



Organizational Behaviour

Attitudes & Job Satisfaction

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E-MBA / 2019



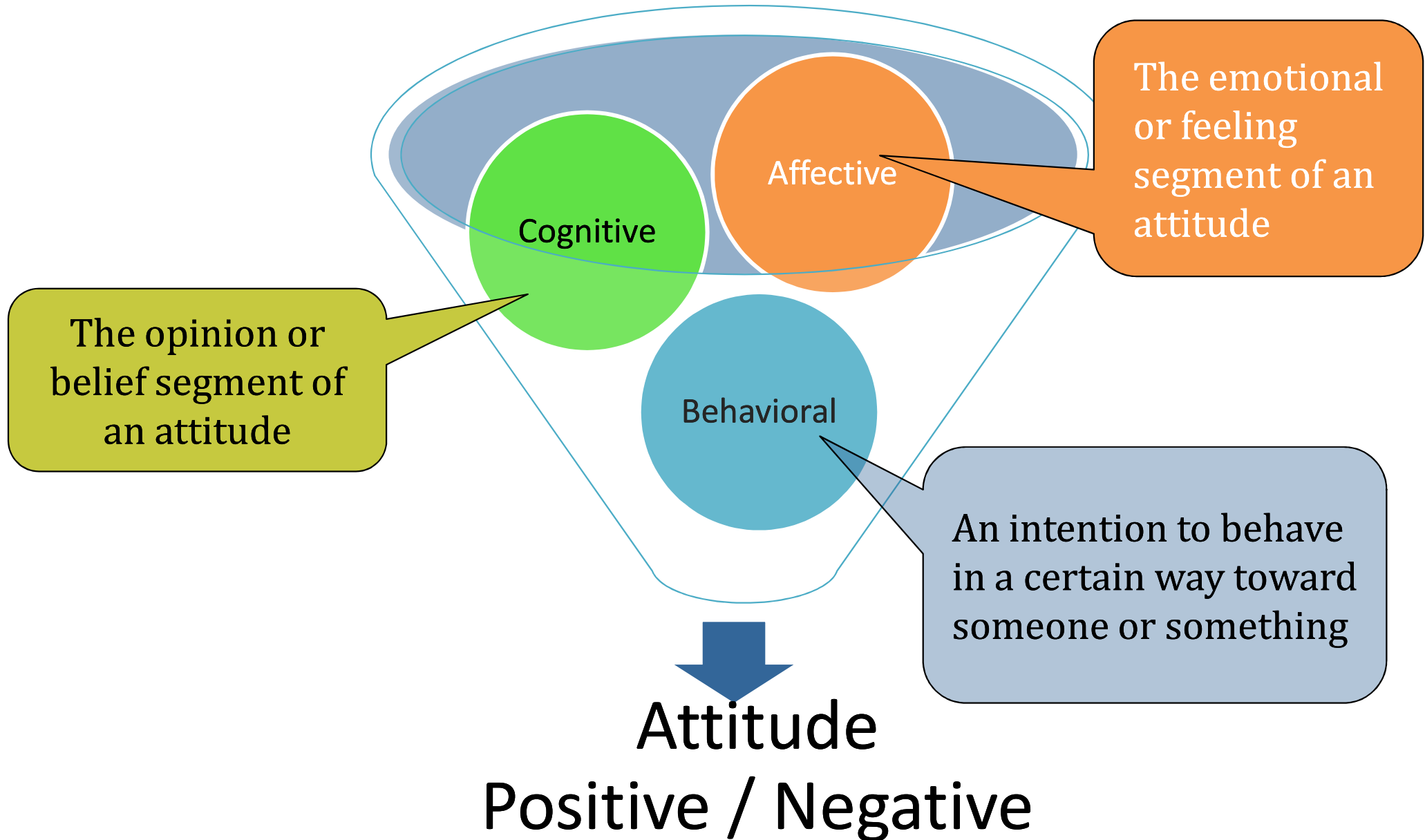
Attitudes

Attitudes are:

*Evaluative statements or
judgments
concerning objects, people, or events*

Three components of an attitude:

Attitudes





Three components of attitude

- ✓ Cognitive = Evaluation
 - My supervisor gave a promotion to a co-worker who deserved it less than me. My supervisor is unfair

- ✓ Affective = Feeling
 - I dislike my supervisor !

