Organizational Behavior

Eighteenth Edition

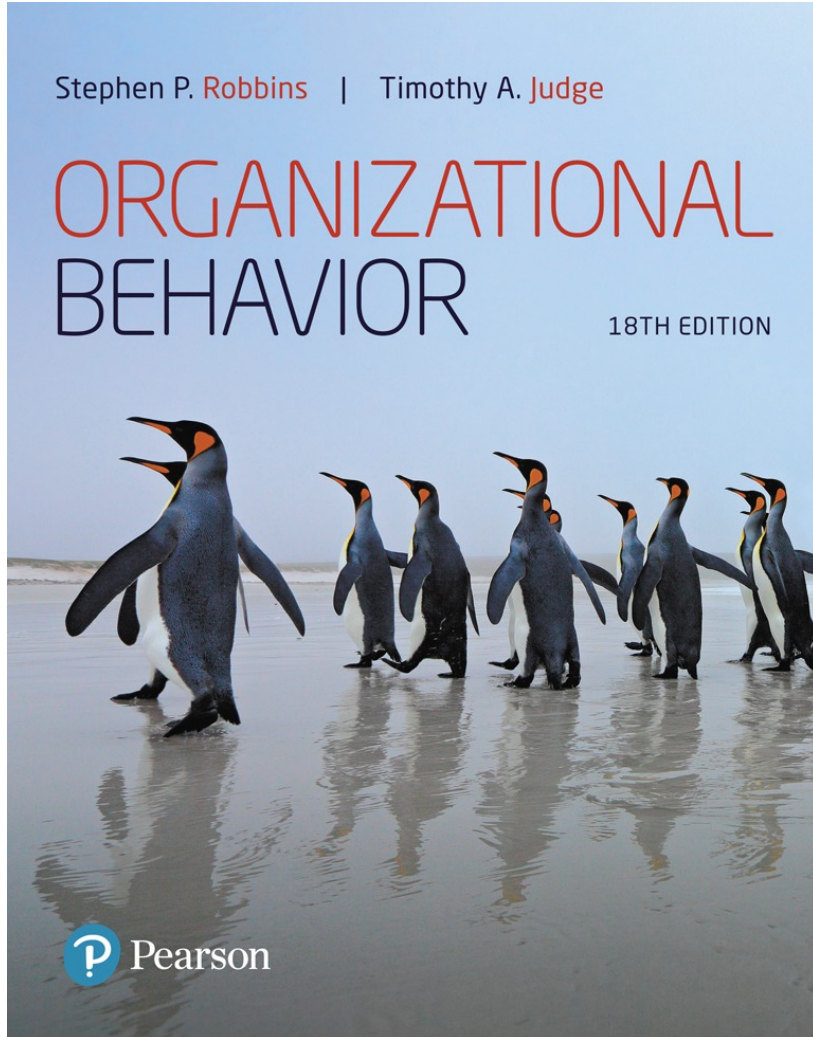Stephen P. Robbins | Timothy A. Judge

ORGANIZATIONAL BEHAVIOR

18TH EDITION

Pearson

Chapter 3

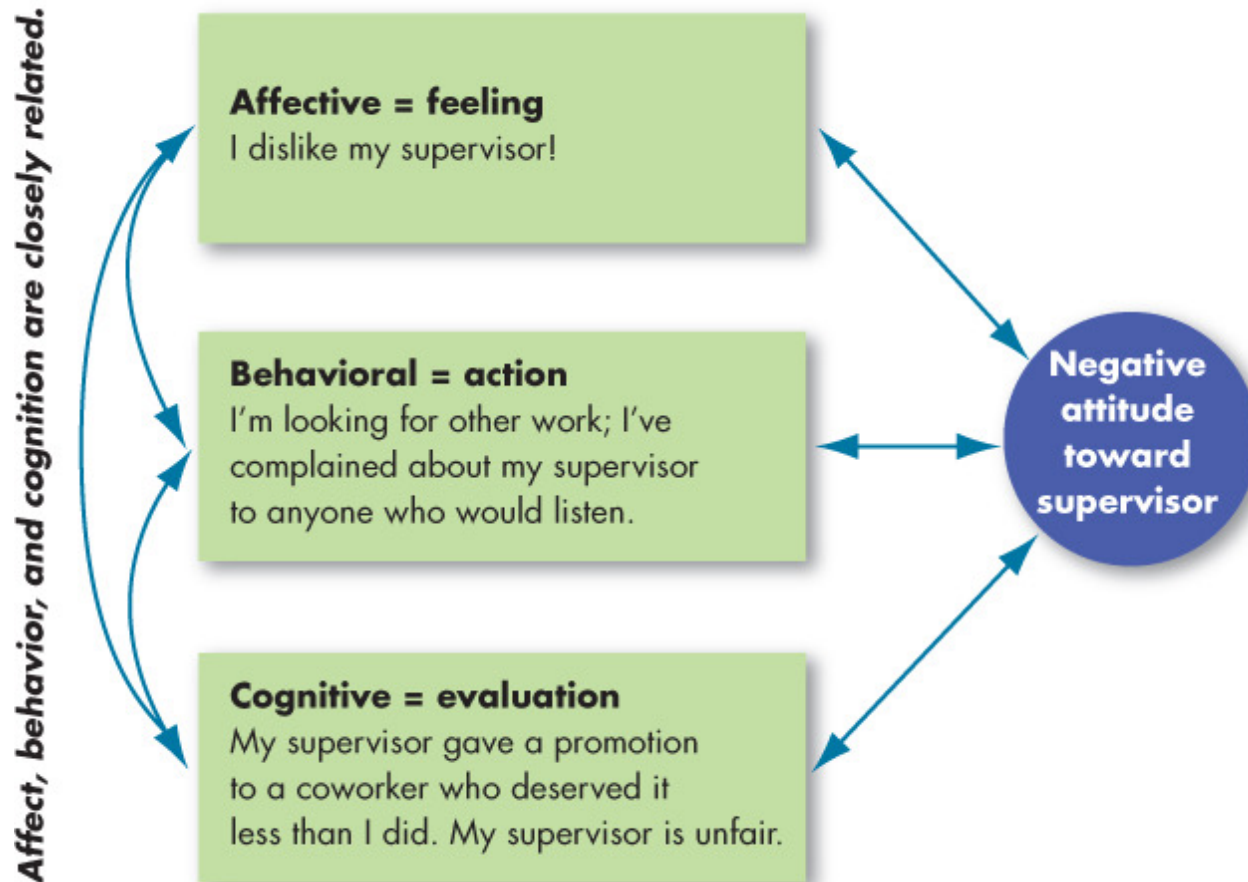Attitudes and Job Satisfaction

Learning Objectives

3.1 Contrast the three components of an attitude.

3.2 Summarize the relationship between attitudes and behavior.

3.3 Compare the major job attitudes.

3.4 Define *job satisfaction.*

3.5 Summarize the main causes of job satisfaction.

3.6 Identify three outcomes of job satisfaction.

3.7 Identify four employee responses to dissatisfaction.

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.

Exhibit 3-1 The Components of an Attitude

Affect, behavior, and cognition are closely related.

Affective = feeling
I dislike my supervisor!

