Attitudes and Values

Values

Values are a fundamental determinant of behavior:

Values are abstract ideals that guide our thinking and behavior across all situations
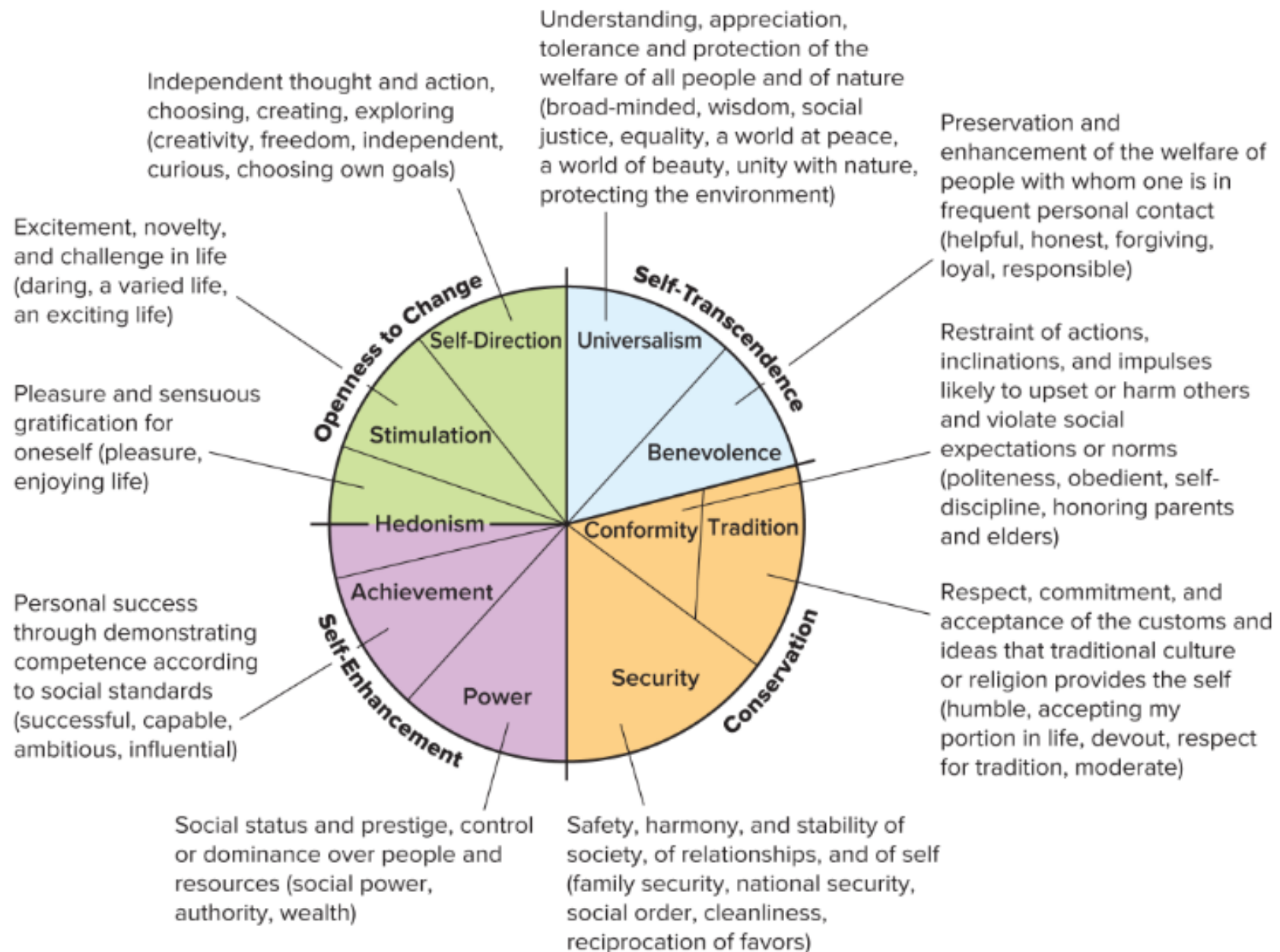
There are two types of values:

➤ *Instrumental values* define the behaviors that will lead to desired outcomes

Values

Values are shaped by a combination of nature (e.g., genetics) and nurture (e.g., upbringing, experiences), making them unique from each

We are *consciously aware* of our values, and they can often differ from other characteristics we have, such as our personalities, skills, or appearance

Independent thought and action, choosing, creating, exploring (creativity, freedom, independent, curious, choosing own goals)

