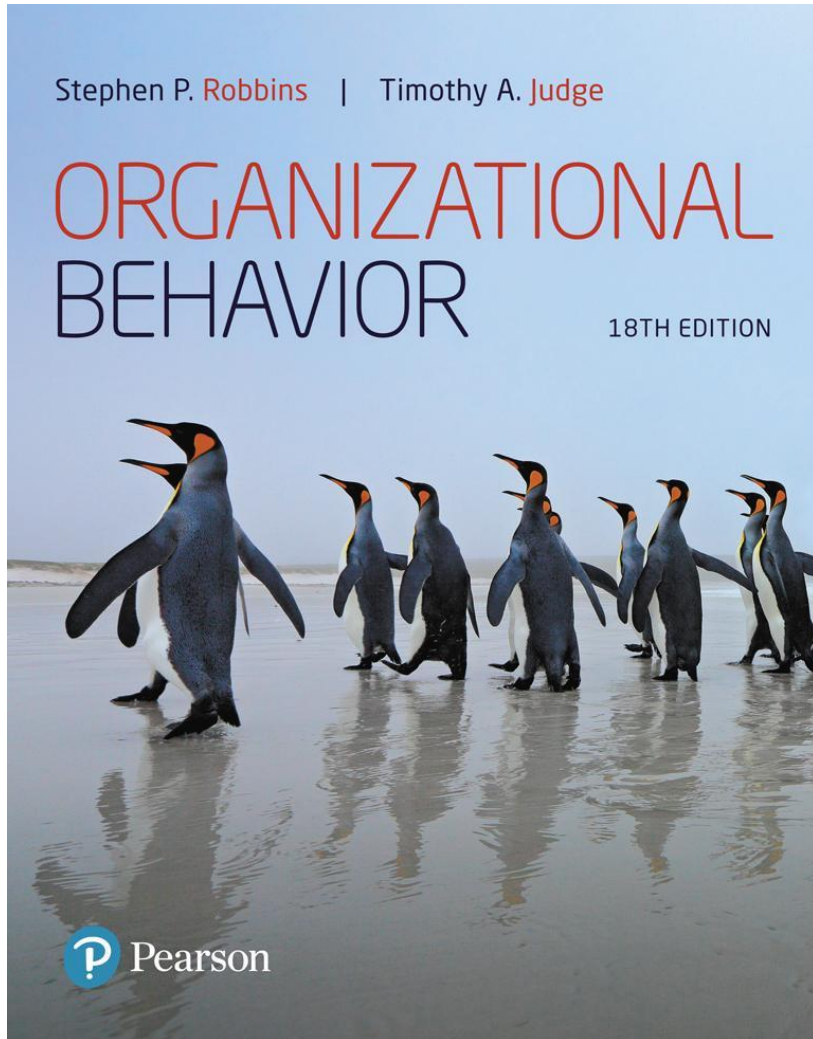


# Organizational Behavior

Eighteenth Edition



## Chapter 3

Attitudes and Job  
Satisfaction

# Learning Objectives

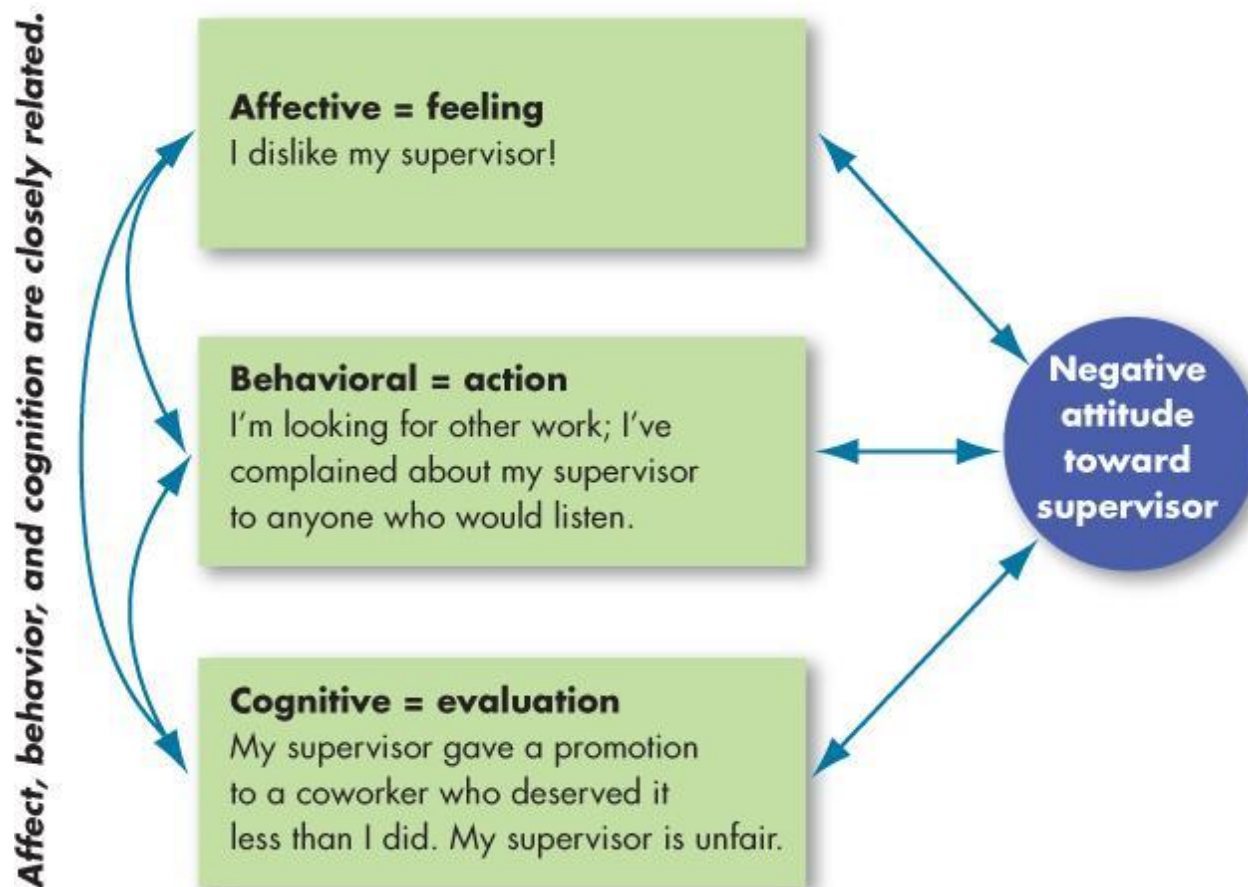
- 3.1 Contrast the three components of an attitude.
- 3.2 Summarize the relationship between attitudes and behavior.
- 3.3 Compare the major job attitudes.
- 3.4 Define *job satisfaction*.
- 3.5 Summarize the main causes of job satisfaction.
- 3.6 Identify three outcomes of job satisfaction.
- 3.7 Identify four employee responses to dissatisfaction.