Behavioral = action
I'm looking for other work; I've complained about my supervisor to anyone who would listen.

Cognitive = evaluation
My supervisor gave a promotion to a coworker who deserved it less than I did. My supervisor is unfair.

Negative attitude toward supervisor

# 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.

Summarize the Relationship Between Attitudes and Behavior

- Moderating Variables:
  - Attitude's importance
  - Correspondence to behavior
  - Accessibility
  - Presence of social pressures
  - Whether a person has direct experience with the attitude
- The attitude-behavior relationship is likely to be much stronger if an attitude refers to something with which we have direct personal experience.
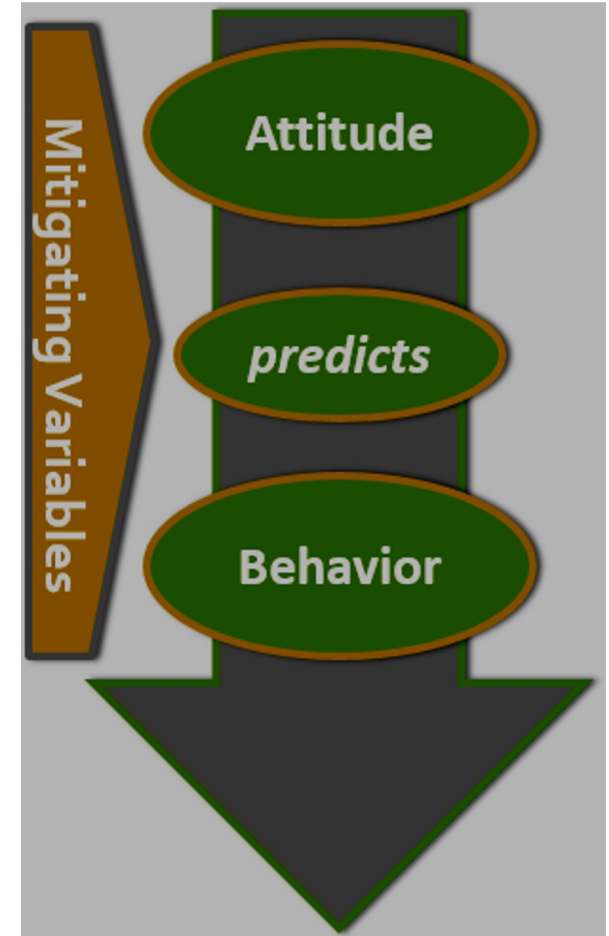
Compare the Major Job Attitudes

