

# MST 514– Introduction to Organisation Behaviour

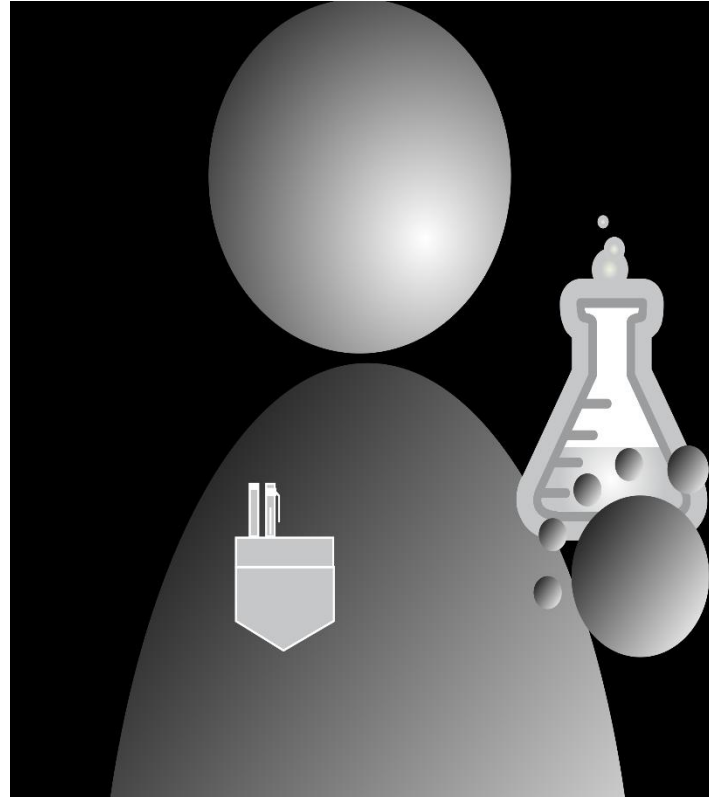
Lecture 7

August, 2015



# Topics to be covered today

## 1. Attitude

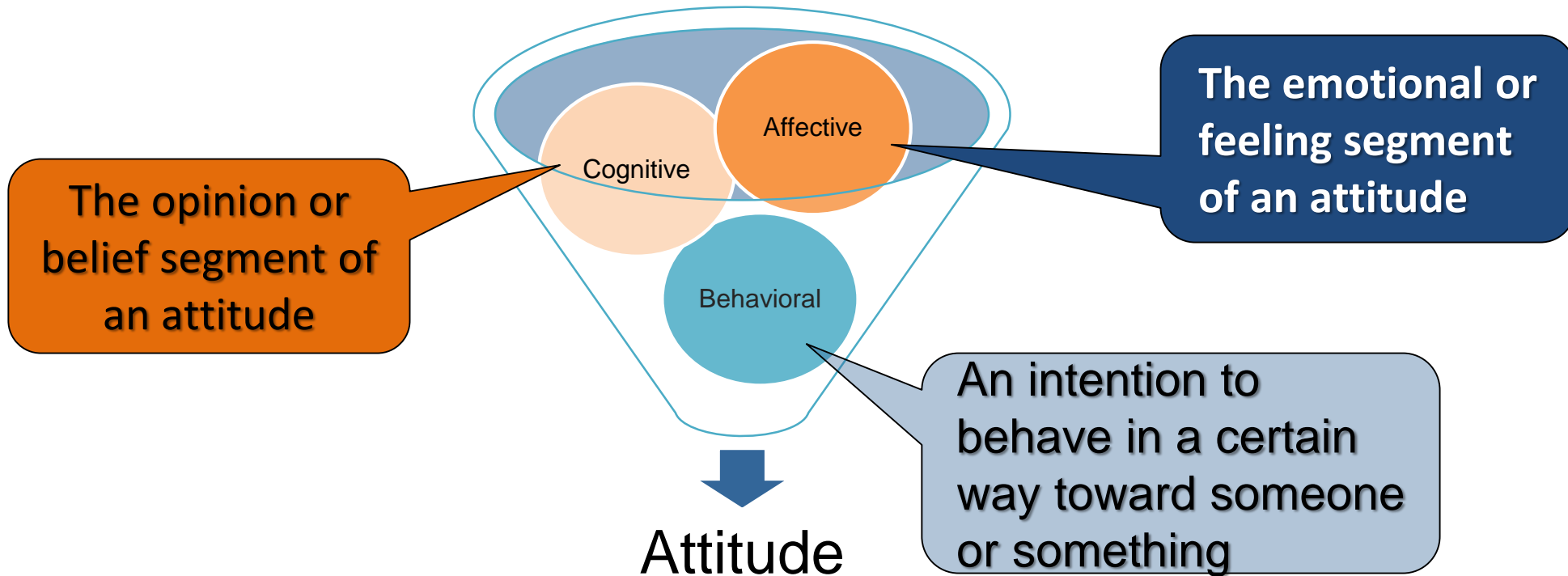


# Attitude

## Attitude

Attitudes are evaluative statements or judgments- either favorable or unfavorable concerning objects, people, or events.

Three components of attitude are:



