

# JOB ATTITUDES

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# WHAT ARE ATTITUDES?

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Are our evaluation of almost any aspect of the world

Attitudes stem from beliefs. Beliefs (as well as attitudes) can be implicit and explicit

Attitudes have cognitive (thoughts/evaluations), affective (feelings) and conative (behavioral intentions) – called ABC model

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## ATTITUDES

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Explicit attitudes are something you are aware of and that impacts your behaviour

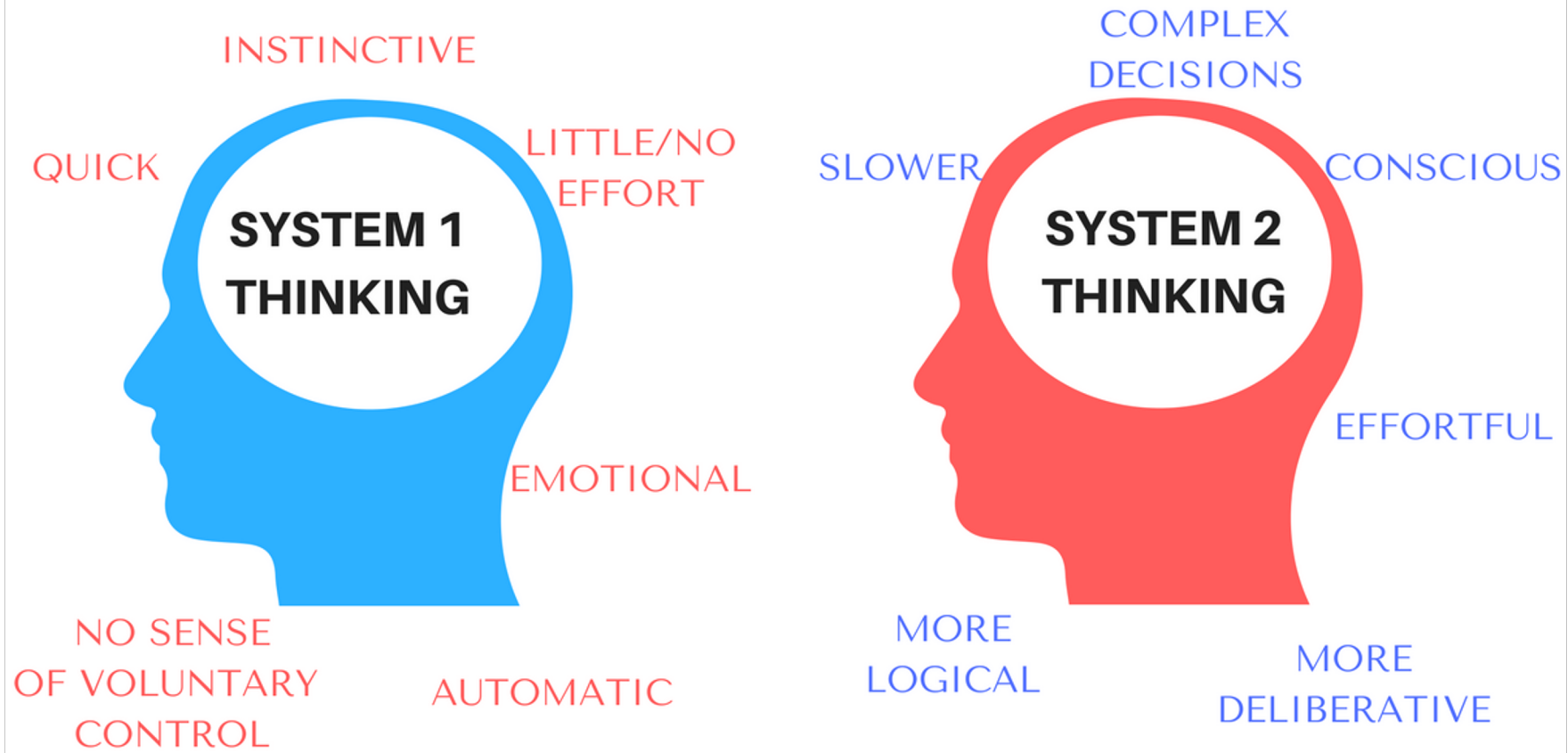
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Example, what is your attitude about work life balance