Most of the research in OB has been concerned with three major job attitudes:

1- Job Satisfaction

– A positive feeling about the job resulting from an evaluation of its characteristics.

2- Job Involvement

– Degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth.

– **Psychological Empowerment**

▪ Belief in the degree of influence over one's job, competence, job meaningfulness, and autonomy.

3- 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.

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.

Compare the Major Job Attitudes
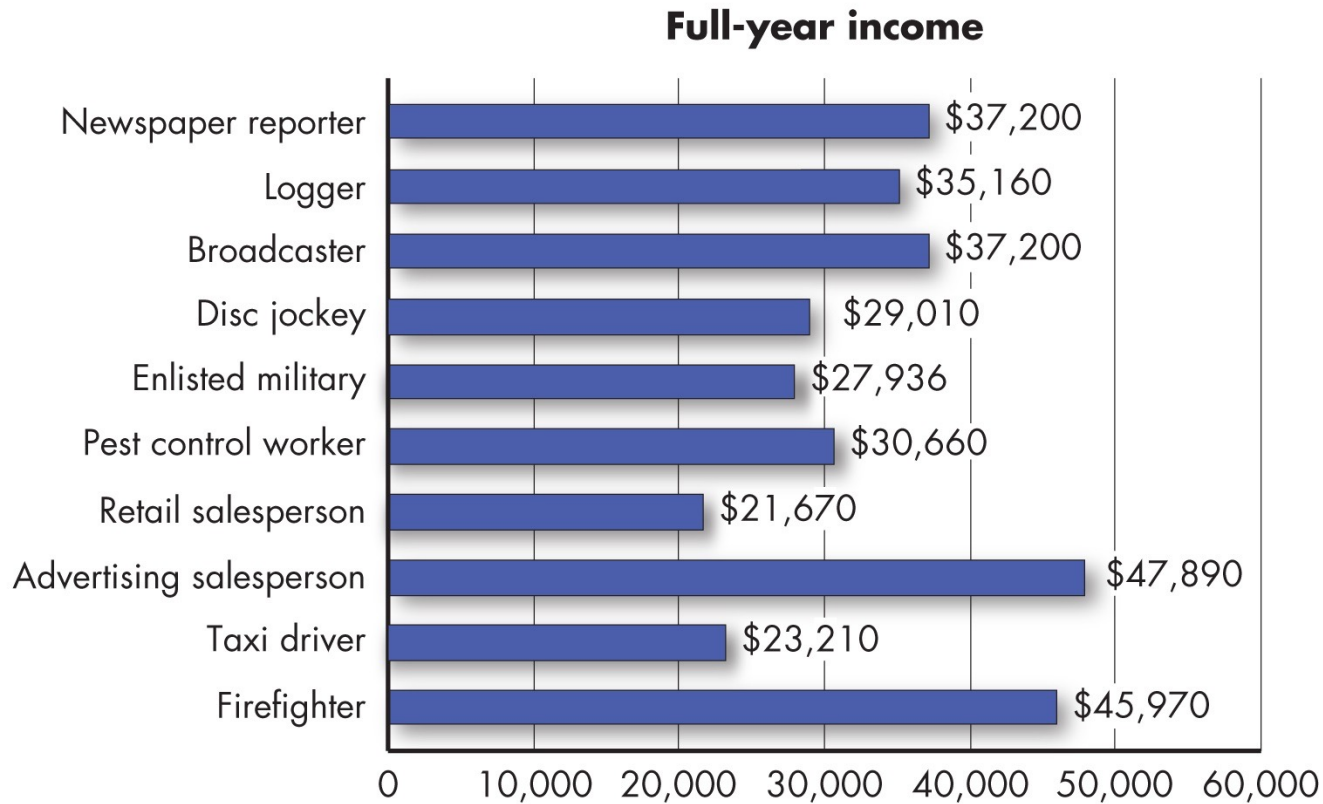
- **Employee Engagement**
  - The individual's involvement with, satisfaction with, and enthusiasm for the work.
  - Engaged employees are passionate about their work and company.