- ✓ Behavioural = Action
 - I am looking for other work: I've complained about my supervisor to anyone who would listen



... another example

- ✓ **Cognitive** component: this involves a person's belief / knowledge about an attitude object
 - For example: "I believe spiders are dangerous"
- ✓ **Affective component**: this involves a person's feelings / emotions about the attitude object
 - For example: "I am scared of spiders"
- ✓ **Behavioral** component: the way the attitude we have, influences how we act or behave
 - For example: "I will avoid spiders/ scream if I see one"
- ✓ On the other hand:
 - ✓ we can believe teenagers are lazy (cognitive)
 - ✓ But we do not have to hate the teenagers (affective)
 - ✓ When framing rules for their study timings (behaviour)



Major Job Attitudes . . . 1/3

1. Job Satisfaction

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

2. Job Involvement

- ✓ Degree of psychological identification with the job where perceived performance is important to self-worth

3. Psychological Empowerment

- ✓ Belief in the degree of influence over the job, competence, job meaningfulness, and autonomy



Major Job Attitudes . . . 2/3

4. Organizational Commitment

- ✓ Identifying with a particular organization and its goals, while wishing to maintain membership in the organization.
- ✓ Theoretical models propose that 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



Major Job Attitudes . . . 2/3

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.
- ✓ High POS is related to higher OCBs and performance

6. Engagement

- ✓ The degree of involvement with, satisfaction with, and enthusiasm for the job.
- ✓ Engaged employees are passionate about their work and company.
- ✓ A recent survey showed that in Asia Pacific the key drivers for engagement are Customer Focus, C & B and Communication
- ✓ India – It is Performance Management followed by Communication



Are These Job Attitudes Distinct?

- ✓ No, these attitudes are highly related
- ✓ While there is some distinction, there is also a lot of overlap
- ✓ Recent research identifies employees as being
 - Enthusiastic stayers
 - Reluctant stayers
 - Enthusiastic leavers
 - Reluctant leavers



Measurement of Job Satisfaction

- ✓ Job Satisfaction
 - A positive feeling about a job resulting from an evaluation of its characteristics
- ✓ One of the primary job attitudes measured
 - Broad term involving a complex individual summation of a number of discrete job elements
- ✓ Two approaches for measuring job satisfaction are popular
 - Single global rating (one question/one answer)
 - Summation score (many questions/one average)