Understanding, appreciation, tolerance and protection of the welfare of all people and of nature (broad-minded, wisdom, social justice, equality, a world at peace, a world of beauty, unity with nature, protecting the environment)

Excitement, novelty, and challenge in life (daring, a varied life, an exciting life)

Preservation and enhancement of the welfare of people with whom one is in frequent personal contact (helpful, honest, forgiving, loyal, responsible)

Pleasure and sensuous gratification for oneself (pleasure, enjoying life)

Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms (politeness, obedient, self-discipline, honoring parents and elders)

Personal success through demonstrating competence according to social standards (successful, capable, ambitious, influential)

Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provides the self (humble, accepting my portion in life, devout, respect for tradition, moderate)

Openness to Change
Self-Transcendence
Self-Enhancement
Conservation

Self-Direction | Universalism
Stimulation
Benevolence
Hedonism | Conformity | Tradition
Achievement
Power | Security

Social status and prestige, control or dominance over people and resources (social power, authority, wealth)

Safety, harmony, and stability of society, of relationships, and of self (family security, national security, social order, cleanliness, reciprocation of favors)

Values

Many organizations create ***strong situations***, in which employee behavior is modulated to meet external standards (e.g., rules, policies, norms, etc.) rather than follow internal ones, like values.

(Mischel, 1977; Weiss & Adler, 1984; Meyer, Dalal, & Hermida, 2010)

Clear and **consistent** job requirements that constrain personal **discretion**, and have **consequences** if violated, make a situation strong

Values

When the organization creates situations that **supply** opportunities for employees to fulfill their **values**, workers **fit** better and are more satisfied and committed, and exhibit better well-being

(Choi, 2004; Edwards, 1992; Kristoff-Brown, Zimmerman, & Johnson, 2005)

Lack of **supply-value fit** doesn't affect job performance….. at first

Values

Lack of value fulfillment creates **suboptimal behavior patterns** that over time…

Values

There are three general approaches:

1. Provide opportunities to fulfill values

2. Find people's with matching values

3. Develop new values in our workers

Much of this begins when we create positive attitudes towards aspects of work

Attitudes

What is an **attitude**?

A psychological tendency expressed by evaluating something with a degree of favor or disfavor

In the workplace, attitudes are formed about many different things ranging from one's supervisor or boss, to the quality of one's work environment (e.g., parking, lighting, noise, etc.)

Attitudes

	COMPONENT	MEASURED BY	EXAMPLE
A	Affect	Physiological indicators Verbal statements about feelings	I don't like my boss.
B	Behavioral intentions	Observed behavior Verbal statements about intentions	I want to transfer to another department.
C	Cognition	Attitude scales Verbal statements about beliefs	I believe my boss plays favorites at work.

Attitude-to-Behavior Linkage

People desire to maintain consistency between their attitudes and behaviors

Cognitive dissonance is:

A state of tension that is produced when an individual experiences conflict between attitudes and behavior

Dissonance will be tolerated based on how important the attitude versus the behavior is to a person, and how much that person believes s/he can influence either

Attitude-to-Behavior Linkage

Attitudes are formed by one or more of three factors affecting beliefs (cognitive) and feelings (affect) towards an attitude object:

➢ Personality traits
➢ Direct experience
➢ Social learning about the object
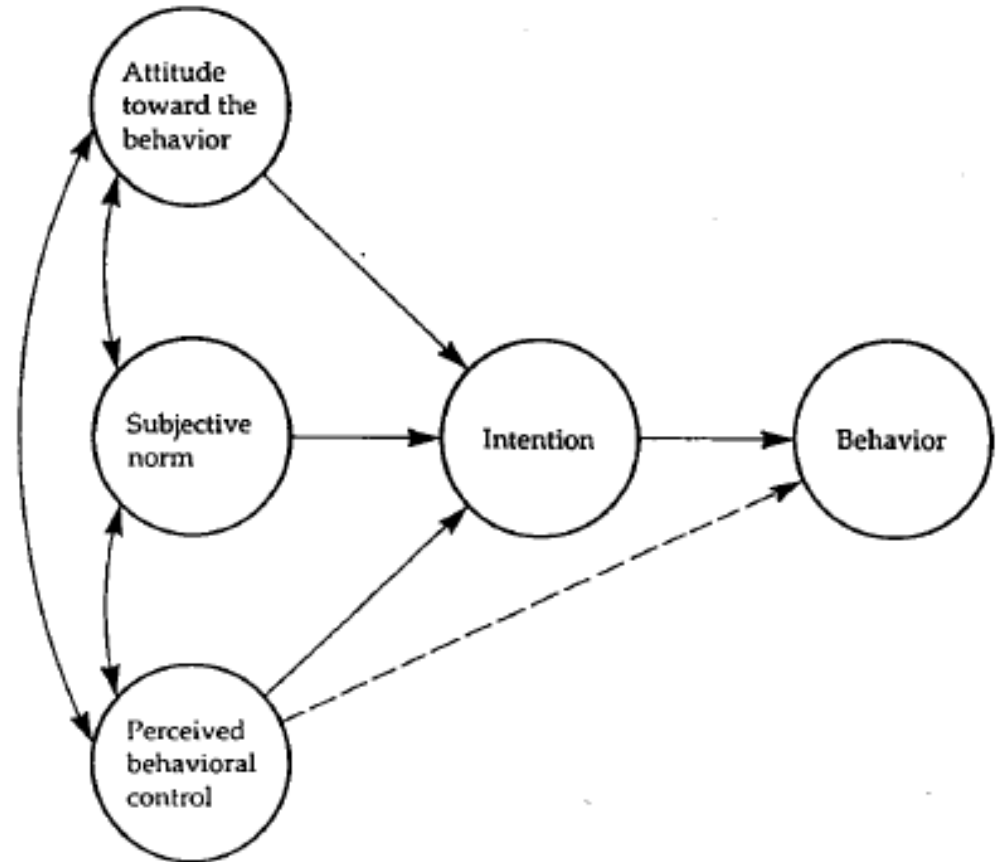
FIG. 1. Theory of planned behavior.

(Ajzen, 1991; Ajzen & Fishbein, 1977)

Job Satisfaction

One of the most common, influential, and most studied attitudes in the workplace is job satisfaction

Job satisfaction is a positive emotional state resulting from one's appraisal or evaluation of his or her job, and the parts of that job, and has ramifications for many types of employee behavior

Job Satisfaction: Causes

Prior job satisfaction predicts present job satisfaction, however the effect is stronger for intrinsic satisfaction versus extrinsic satisfaction
(Arvey, Segal, Bouchard, & Abraham, 1989; Staw & Ross, 1985)

Positive and Negative Affectivity are among the best predictors of satisfaction, they explain 55% of the genetic variance in satisfaction while Big 5 only explains 23%
(Connolly & Viswesvaran, 2000; Ilies & Judge, 2003)

Job Satisfaction: Causes

Three extrinsic (non-trait or personality) factors typically affect job satisfaction:

- ✓ *Work characteristics:* Certain jobs (e.g., complex, challenging, autonomous) are more satisfying than others
- ✓ *Pay/benefits:* High and equitable rewards are more satisfying

Job Satisfaction: Consequences

Meta-analytic evidence consistently finds that job satisfaction has a .30 or lower correlation with job performance (which is small-to-moderate)
(Iaffaldano & Muchinsky, 1985; Judge, Thoreson, Bono, & Patton, 2001; Petty, McGee, & Cavender, 1984)

The link between job satisfaction and job performance is stronger, however, when:

For employees with complex jobs

When valued rewards are contingent on performance, or rewards are high

Job Satisfaction: Consequences

Job satisfaction only moderately (negatively) predicts turnover and absenteeism, but strongly correlates (negatively) with intention to turnover and withdrawal cognitions
(Scott & Taylor, 1985; Tett & Meyer, 1993)

Job satisfaction (especially the cognitive component) strongly positively predicts organizational citizenship behaviors (OCBs), and has a strong positive relationship with organizational commitment
(LePine, Erez, & Van Dyne, 2002; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Moorman, 1993; Williams & Anderson, 1991)

Job Satisfaction: Consequences

Organizational commitment is the strength of a person's identification with their organization and their desire to stay in that organization; there are three facets of organizational commitment:

- ✓ *Affective commitment:* A desire to stay due to emotional connection with the organization

