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ROBBINS JUDGE

13th EDITION

**Essentials of
Organizational
Behavior**

Chapter 3

Attitudes and Job Satisfaction

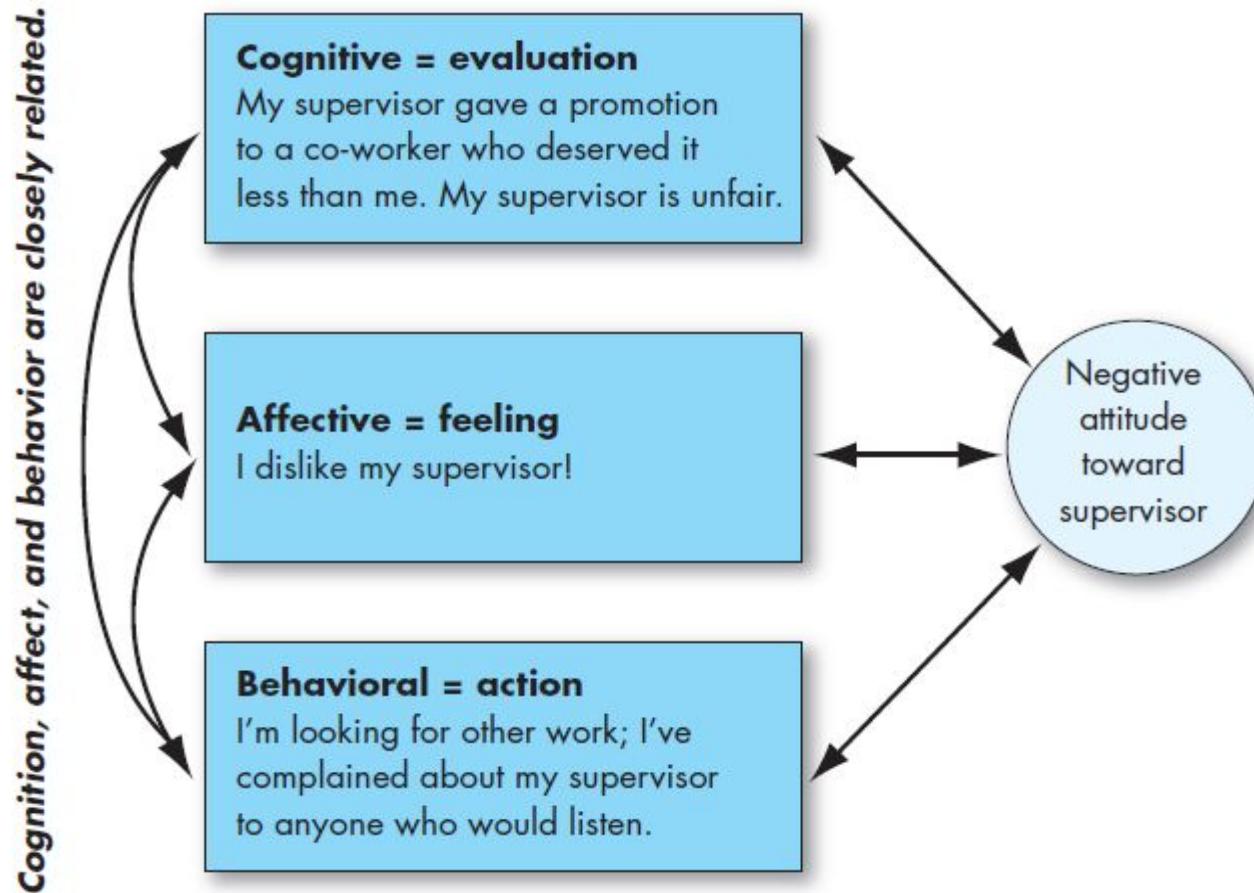
After reading this chapter you should be able to:

1. Contrast the three components of an attitude.
2. Summarize the relationship between attitudes and behavior.
3. Compare and contrast the major job attitudes.
4. Define *job satisfaction* and show how we can measure it.
5. Identify four employee responses to dissatisfaction.

Attitudes

- **Attitudes:** Evaluative statements
 - either favorable or unfavorable – concerning objects, people, or events
- Reflect how one feels about something

Three Main Components of Attitudes



Attitudes Follow Behavior: Cognitive Dissonance

- **Cognitive dissonance:** any inconsistency between two or more attitudes, or between behavior and attitudes
 - Individuals seek to minimize dissonance
- Desire to reduce dissonance is determined by:
 - The **importance** of the elements creating the dissonance
 - The **degree of influence** the individual believes he or she has over the elements
 - The **rewards** that may be involved in dissonance

Behavior Follows Attitudes: Moderating Variables

- The most powerful moderators of the attitude-behavior relationships are:
 - Importance
 - Correspondence to behavior
 - Accessibility
 - Social pressures
 - Direct personal experience
- Knowing attitudes helps predict behavior