# Contrast the Three Components of an Attitude (1 of 2)

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

# Contrast the Three Components of an Attitude (2 of 2)

## Exhibit 3-1 The Components of an Attitude

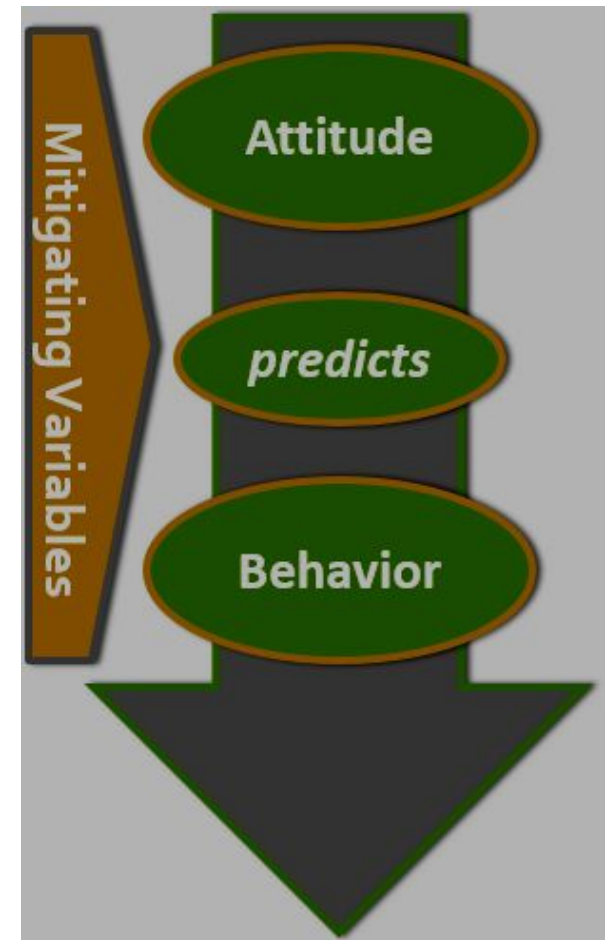


# Summarize the Relationship Between Attitudes and Behavior (1 of 2)

- 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 (2 of 2)

- 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 (1 of 5)

- **Job Satisfaction**

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

- **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.

# Compare the Major Job Attitudes (2 of 5)

- **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 (3 of 5)

- **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 (4 of 5)

- **Employee Engagement**

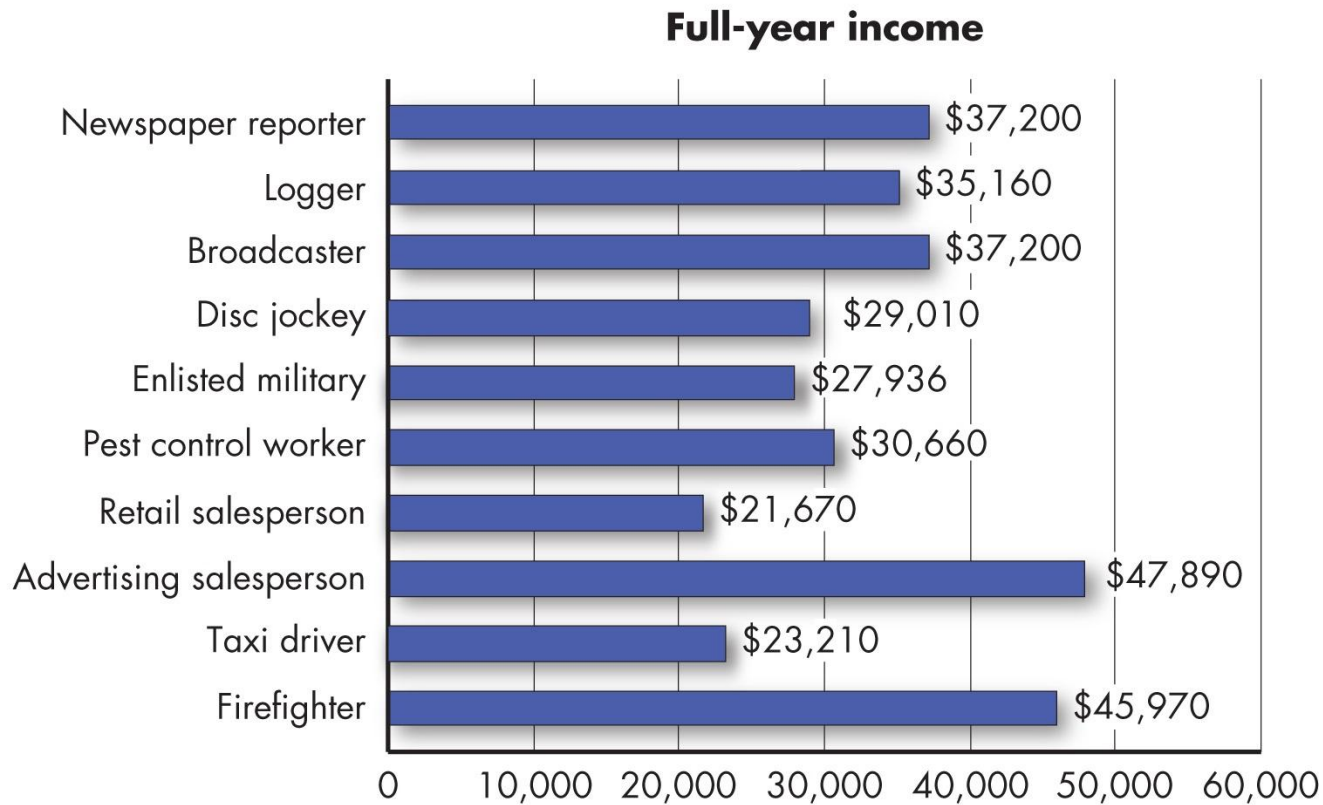
- The individual's involvement with, satisfaction with, and enthusiasm for the work.
- Engaged employees are passionate about their work and company.