- ✓ *Continuance commitment:* Too costly to leave, need to stay for resource purposes
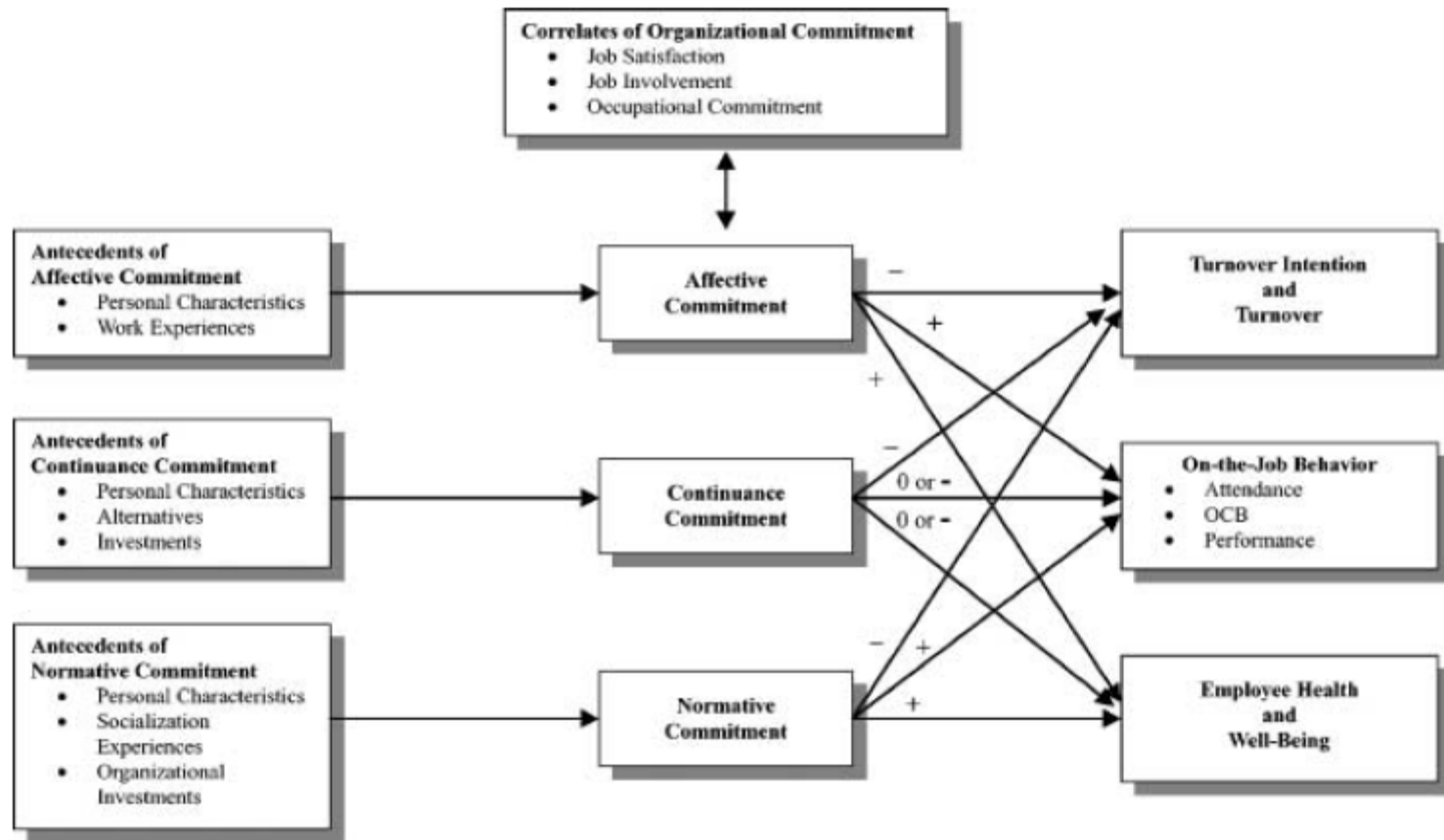
Job Satisfaction: Consequences

FIG. 1.   A Three-Component Model of Organizational Commitment.

Meyer, Stanley, Herscovitch, & Topolnytsky (2002), and others

Job Satisfaction: Consequences

Satisfied and committed individuals are more likely to contribute to their organization

Organizational Citizenship Behaviors are prosocial helping behavior that support the psychological and social environment in which task performance occurs

What are some of the causes of OCB?

Attitude Change

There are three factors that influence the success of persuasion and attitude change:

- ✓ *Source:* Expertise, trustworthiness, attractiveness
- ✓ *Target:* Self-esteem, attitude strength, mood
- ✓ *Message:* Acknowledge all sides of attitude object, threat level, emotional tone

Attitude Change

The Elaboration Likelihood Model explains two ways that attitude change may occur:

Central route	Peripheral route
Target pays close attention to message	Target pays little attention to message (e.g., distracted, does not value message)
Message processing is: Careful and conscious	**Message processing is:** Automatic and not careful
Attitude change determined by: Quality of argument	**Attitude change determined by:** Source characteristics (e.g., expertise) Non-substantial aspects of argument (e.g., the mere presence of data, quantity of facts, etc.)