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.

Exhibit 3-2 Worst Jobs of 2016 for Job Satisfaction*

Full-year income

Job	Income
Newspaper reporter	$37,200
Logger	$35,160
Broadcaster	$37,200
Disc jockey	$29,010
Enlisted military	$27,936
Pest control worker	$30,660
Retail salesperson	$21,670
Advertising salesperson	$47,890
Taxi driver	$23,210
Firefighter	$45,970

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

Source: Based on CareerCast.com (2016), http://www.careercast.com/jobs-rated/worst-jobs-2016.

- **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. (is a response to one question, such as, "All things considered, how satisfied are you with your job?" Respondents circle a number between 1 and 5 on a scale from "highly satisfied" to "highly dissatisfied.")

  - The summation of job facets.(is more sophisticated. It identifies key elements in a job, such as the nature of the work, supervision, present pay, promotion opportunities, and relations with coworkers).

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.
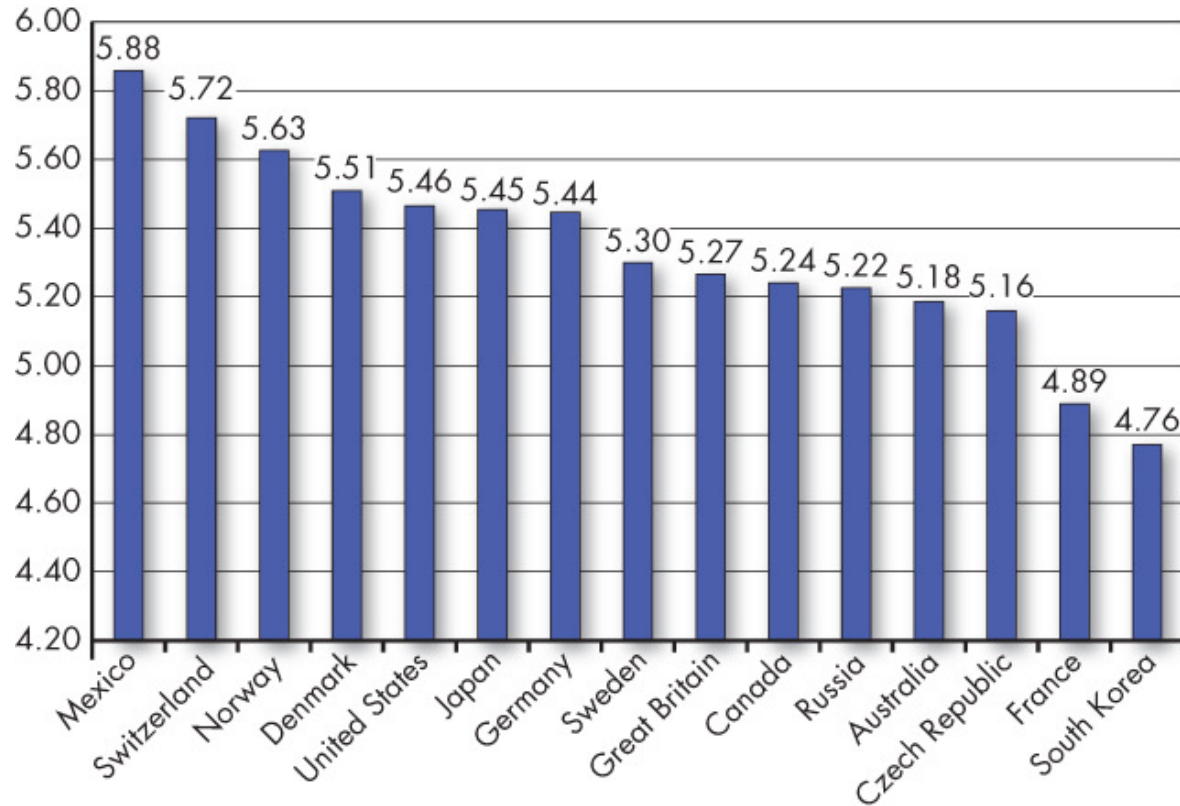   - There are cultural differences in job satisfaction.