# Compare the Major Job Attitudes (5 of 5)

- 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.

# Define Job Satisfaction (1 of 5)

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



\*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>.

# Define Job Satisfaction (2 of 5)

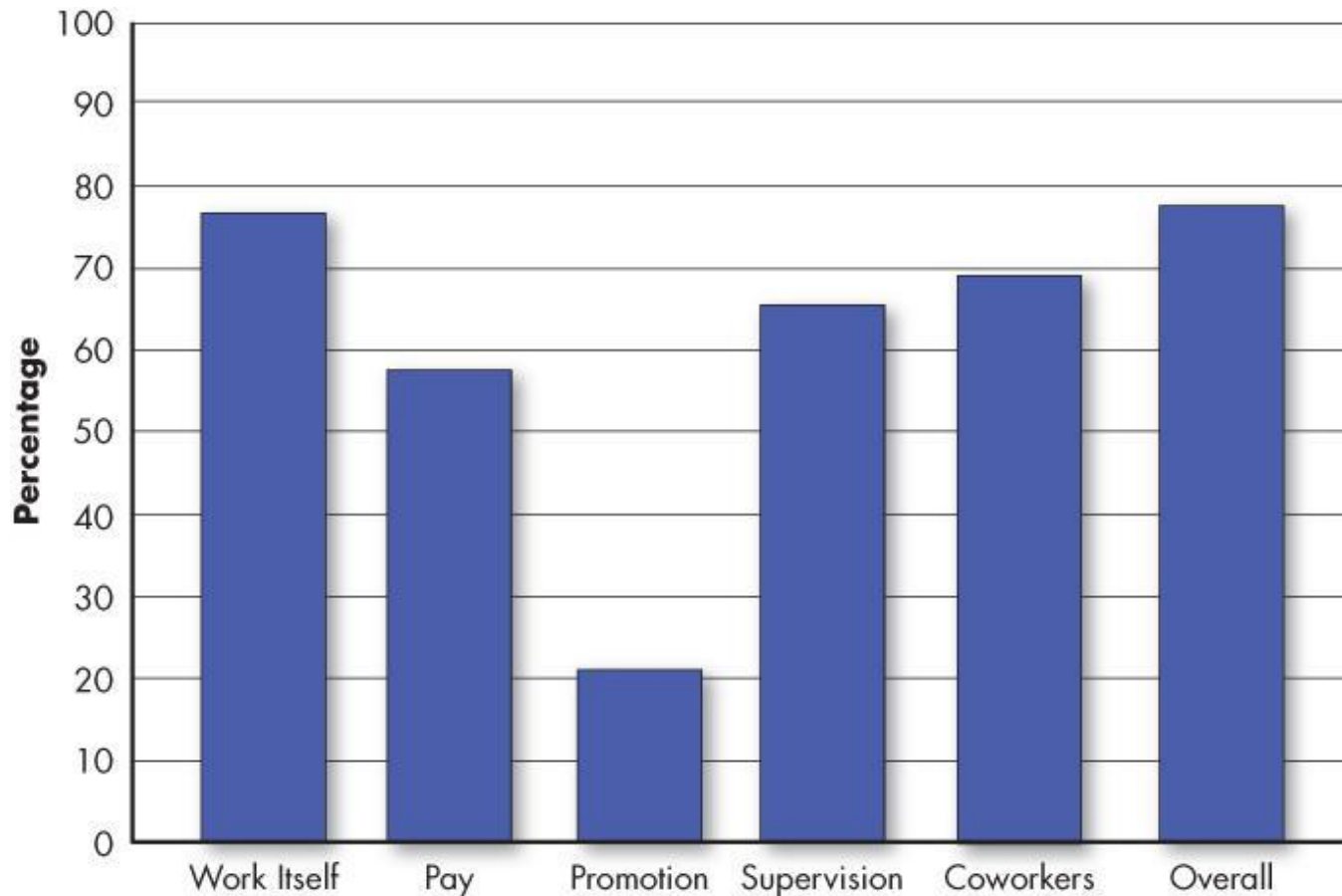
- **Job Satisfaction**
  - A positive feeling about a job resulting from an evaluation of its characteristics.
- Two approaches for measuring job satisfaction are popular
  - The single global rating.
  - The summation of job facets.

