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# **ATTITUDES AND JOB SATISFACTION (PART 2)**

Focus: POS, Employee Engagement, Job Satisfaction  
Measurement, and Impacts

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# 01

# Perceived Organizational Support (POS)

## Definition

Perceived Organizational Support (POS) refers to the degree to which employees believe their organization values their contributions and genuinely cares about their well-being (Eisenberger et al., 1986).

It is not just about rewards — it's about empathy, fairness, and mutual trust between employer and employee.

# THEORETICAL BACKGROUND

Social Exchange Theory (Blau, 1964):

- Relationships are based on mutual give-and-take.
- If employees feel the organization supports them, they feel obligated to reciprocate with loyalty, commitment, and extra effort.

# Key Components of POS

## Fair Treatment & Recognition

- Equal opportunities, transparent policies, and acknowledgment of effort.
- Example: Public appreciation in meetings or annual awards.

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## Supervisor Support

- Direct managers represent the organization in employees' eyes.
- Empathetic leaders who provide guidance, mentorship, and flexibility enhance POS.

## Rewards & Job Conditions

- Competitive pay, health benefits, career development opportunities, and safe working environments signal organizational care.
- Example: Offering training programs or career advancement pathways.

# Impact of High POS

- Stronger Loyalty & Commitment: Employees are more likely to stay long-term.
- Reduced Turnover & Absenteeism: Workers feel secure and motivated.
- Better Job Performance: Engaged employees put in discretionary effort ("going beyond job description").
- Improved Employee Well-Being: Reduced stress, better mental health, and overall job satisfaction.
- Positive Organizational Culture: Encourages collaboration, trust, and motivation across teams.

# REAL-WORLD EXAMPLES

- Microsoft: Provides flexible work-from-home policies and wellness programs → employees report higher satisfaction and loyalty.
  - Salesforce: Strong recognition culture with regular rewards, employee appreciation days, and community service opportunities.
- Unilever: Offers flexible scheduling and career growth programs to balance personal & professional life.

# EMPLOYEE ENGAGEMENT

## DEFINITION

Employee engagement is the emotional, cognitive, and behavioral connection employees have with their organization. It reflects how invested, motivated, and committed they are in contributing to organizational goals.



# Dimensions of Engagement

## Cognitive Engagement

- Mental focus and deep absorption in tasks.
- Employees understand how their role connects to organizational objectives.
- Example: A software developer who stays updated with new coding languages to enhance project quality.

# EMOTIONAL ENGAGEMENT

- Positive feelings toward work, colleagues, and the organization.
- Employees feel valued, proud, and satisfied in their role.
- Example: A nurse who feels proud serving patients despite challenges.

# BEHAVIORAL ENGAGEMENT

- Demonstrated through actions like initiative, persistence, and going beyond job descriptions.
- Example: A sales representative voluntarily helping new teammates to close deals.

# BENEFITS OF EMPLOYEE ENGAGEMENT

- Higher Productivity: Engaged employees work harder and smarter, leading to better results.
- Innovation & Creativity: Passionate workers suggest new ideas and solutions.
- Reduced Turnover: Employees feel loyal, lowering recruitment/training costs.
- Customer Satisfaction: Motivated staff provide better service, improving brand reputation.
- Organizational Growth: Direct link to increased profitability and market competitiveness.

# Real-World Examples

- Google: Encourages autonomy and creativity (e.g., “20% time” policy to pursue passion projects → Gmail & Google Maps emerged).
- Starbucks: Offers training, recognition programs, and benefits even to part-time employees, creating loyalty.
- Southwest Airlines: Builds a family-like culture with humor, teamwork, and appreciation → high customer satisfaction and low turnover.

# Job Satisfaction And Job Performance Link

## Definition

- The relationship between how content employees feel with their jobs (job satisfaction) and how effectively they fulfill their responsibilities (job performance).
- It's one of the most researched topics in Organizational Behavior.

# Research Evidence

Positive Link (General Trend):

- Meta-analysis by Judge et al. (2001) shows a moderate positive correlation ( $r \approx 0.30$ ) between job satisfaction and performance.
- Satisfied employees are more engaged, productive, and innovative.

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### Direction of Influence:

- Satisfaction can lead to performance (happy employees work harder).
- Performance can also increase satisfaction (doing well brings recognition, rewards, and pride).

### Dissatisfaction Effects:

- Leads to disengagement, absenteeism, higher turnover, and poor customer service.
- Example: Retail employees unhappy with management show reduced sales effectiveness.



# Rewards & Recognition

- Performance is more likely when good work is acknowledged.
- Example: Salesforce uses public recognition & performance-based bonuses → stronger satisfaction–performance link.

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## Work Environment

- A safe, supportive, and well-resourced workplace boosts performance from satisfied employees.
- Example: Google's open, collaborative workspaces encourage creativity.