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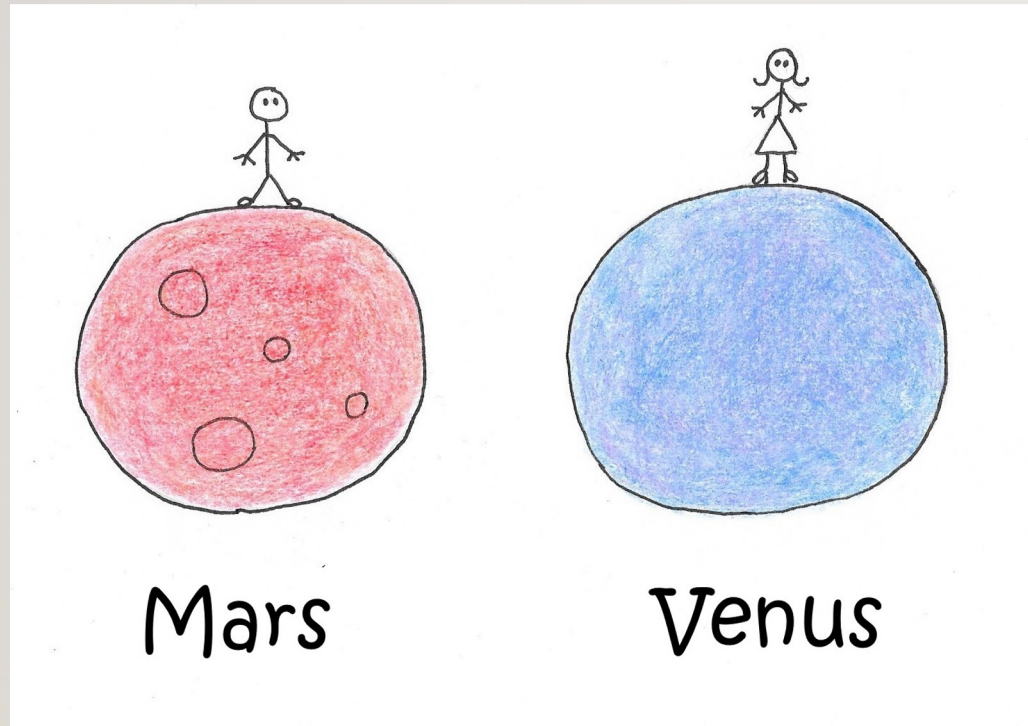
There are also weak vs strong attitudes AND implicit vs explicit attitudes

## DANIEL KAHNEMAN'S SYTEMS OF THINKING



# DISCUSSION

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What are some ways men and women are stereotyped at workplaces?



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# JOB ATTITUDES

**Job Satisfaction:** Represents employees 'overall evaluation of their jobs as favorable or unfavorable. Higher job satisfaction means a more positive attitude towards the job

**Job Characteristics Model** explains that job satisfaction is determined by employees 'comparison of what job is currently providing and what they would like it to provide.

**Social processing view** explains that rather than the features of the job environment, job satisfaction (and in general job attitudes) are determined by the situations people face at work.

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## JOB ATTITUDES

**Job Commitment:** The attachment of the individual to the organization leading to the individual accepting org's goals as their own, desire to stay and work hard for it.

Strongest form of org commitment (affective commitment) is formed when employees perceive organizational justice, participative decision making and job autonomy.

Commitment can be transactional (**continuous or normative**)- forming out of fear of not getting new opportunity or simply presence of strong social contracts that makes us stay

# WHAT LIES UNDERNEATH?

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If we see the conditions under which job satisfaction and commitment develops (justice, autonomy, social bonds, whether our needs are met by the organization)- what creates these preferences?