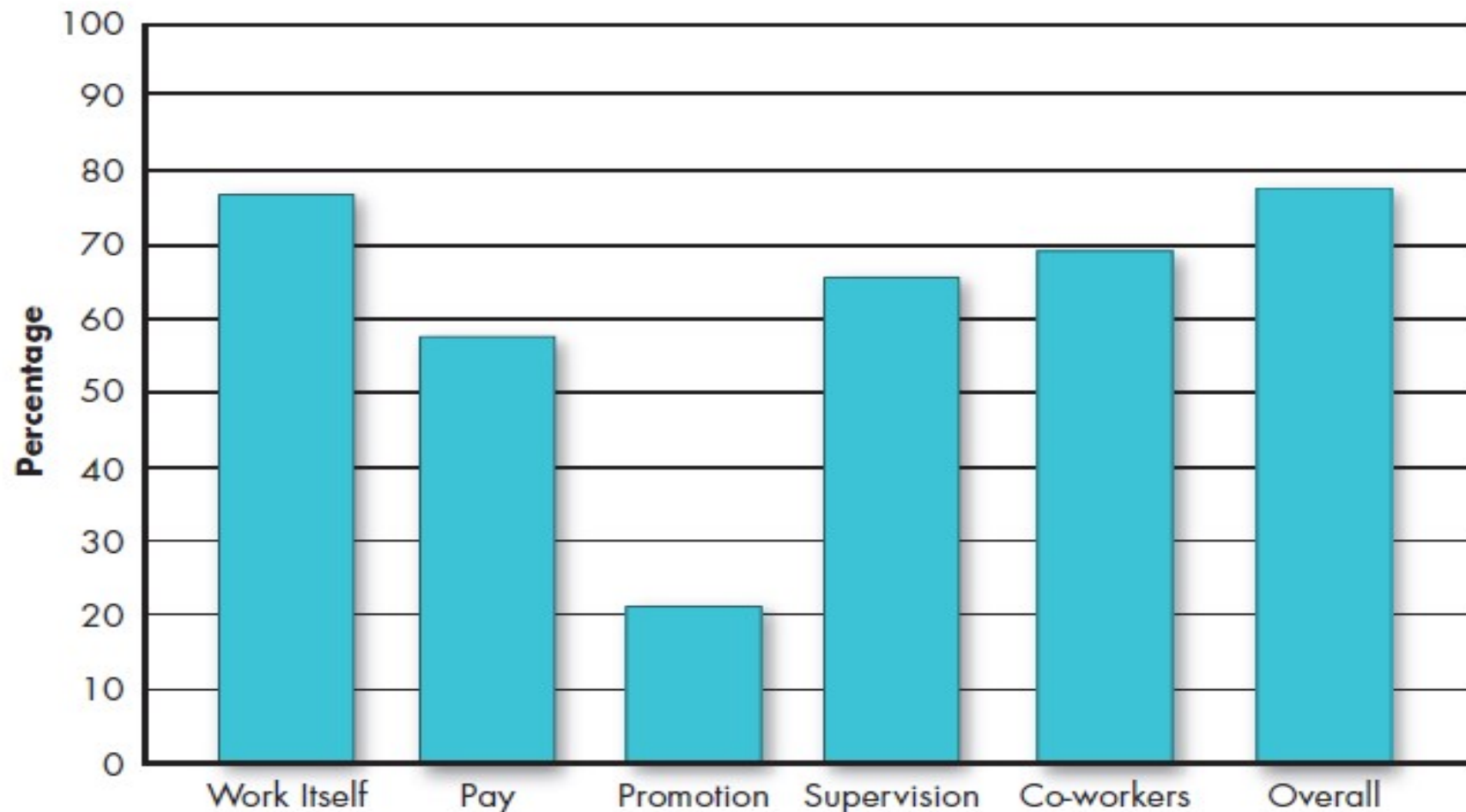
Measurement of Job Satisfaction

- ✓ Are people satisfied in their jobs?
 - ✓ Seventy-one percent of Indian employees surveyed are satisfied with their jobs
 - ✓ Compensation, benefits, and incentives are the most problematic elements in India
- ✓ Pay influences job satisfaction only to a point
 - ✓ Once an individual reaches a comfortable level of living, there is no relationship between amount of pay and job satisfaction
 - ✓ Money may bring happiness, but not necessarily job satisfaction
- ✓ Personality can influence job satisfaction
 - ✓ Negative people are usually not satisfied with their jobs.
 - ✓ Those with positive **core self-evaluation** are more satisfied with their jobs

