

Basic Definitions

- ✚ ***Attitudes***: Relatively stable clusters of feelings, beliefs, and behavioral intentions toward specific objects, people, or institutions.
- ✚ ***Work-Related Attitudes***: Attitudes relating to any aspect of work or work settings.
- ✚ ***Job Satisfaction***: Positive or negative attitudes held by individuals toward their jobs.

Attitudes

Attitudes

Evaluative statements or judgments concerning objects, people, or events

Cognitive Component

The opinion or belief segment of an attitude

Affective Component

The emotional or feeling segment of an attitude

Behavioral Component

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

Measuring the A-B Relationship

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



Moderating Variables

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

Types of 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)

An Application: Attitude Surveys

Attitude Surveys

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



Measuring Job Satisfaction

Job Descriptive Index:

A rating scale for assessing job satisfaction. Individuals respond to this questionnaire by indicating whether or not various adjectives describe aspects of their work.

JOB DESCRIPTIVE INDEX (JDI)

Enter "Yes," "No," or "?" for each description or word below as it applies to the particular aspect of your job identified.

Work itself:

- Routine
- Satisfactory
- Good

Promotions:

- Dead-end job
- Few promotions
- Good opportunity for promotion

Job Satisfaction

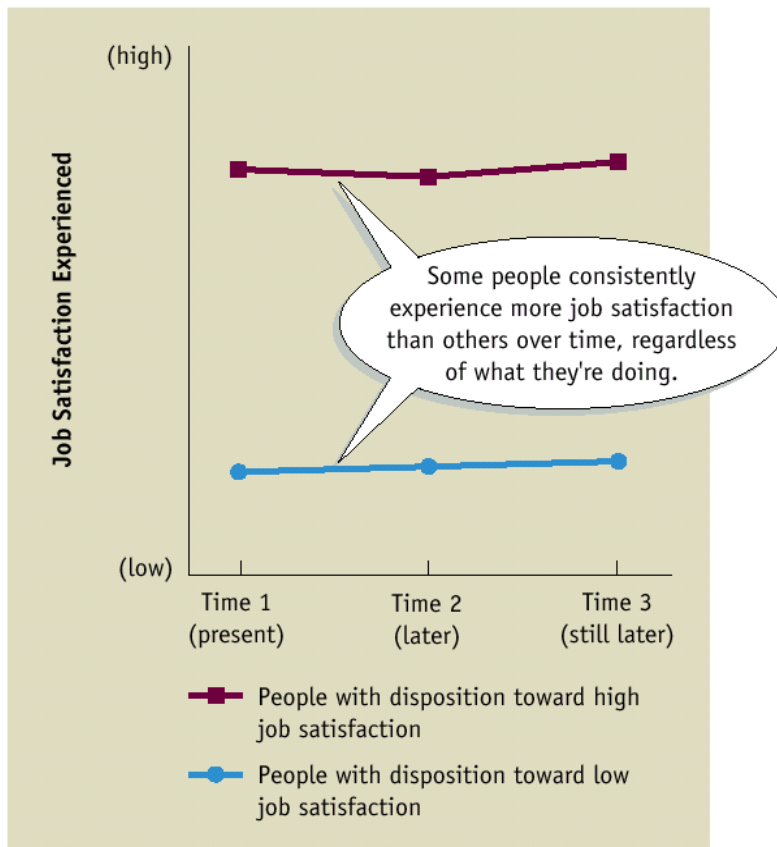
- **Measuring Job Satisfaction**
 - Single global rating
 - Summation score
- **How Satisfied Are People in Their Jobs?**
 - In general, people are satisfied with their jobs.
 - Depends on facets of satisfaction—tend to be less satisfied with pay and promotion opportunities



Causes of Job Satisfaction

- **Pay influences job satisfaction only 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.**
 - Negative people are usually not satisfied with their jobs.

The Dispositional Model



The conceptualization proposing that job satisfaction is a relatively stable disposition of an individual – that is, a characteristic that stays with people across situations.

How Employees Can Express Dissatisfaction

Exit

Behavior directed toward leaving the organization

Loyalty

Passively waiting for conditions to improve

Voice

Active and constructive attempts to improve conditions

Neglect

Allowing conditions to worsen

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.
 - Organizations take actions to retain high performers and to weed out lower performers.

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.**



Organizational Commitment



Why Commitment Matters



- ✓ **Committed employees are less likely to withdraw.**
- ✓ **Committed employees are willing to make sacrifices for the organization.**