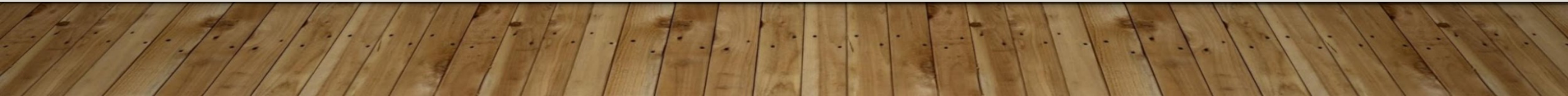
*(this means- let's say I prefer work-life balance (this involves having more autonomy- choosing when I do work. For the same, I require organization to be flexible about my physical presence in office. But, why do I prefer work-life balance in the same place- what made me value it?)*



# VALUES OFTEN LEAD TO RIGID ATTITUDES

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- The principles that help us decide what is wrong and right, and how to act in different situations
- Organizations also have values and each individual has different set of values
- Values – because they are mostly rigid- strongly entrenched – take time to change (if at all!!)

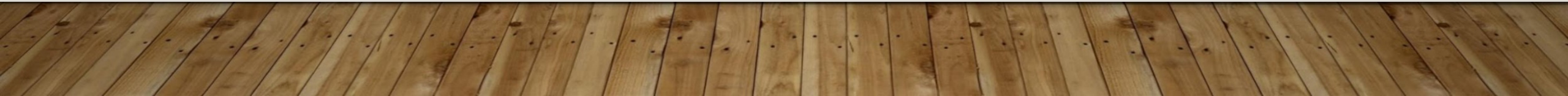


# DISCUSSION

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What happens when values come at loggerhead with other people/situations/organizations?

How does it affect employees and organizations?



# FIRST RESORT: PERSUASION

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- Persuasion is a process through which we attempt to change the attitudes of person/group.
- Elaboration Likelihood Model of persuasion suggests that persuasion can occur through distinct routes:
  - **Central Route** : Attitude change resulting from systematic processing of information contained in persuasive messages. In this the receiver finds the message important, personally relevant due to which no external factors prevent the individual from devoting careful attention to it- leading to a detailed, more careful interpretation of the message. They evaluate the strength of the arguments, and if reactions are favourable, attitudes alter
  - **Peripheral Route**: In this route, the message is peripherally interpreted. Usually, the reasons for attending to the message are some positive associations, or positive features of the messages (e.g., attractiveness). Attitudes changes many occur in these cases as well, however, in the absence of critical analysis.

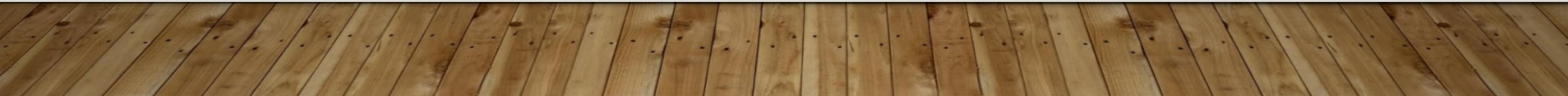
# SECOND: COGNITIVE DISSONANCE

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We all behave in ways that do not represent our real attitudes, much of that is attributed to **forced compliance**- which are situations in which we feel compelled to act in ways that are inconsistent with our attitudes

In such situations we are engaging in attitude-discrepant behaviour, which may sometimes produce changes in attitude we hold

This change happens because when we engage in attitude-discrepant behaviour, it causes unpleasant feelings in us (means when we notice a difference between what we believe and what we are doing)





# WHAT HAPPENS WHEN WE EXPERIENCE COGNITIVE DISSONANCE?

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- Find more information that supports our attitudes or behavior
- Engage in trivialization- concluding that the attitudes or behaviors in question are not important
- Change our attitude