## Leadership Style

- Transformational leaders inspire, coach, and provide feedback → satisfied employees perform better.
- Example: Leaders who empower teams see higher discretionary effort.

## Job Characteristics (Hackman & Oldham, Job Characteristics Model)

- Variety, autonomy, and feedback increase both satisfaction and performance.

# Takeaways

Job Satisfaction  $\neq$  Automatic High Performance

- A happy employee isn't always a productive one (e.g., satisfied but complacent).

But Satisfaction Creates Conditions for Performance

- It reduces stress, enhances commitment, and provides intrinsic motivation.

Balanced Approach Works Best

- Organizations should combine job satisfaction strategies (fair pay, recognition, positive culture) with performance management systems (clear goals, feedback, accountability).

# Real-World Examples

- Zappos: High employee satisfaction → outstanding customer service culture → business growth.
- Amazon Warehouse Workers: Reports of dissatisfaction (workload & pressure) → criticism of low engagement despite strong overall company performance.
- Toyota: Engages employees through continuous improvement culture (Kaizen) → both satisfaction and performance are reinforced

# Social Exchange Theory (Blau, 1964)

## Social Exchange Theory (SET)

### Core Idea

- Proposed by George Homans (1958) and later formalized by Blau (1964).
- Human relationships — personal or professional — function like transactions where people evaluate rewards vs. costs.
- Based on reciprocity: when one party provides support, the other feels obligated to return it.

# Key Principles

## Reciprocity

- Mutual give-and-take.
- Example: If an employer provides fair pay, recognition, and care, employees reciprocate with loyalty and hard work.

## Cost–Benefit Analysis

- People consciously or unconsciously calculate what they invest (time, effort, stress) vs. what they gain (salary, recognition, growth opportunities, respect).

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## Trust & Commitment

- Positive exchanges over time build trust and long-term commitment.
- If one side repeatedly fails to deliver, trust is broken → withdrawal behaviors.

## Equity & Fairness

- Perception of fairness in exchanges matters as much as the actual exchange.
- Example: Two employees doing equal work but receiving unequal rewards → dissatisfaction.

# Application in the Workplace

## Perceived Organizational Support (POS)

- Employees evaluate how much the organization values their contribution.
- High POS → employees reciprocate with better performance and engagement.

## Leadership

- Leaders who show empathy, mentorship, and fairness strengthen reciprocity.
- Employees become more committed and collaborative.



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## Job Satisfaction & Engagement

- When benefits outweigh costs, employees experience pride, motivation, and commitment.
- When costs outweigh benefits, employees disengage, leading to absenteeism or turnover.

## Positive Exchange Outcomes

- Higher employee satisfaction & loyalty
- Reduced turnover & absenteeism
- Greater productivity & innovation
- Stronger organizational culture

### Negative Exchange Outcomes

- Withdrawal behaviors (lateness, absenteeism, quiet quitting)
- High turnover & burnout
- Cynicism and low trust in leadership

### Real-World Examples

- Google: Provides autonomy, learning opportunities, and recognition → employees give back with creativity and long-term commitment.
- Southwest Airlines: Strong culture of appreciation and humor → employees reciprocate with superior customer service.
- Toxic Workplaces: High stress, poor recognition, or favoritism → employees disengage, underperform, or quit.

# Workplace Context

- In organizations, employees and employers are in a social exchange relationship:
  - Organization provides: pay, recognition, support, training, fair treatment.
  - Employee provides: effort, commitment, performance, loyalty.
- This exchange isn't always formal (like salary contracts) → often psychological & emotional (trust, fairness, support).

## Connection to POS (Perceived Organizational Support)

- POS is a direct application of this theory.
- When employees perceive that the organization cares about their well-being and values their work:
  - They reciprocate with higher job satisfaction, stronger emotional attachment (affective commitment), and reduced turnover.
- If employees feel ignored or undervalued:
  - They may reduce effort, show disengagement, or leave the organization.

# Applications in HR And Management

- Engagement Programs: Employee engagement initiatives (team recognition, flexible policies) are effective because they create positive exchanges.
- Retention Strategies: Supportive managers foster trust and loyalty, reducing turnover.
- Performance Management: Recognition and fairness → stronger motivation to give back through high performance.

# Examples in Practice

- Google: Known for employee-friendly policies (free meals, flexible work, career growth opportunities). Employees reciprocate with innovation and commitment.
- Small Firms: Even simple gestures like public recognition, birthday celebrations, or wellness benefits can increase loyalty, showing that support doesn't always require huge budgets.

## Key Criticism

- Theory assumes all employees reciprocate positively → but some may take advantage without giving back.
- It doesn't always account for individual differences (some people value support more, others just want higher pay).

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**THANK YOU**