Measurement of Job Satisfaction

Exhibit 3-3

Average Job Satisfaction Levels by Facet





Outcomes of Job Satisfaction

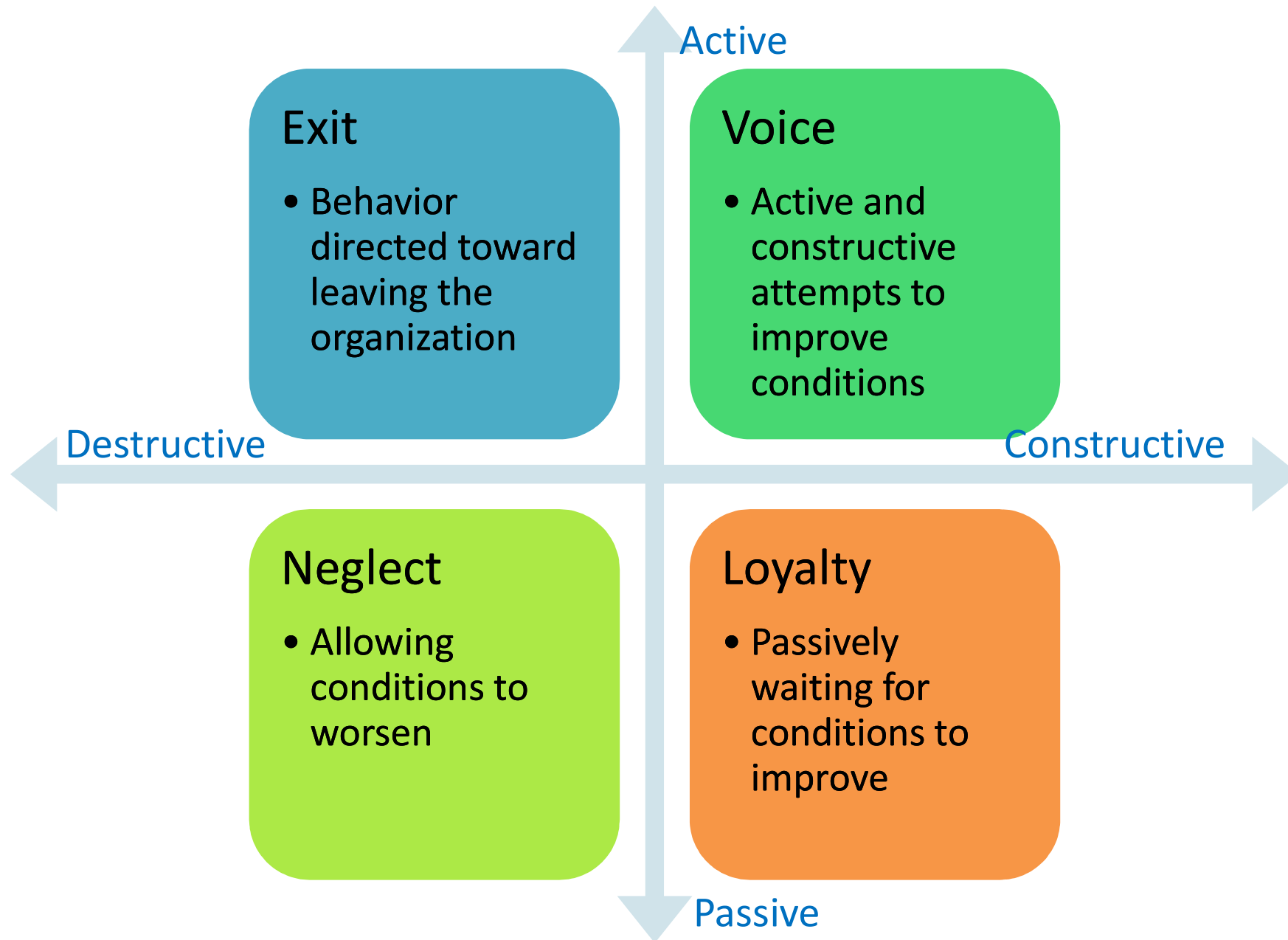
- ✓ Job Satisfaction and Job Performance
 - Happy workers are more likely to be productive workers
- ✓ Job Satisfaction and Organization Citizenship Behaviour
 - People who are more satisfied with their jobs are more likely to engage in OCB
- ✓ Job Satisfaction and Customer Satisfaction
 - Satisfied employees increase customer satisfaction and loyalty
- ✓ Job Satisfaction and Absenteeism
 - There is a consistent negative relationship between satisfaction and absenteeism, but it is moderate to weak.