# Define Job Satisfaction (3 of 5)

- 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.

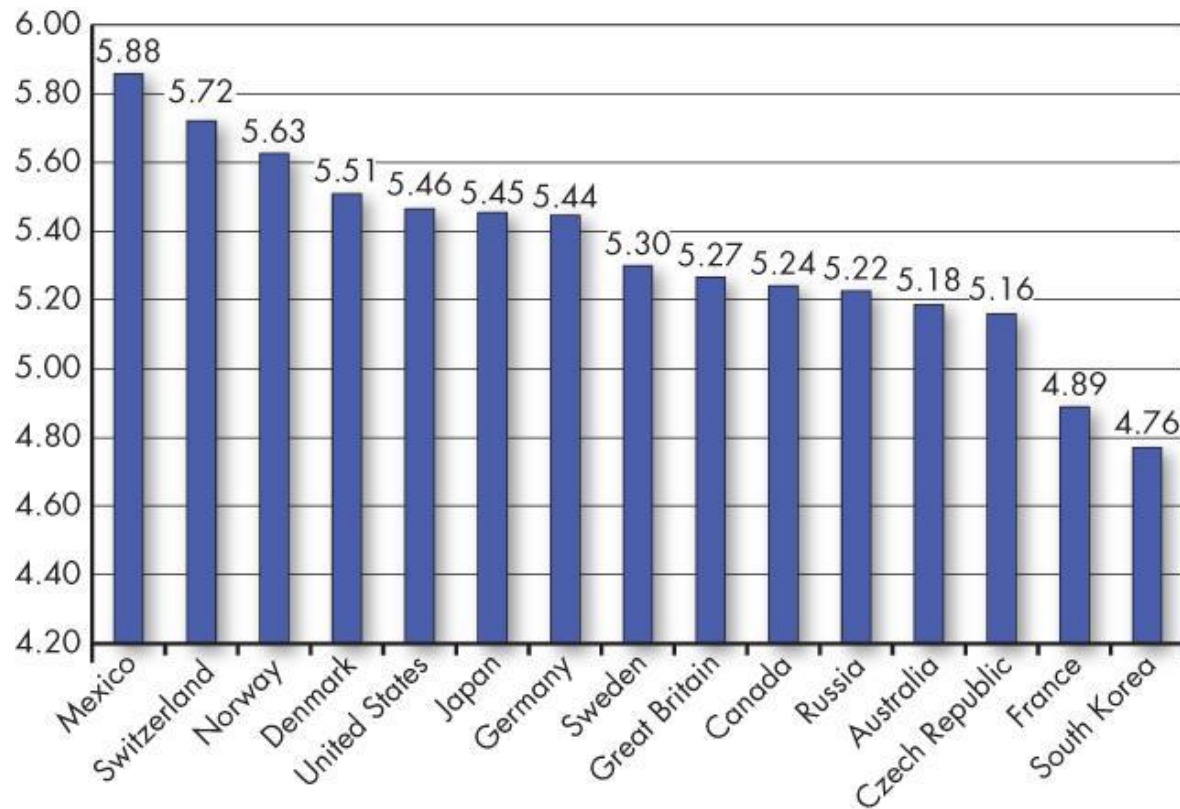
# Define Job Satisfaction (4 of 5)

