, and withdrawal behaviors.

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Implications for Managers

- Measure employee job attitudes objectively and at regular intervals in order to determine how employees are reacting to their work.
- To raise employee satisfaction, evaluate the fit between the employee's work interests and the intrinsic parts of his/her job to create work that is challenging and interesting to the individual.
- Consider the fact that high pay alone is unlikely to create a satisfying work environment.

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