# Components of attitude

## Cognitive evaluation

*My superior gave promotion to a worker who deserved it less than me. My supervisor is unfair.*

---

## Affective Component

*I dislike my supervisor!*

---

## Behavioral Component

*I'm looking for other work; I've complained about my supervisor to anyone who would listen.*

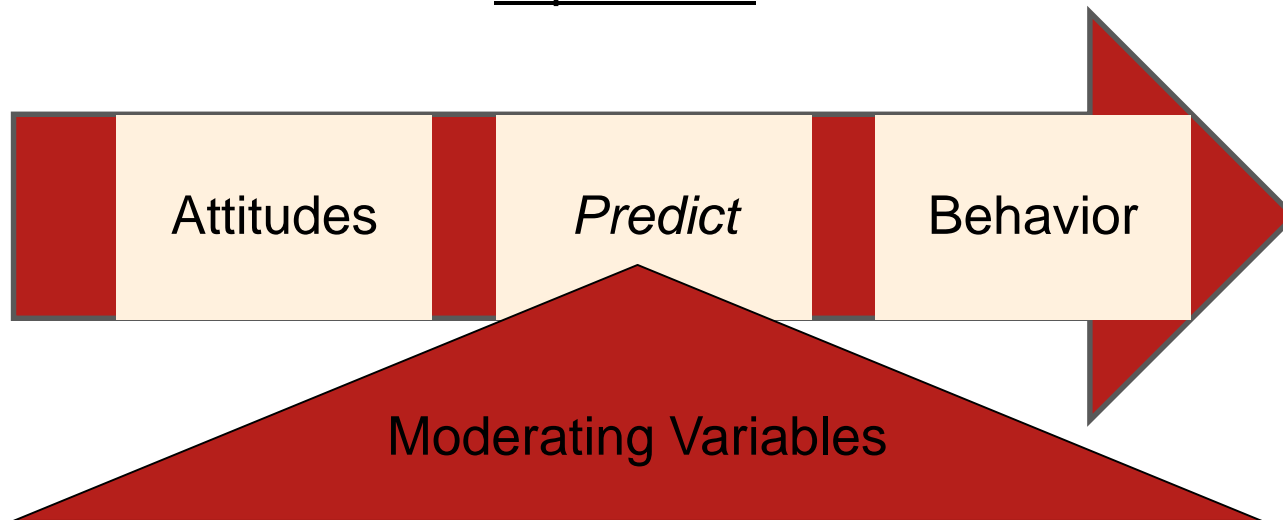
## Attitudes

Negative attitude towards supervisor.