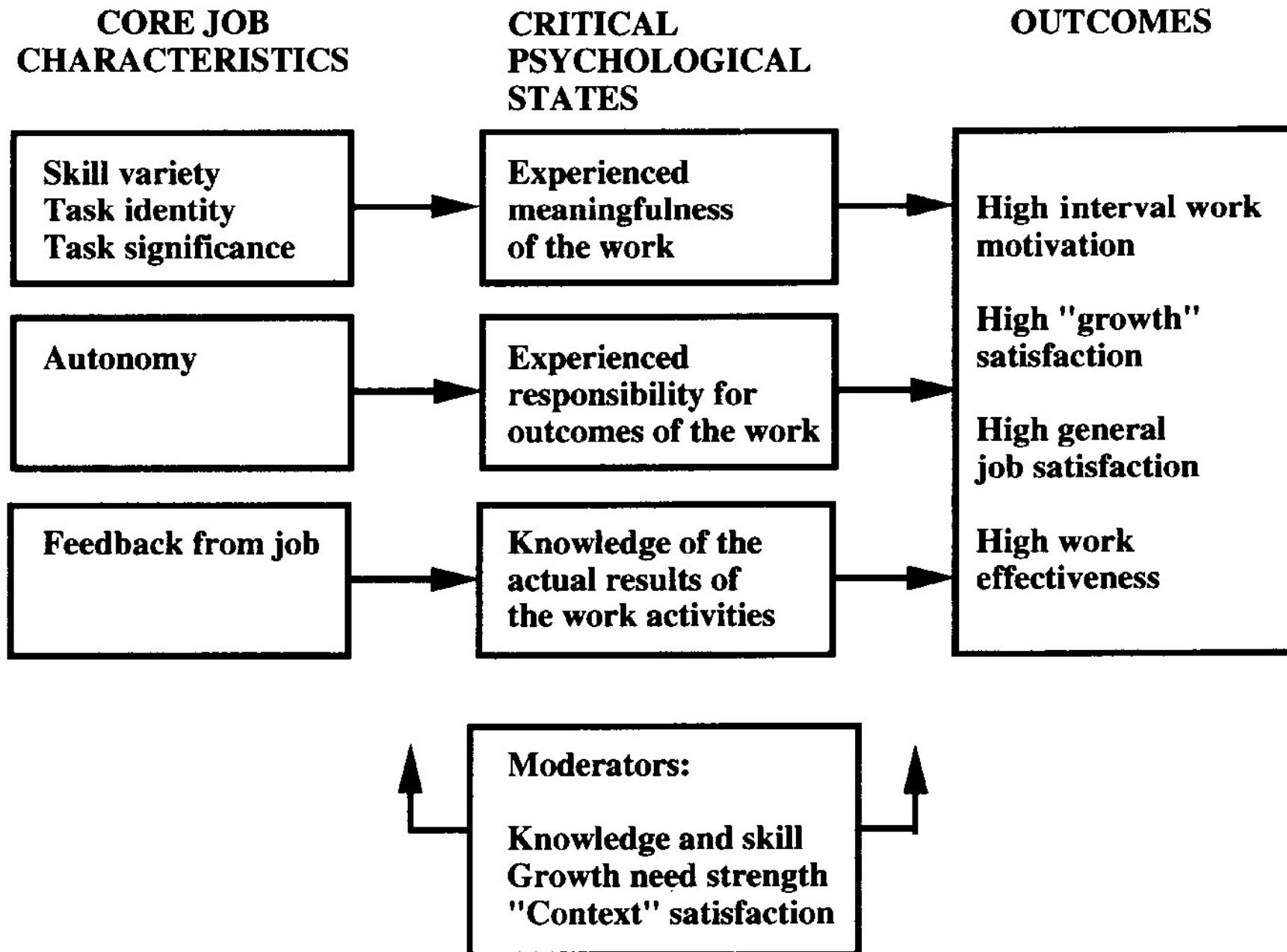
Outcomes of Job Satisfaction

- ✓ Job Satisfaction and Turnover
 - A pattern of lowered job satisfaction is a predictor of possible intent to leave
- ✓ Job Satisfaction and Workplace Deviance
 - If employees don't like their work environment, they'll respond somehow.
- ✓ Managers Often "Don't Get It"
 - Many managers are unconcerned about employee job satisfaction.
 - Others overestimate how satisfied employees are with their jobs, so they don't think there's a problem when there is one

Employee Responses to Dissatisfaction



The Job Characteristics Model



Motivating Potential Score (MPS)

$$\text{Motivating Potential Score (MPS)} = \left[\frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

- 1. If both A and B confess, they will be convicted of the serious offense, but their sentence will be reduced from 10 to 6 years.