**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



Source: Based on J. H. Westover, "The Impact of Comparative State-Directed Development on Working Conditions and Employee Satisfaction," *Journal of Management & Organization* 19, no. 4 (2013): 537–54.

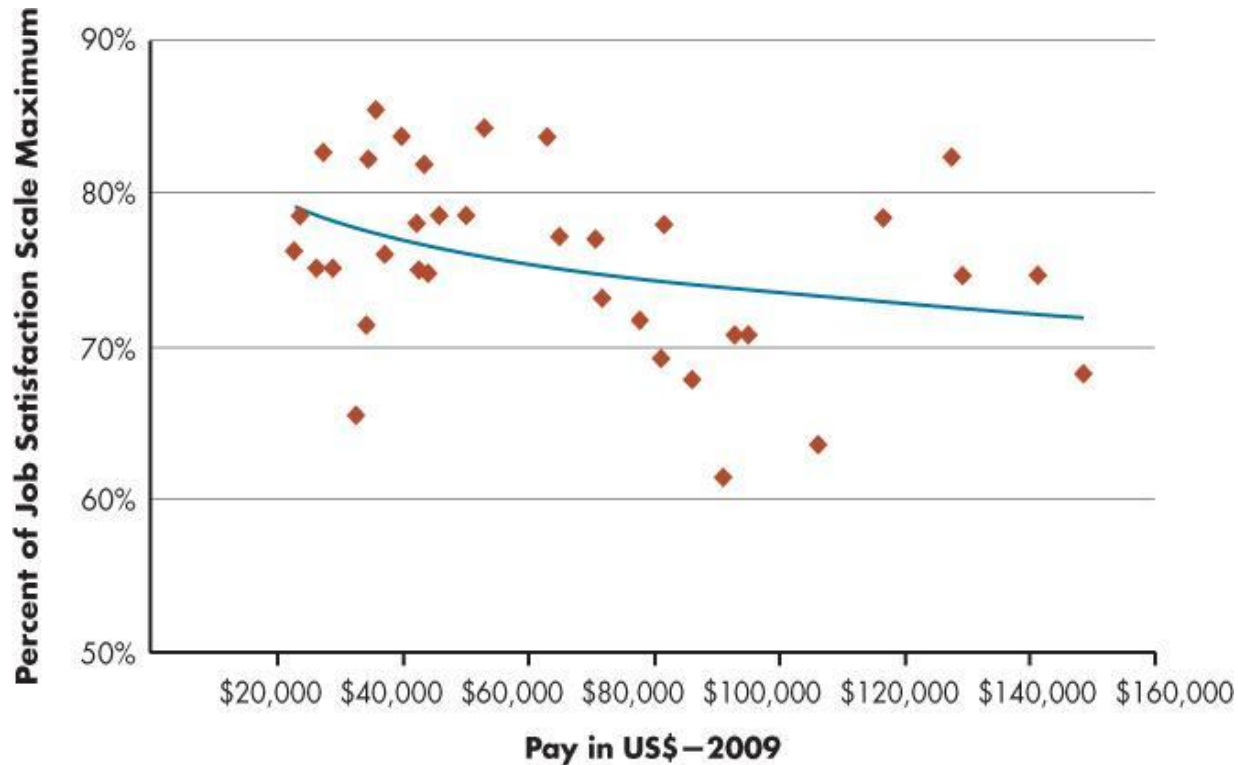


# Summarize the Main Causes of Job Satisfaction (1 of 3)

- 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 (2 of 3)

## 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 (3 of 3)

- 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**

- 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 (1 of 2)

- 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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