# Moderating Variables

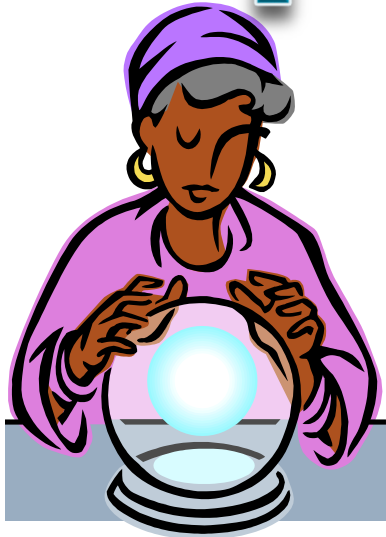
- The most powerful moderators of the attitude-behavior relationship are:
  - Importance of the attitude
  - Correspondence to behavior
  - Accessibility
  - Existence of social pressures
  - Personal and direct experience of the attitude





# Predicting Behavior from Attitudes

– Important attitudes have a strong relationship to behavior.



– The closer the match between attitude and behavior, the stronger the relationship:

- Specific attitudes predict specific behavior
- General attitudes predict general behavior

– The more frequently expressed an attitude, the better predictor it is.

– High social pressures reduce the relationship and may cause dissonance.

– Attitudes based on personal experience are stronger predictors.

# What are the Major Job Attitudes?

- **Job Satisfaction**

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

- **Job Involvement**

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

- **Psychological Empowerment**

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



# Another Major Job Attitude

- **Organizational Commitment**

- Identifying with a particular organization and its goals, while wishing to maintain membership in the organization.

- Three dimensions:

- Affective – emotional attachment to organization

- Continuance Commitment – economic value of staying

- Normative – moral or ethical obligations

- Has some relation to performance, especially for new employees.

- Less important now than in the past – now perhaps more of an *occupational commitment*, loyalty to profession rather than a given employer.



# And Yet More Major Job Attitudes...

- **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.

- **Employee Engagement**

- The degree of involvement with, satisfaction with, and enthusiasm for the job.
- Engaged employees are passionate about their work and company.

# Are These Job Attitudes Really Distinct?



- No: these attitudes are highly related.
- Variables may be redundant (measuring the same thing under a different name)
- While there is some distinction, there is also a lot of overlap.