Exhibit 3-3 Average Job Satisfaction Levels by Facet
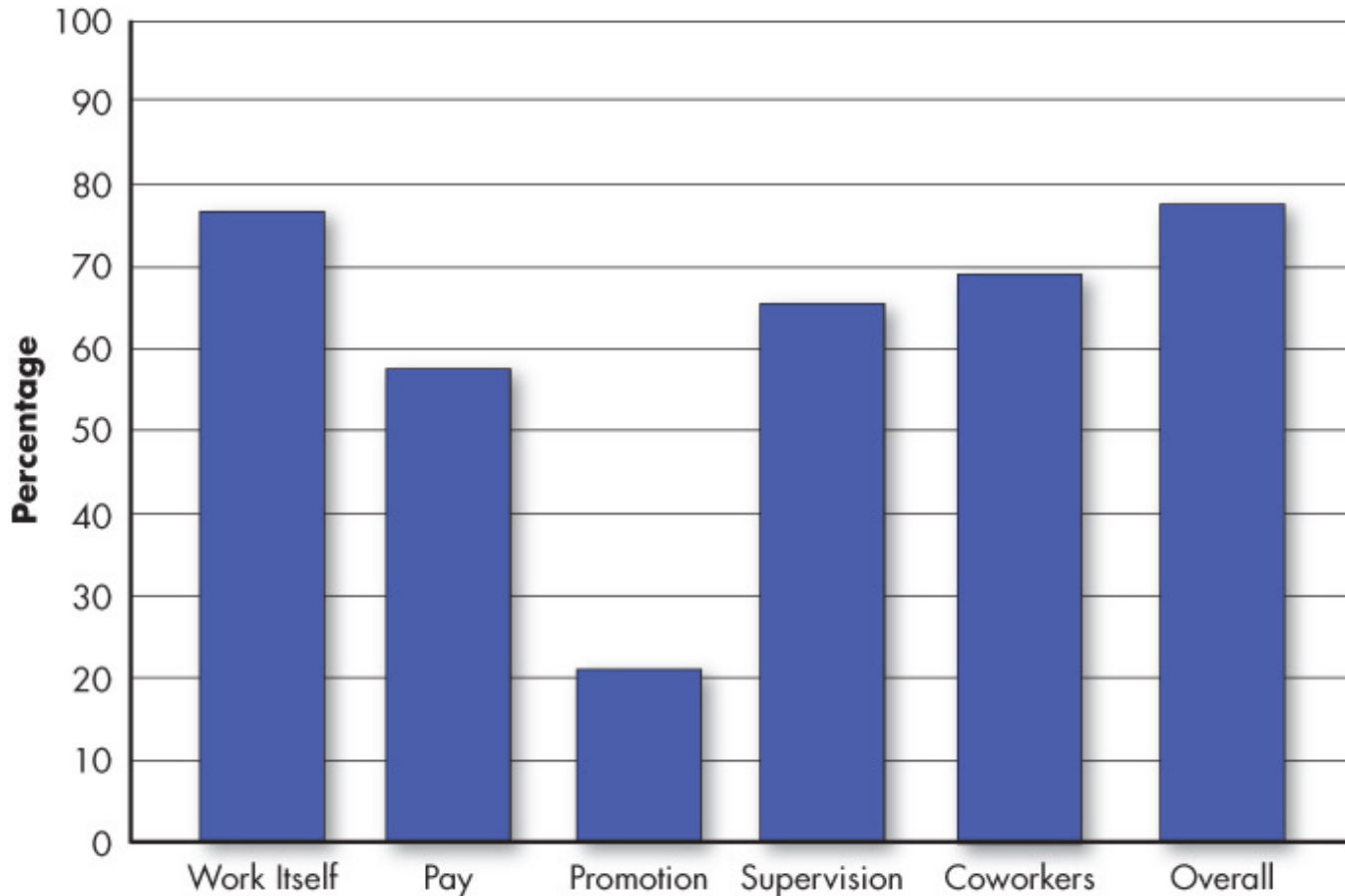
Define Job Satisfaction (5 of 5)

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

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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 satisfaction and employee well-being.
  - **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.