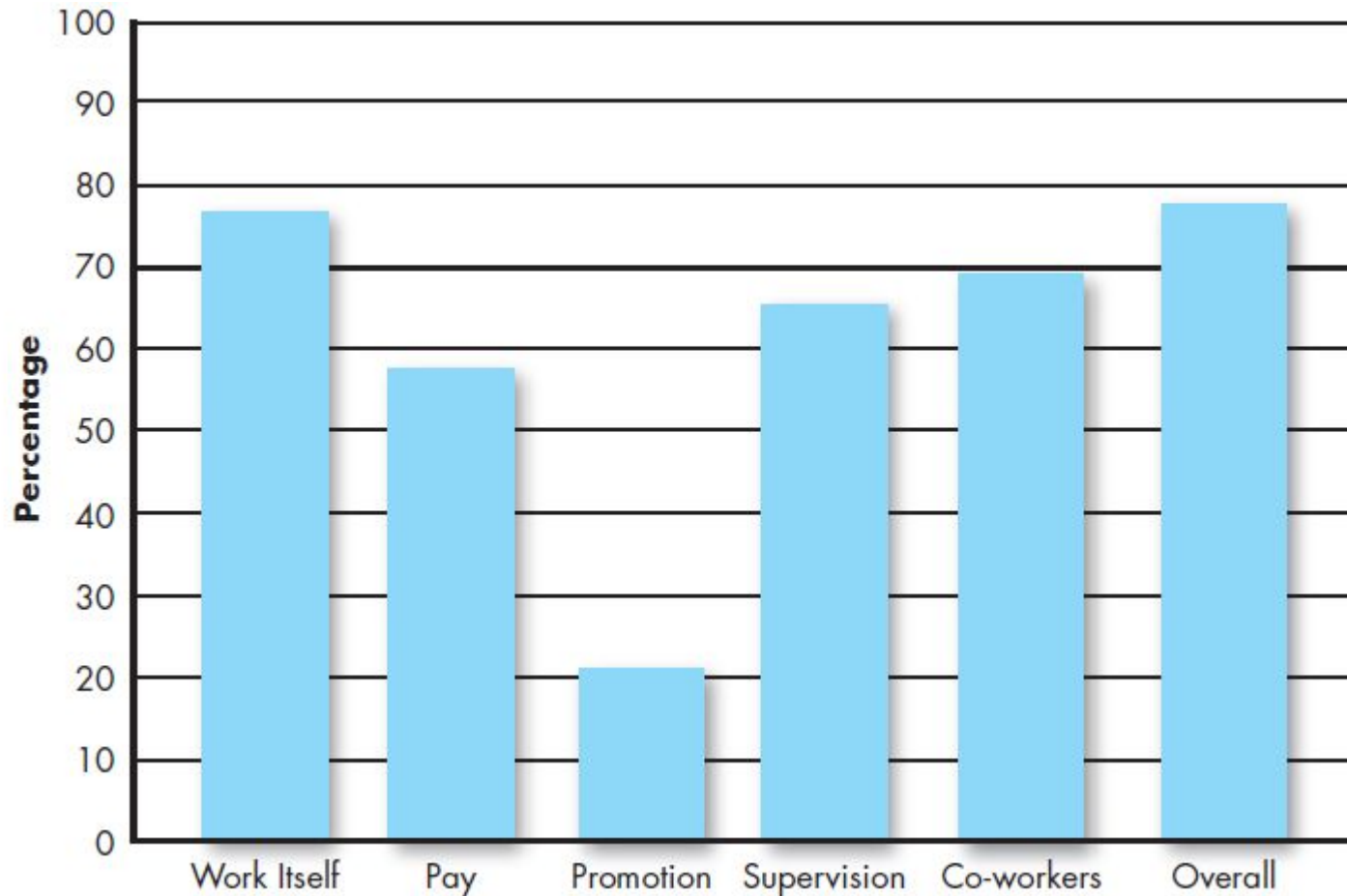
Major Job Attitudes

- Job satisfaction
- Job involvement
- Psychological empowerment
- Organizational commitment
 - Affective commitment
 - Continuance commitment
 - Normative commitment
- Perceived organizational support
- Employee engagement