- 2. If A does not confess, but B confesses, A will get a maximum sentence of 10 years, and B will get the minimum sentence of 4 years.
- 3. If A confesses, but B does not confess, A will get a reduced sentence of 4 years, and B will get the maximum sentence of 10 years.
- 4. If both A and B hold out and do not confess, they can be convicted only for the lesser offense and sentenced for 2 years.



The Gallup Twelve Questions

12 questions for which if we have “affirmative answers from employees, you have a strong workplace, a workplace where the best want to work and stay”

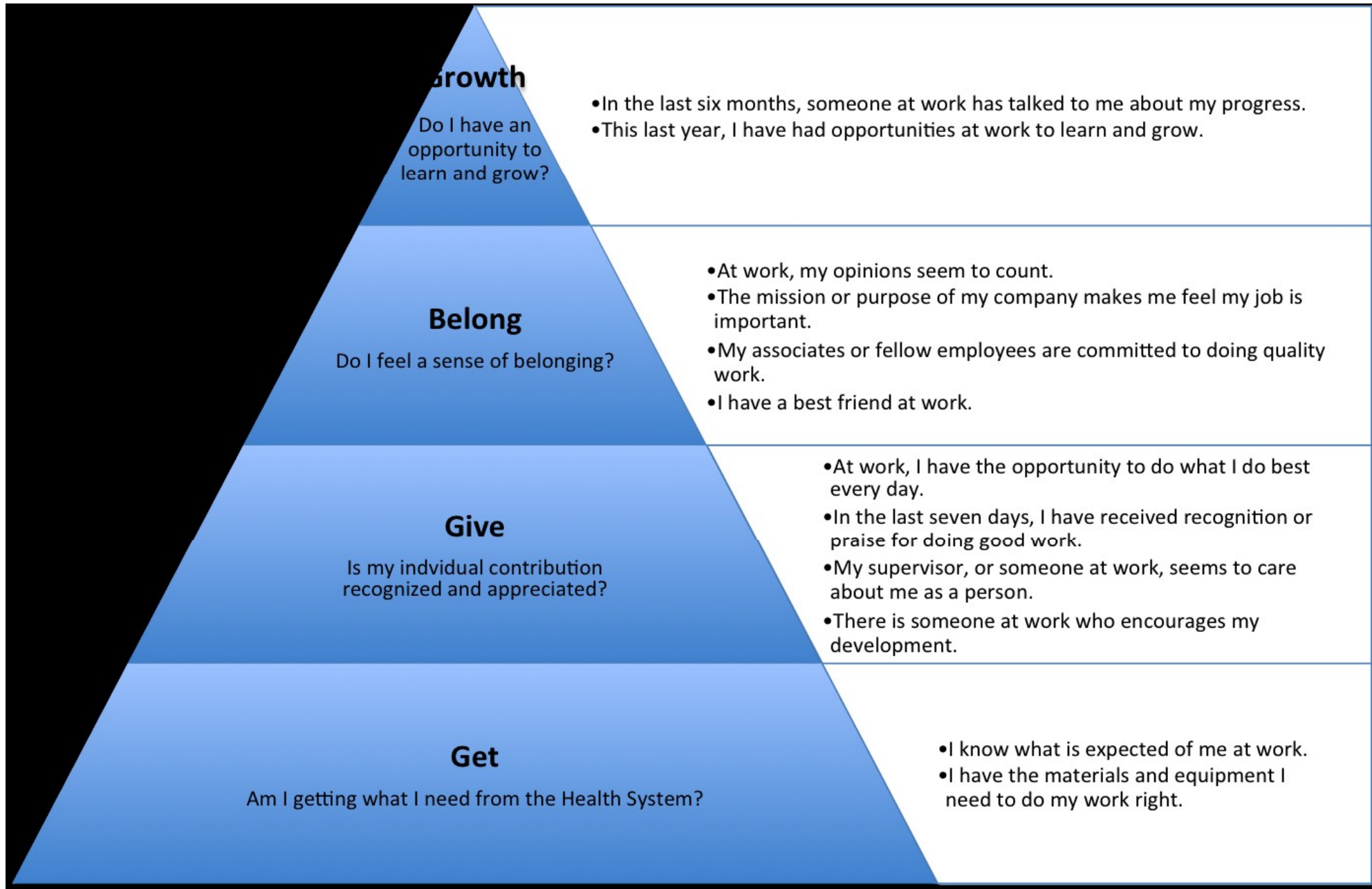
1. Do I know what is expected of me?
2. Do I have materials & equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do the best everyday?
4. In the last seven days have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?