Summarize the Main Causes of Job Satisfaction

Exhibit 3-5 Relationship between Average Pay in Job and Job Satisfaction of Employees in That Job
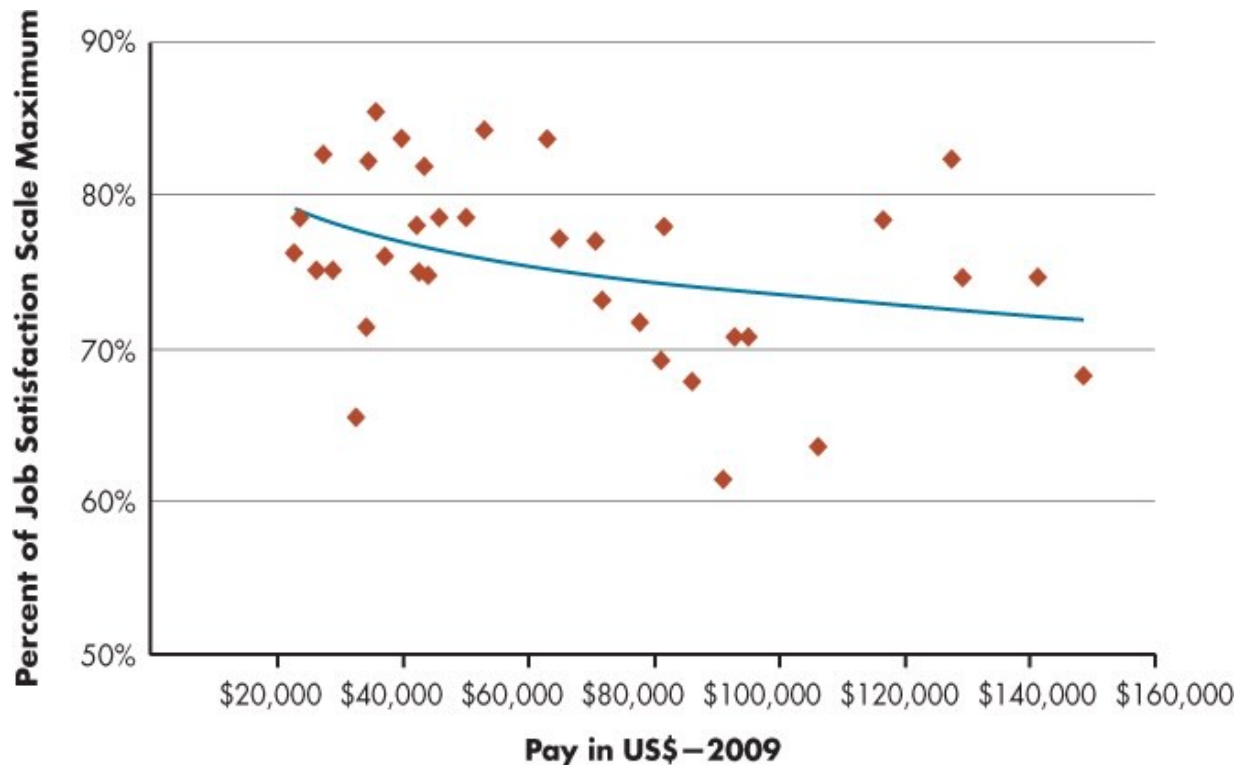
Source: Based on T. A. Judge, R. F. Piccolo, N. P. Podsakoff, J. C. Shaw, and B. L. Rich, "The Relationship between Pay and Job Satisfaction: A Meta-Analysis of the Literature," *Journal of Vocational Behavior* 77, no. 2 (2010): 157–67.

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.

Outcomes of Job Satisfaction

- **Job Performance**
  - Happy workers are more likely to be productive workers.

- **OCB** (Organizational Citizenship Behavior)
  - 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.

Four Employee Responses to Dissatisfaction (1 of 2)

Exhibit 3-6 Responses to Dissatisfaction from

	Constructive	Destructive
Active	VOICE	EXIT
Passive	LOYALTY	NEGLECT

Four Employee Responses to Dissatisfaction (2 of 2)

- 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"

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.

Implications for Managers (2 of 2)

- Measure employee job attitudes objectively and at regular intervals 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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