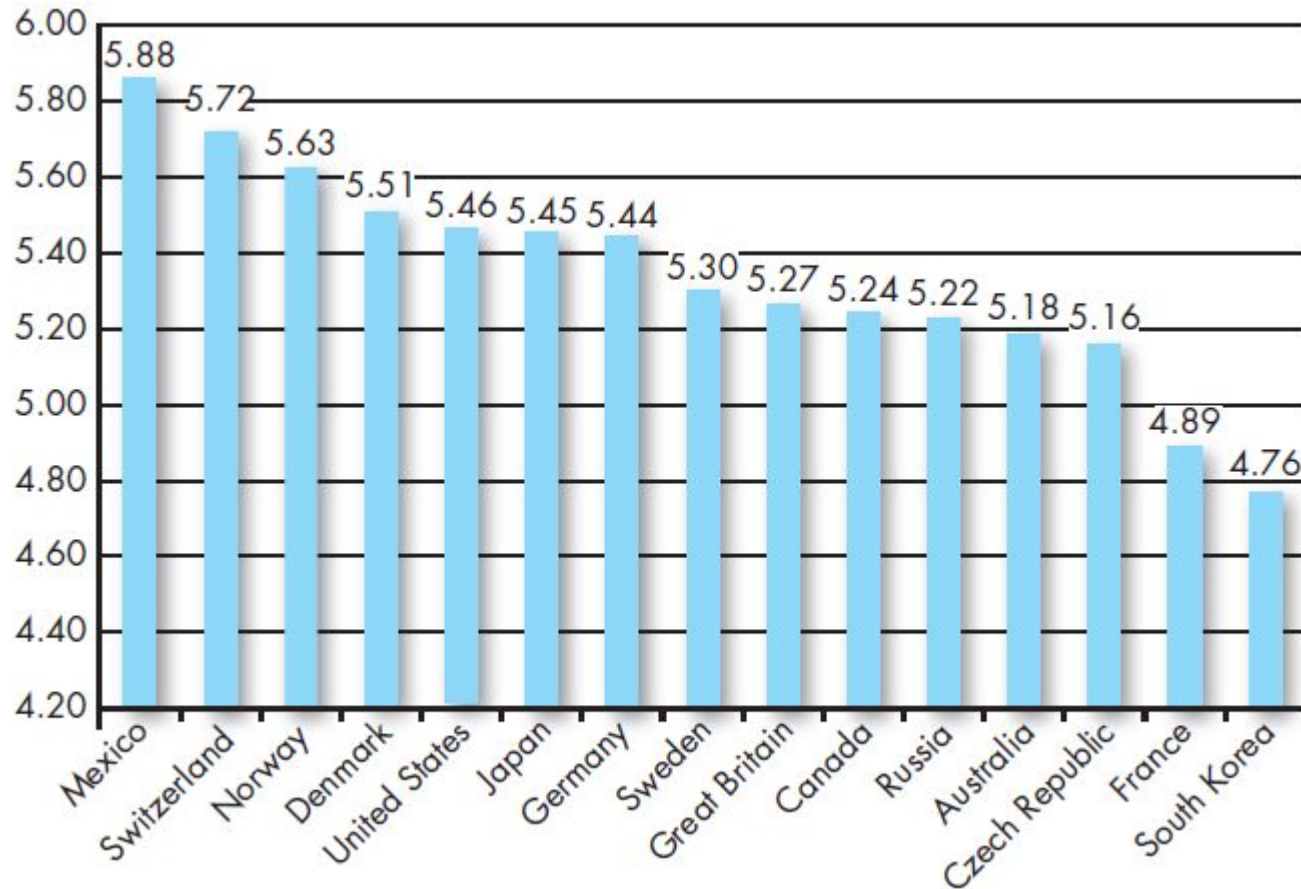
Measuring Job Satisfaction

- **Job satisfaction:** a positive feeling about a job resulting from an evaluation of its characteristics
- Measuring job satisfaction:
 1. Single global rating method
 - Only a few general questions
 - Remarkably accurate
 2. Summation score method
 - Identifies key elements in the job and asks for specific feeling about them

Measuring Job Satisfaction



Job Satisfaction by Country



What Causes Job Satisfaction?

- **The Work Itself** – the strongest correlation with overall satisfaction
- **Social Component** – there is a strong correlation with how people view the social context of their work
- **Pay** – not correlated after individual reaches a level of comfortable living

The Consequences of Dissatisfaction

	Constructive	Destructive
Active	VOICE	EXIT
Passive	LOYALTY	NEGLECT

The Benefits of Satisfaction

- Better job and organizational performance
- Better organizational citizenship behaviors
 - (OCB – Discretionary behaviors that contribute to organizational effectiveness but are not part of employees' formal job description)
- Greater levels of customer satisfaction
- Generally lower absenteeism and turnover
- Decreased instances of workplace deviance

Implications for Managers

- Pay attention to your employees' job satisfaction levels as determinants of their performance, turnover, absenteeism, and withdrawal behaviors.
- 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 the 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.

Keep in Mind...

- Individuals have many kinds of attitudes about their job
- Most employees are satisfied with their jobs, but when they are not, a host of actions in response to the satisfaction might be expected
- Job satisfaction is related to organizational effectiveness

Summary

1. Contrasted the three components of an attitude.
2. Summarized the relationship between attitudes and behavior.
3. Compared and contrasted the major job attitudes.
4. Defined job satisfaction and showed how we can measure it.
5. Identified four employee responses to dissatisfaction.



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