The Gallup Twelve Questions

7. At work, do my opinions count?
8. Does the mission/purpose of the company, make me feel that my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. Last year, did I get opportunities at work to learn and grow?

The Gallup 12 Pyramid





Organizational Commitment . . .

As an Attitude, Organizational Commitment is:

1. A strong desire to remain a member in the org.;
2. a willingness to exert high level of work; &
3. a definite belief in, and acceptance of, the values of the organization

OR, in other words

This is an Attitude reflecting “Loyalty” to the organization



Organizational Commitment . . .

Organizational Commitment is determined by:

✓ Personal factors:

- Age
- Tenure
- career adaptability
- disposition, etc.

✓ Organizational factors:

- Values
- Job design
- Fairness
- Leadership style of supervisor

✓ Non Organizational – such as availability of alternatives!



Organizational Commitment . . .

1. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.
2. I talk up this organization to my friends as a great organization to work for.
3. I feel very little loyalty to this organization. (R)
4. I would accept almost any type of job assignment in order to keep working for this organization.
5. I find that my values and the organization's values are very similar.
6. I am proud to tell others that I am a part of this organization.
7. I could just as well be working for a different organization as long as the type of work was similar. (R)
8. This organization really inspires the very best in me in the way of job performance.



Organizational Commitment . . .

- 9. It would take very little change in my present circumstances to cause me to leave this organization. (R)
- 10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
- 11. There's not too much to be gained by sticking with this organization indefinitely. (R)
- 12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)
- 13. I really care about the fate of this organization.
- 14. For me this is the best of all possible organizations for which to work.
- 15. Deciding to work for this organization was a definite mistake on my part. (R)

“R” denotes a negatively phrased and reverse-scored item

Organizational Commitment Questionnaire (OCQ) Source: R. T. Mowday, R. M. Steers, and L. W. Porter



Behaviors of Engaged and Disengaged Employees

| Engaged behaviors | Disengaged behaviors |
|---------------------------------------|---------------------------------------|
| Optimistic | Pessimistic |
| Team-oriented | Self-centered |
| Goes above and beyond | High absenteeism |
| Solution-oriented | Negative attitude |
| Selfless | Egocentric |
| Shows a passion for learning | Focuses on monetary worth |
| Passes along credit but accepts blame | Accepts credit but passes along blame |



Lessons 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 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.



End!

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Any Further Questions?