*Be patient, OB researchers are working on it!*

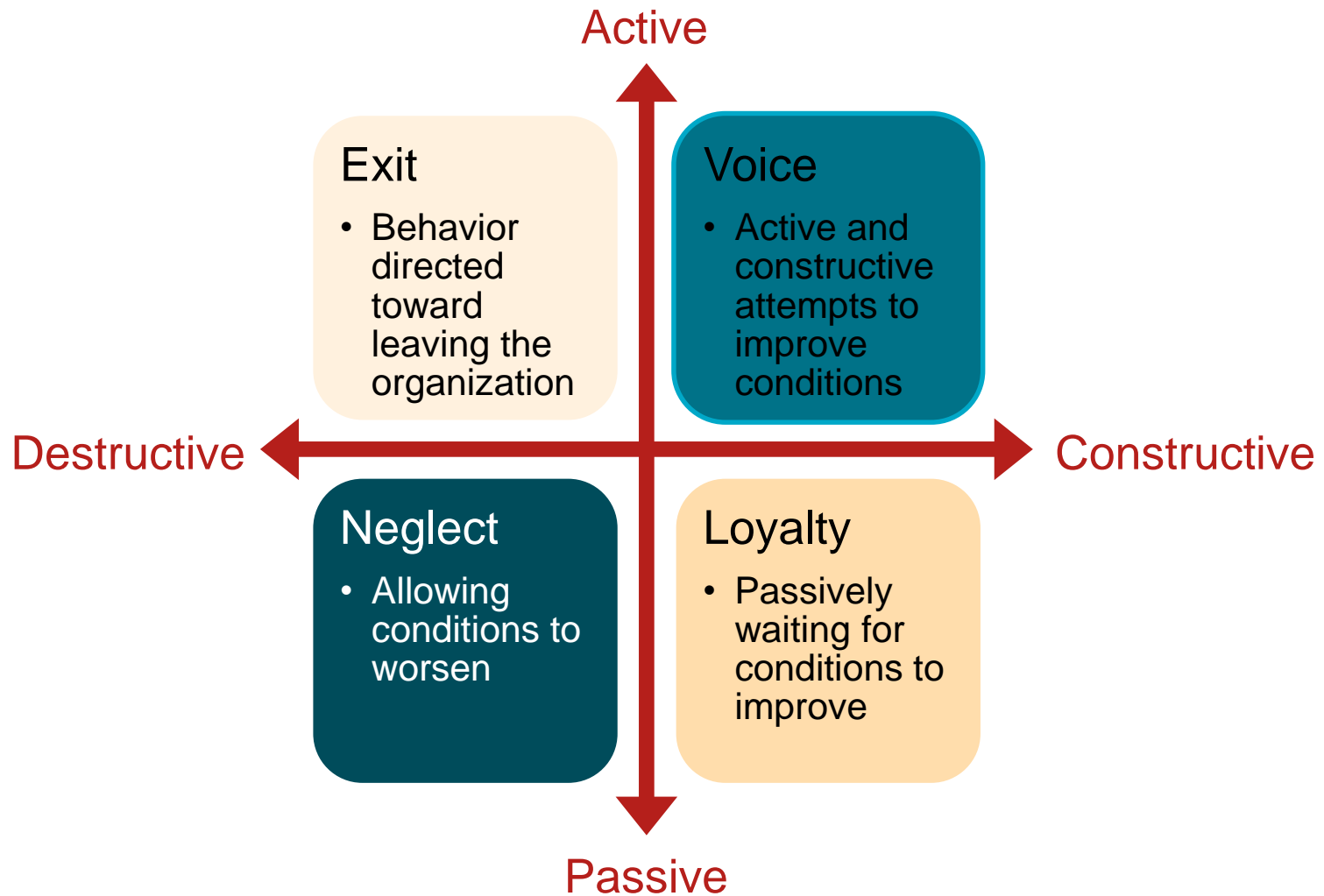
# Job Satisfaction

- **One of the primary job attitudes measured.**
  - Broad term involving a complex individual summation of a number of discrete job elements.
- **How to measure?**
  - Single global rating (one question/one answer)
  - Summation score (many questions/one average)
- **Are people satisfied in their jobs?**
  - In India, yes. Seventy-one percent of Indian employees surveyed are satisfied with their jobs.
  - Results vary by employee facets of the job.
  - Compensation, benefits, and incentives are the most problematic elements in India.

# Causes of Job Satisfaction

- **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.

# Employee Responses to Dissatisfaction



# Outcomes of Job Satisfaction

- **Job Performance**

- Satisfied workers are more productive AND more productive workers are more satisfied!
- The causality may run both ways.

- **Organizational Citizenship Behaviors**

- Satisfaction influences OCB through perceptions of fairness.

- **Customer Satisfaction**

- Satisfied frontline employees increase customer satisfaction and loyalty.

- **Absenteeism**

- Satisfied employees are moderately less likely to miss work.

# More Outcomes of Job Satisfaction

- **Turnover**

- Satisfied employees are less likely to quit.
- Many moderating variables in this relationship.
  - Economic environment and tenure
  - Organizational actions taken to retain high performers and to weed out lower performers

- **Workplace Deviance**

- Dissatisfied workers are more likely to unionize, abuse substances, steal, be tardy, and withdraw.

*Despite the overwhelming evidence of the impact of job satisfaction on the bottom line, most managers are either unconcerned about or overestimate worker satisfaction.*



# Managerial Implications

- Managers should watch employee attitudes:
  - They give warnings of potential problems
  - They influence behavior
- Managers should try to increase job satisfaction and generate positive job attitudes
  - Reduces costs by lowering turnover, absenteeism, tardiness, theft, and increasing OCB
- Focus on the intrinsic parts of the job: make work challenging and interesting
  - Pay is not enough

# Thank you

Ms. Pooja Verma  
School of Business Management  
Shoolini University  
Village Bajhol, Solan (H.P)

+919418362236(Mob No.)  
[poojaverma@shooliniuniversity.com](mailto:poojaverma@shooliniuniversity.com)