Chapter 10
Job Attitudes
• When do attitudes predict behavior?
• What is job satisfaction and how do we measure it?
• What are 3 major components of commitment?
• What are counterproductive behaviors in the organization?

Why Study Attitudes?
• Many believe that attitudes influence behavior.
• For humanitarian reasons – we want people to be happy and enjoy work.
• To get a better understanding how attitudes influence us at work and in our non-work lives.

Attitudes, Intentions & Behaviors
• Attitude
  • The degree of positive or negative feelings toward something.
• Model – Theory of Reasoned Action
  • Attitudes and subjective norms influence intentions, which ultimately affect behaviors.
  • Subjective norms are an individual's perception of social pressures in the organization to perform.

Theory of Reasoned Action

Theory of Planned Behavior
• Revised theory of reasoned action.
• Added perceived behavioral control to the model.
  • Perceived behavioral control is the individual's belief as to how easy or difficult performance of the behavior is likely to be (Azjen & Madden, 1986).
Job Satisfaction

- **Definition**
  - Pleasurable, positive emotional state resulting from the cognitive appraisal of one's job or job experience.
  - Practitioners have always believed it is an significant factor in productivity (Organ, 1988).

Job Characteristics

- Hackman & Oldham's Job Characteristics Theory
  - Structure of job and characteristics of job affect job satisfaction.
  - Spector & Jax (1991) found that perception of characteristics and job satisfaction was positively related (.32 to .46).
  - Hart (1999) found that daily hassles were negatively related to job satisfaction.

Individual/Personal Characteristics

- People have stable dispositions that predispose them to respond positively or negatively to work contexts.
  - Some research has shown that job satisfaction tends to be stable factor for employees (affective disposition).
  - But, job enrichment can still affect job satisfaction.
  - Genes may play some role in affective disposition.
  - Self-Esteem
    - Core evaluations of the self have consistent effects on job satisfaction regardless of the job.

Social Factors

- Relationship between employees and bosses can affect job satisfaction.
  - Do we like and respect our boss?
  - Relationship with coworkers can also affect satisfaction.
  - Role ambiguity – not understanding what you are you are supposed to do can affect satisfaction.
  - Organizational Justice
    - Fairness in the workplace (e.g., policies, procedures, and treatment).
      - Two types – procedural vs. distributive justice

Growth Factors

- Perceptions of potential for career development and promotion.
  - Also, includes our perception of pay and benefits.
    - These will affect satisfaction at least to a limited extent.
  - Satisfaction in life and at the job can be affected by work-family conflict.
    - Especially notable in dual career families.
JS Measurement

- There is a clear tradeoff between measuring broad attitudes and specific components of job satisfaction.
- Recommendation is to measure at more specific level – helps to diagnose and develop interventions.
- JDI measures 5 dimensions
  - Work, Pay, Promotion Opportunities, Supervision, & Co-Workers.

Measurement

- Job Characteristics – Hackman & Oldham measure 5 Job Facets
  - Job Diagnostic Survey
    - Pay, Security, Social, Supervisory, & Growth
  - Other scales focus on global measures of job satisfaction.
    - For example, faces scale which focuses on affective component of job satisfaction.

How satisfied are you with this aspect of your job?

- Pay
  - The amount of pay and fringe benefits I receive
- Security
  - The amount of job security I have
- Social
  - The chance to get to know other people while on the job
- Supervisory
  - The amount of support and guidance I receive from my supervisor
- Growth
  - The amount of personal growth and development I get in doing my job

Consequences

- Is a satisfied worker a productive worker?
  - Range estimated between .44 and .30
  - Stronger relationship for managers and supervisors (.41) than non-managers (.20).
  - Relationship stronger between satisfaction and contextual performance than task performance.
Consequences: Withdrawal Behaviors

- Absenteeism
  - Only 28% of time-off due to personal illness
  - Costs associated with aging loved ones over $12 billion per year
  - Costs associated with carpal tunnel syndrome (workers' comp), $60 billion/yr
  - Direct relationship only about .15 to .25 between job satisfaction and absenteeism.
  - Steers & Rhodes Model (1978,1990)

Consequences: Withdrawal

- Tardiness or Lateness
  - Relationship about -.21 between tardiness and job satisfaction.
- Turnover
  - Relationship estimated between -.20 to -.30
  - Very expensive for companies
  - Job Satisfaction seen as a trigger to decisions about turnover

Organizational Commitment

- Basic Definition
  - Relative strength of an individual's identification with and involvement in a particular organization.
- Three Components of Commitment
  - Affective Commitment
  - Continuance Commitment
  - Normative Commitment

Consequences: Counterproductive Behaviors

- These are behaviors that bring, or are intended to bring, harm to an org., its employees, or stakeholders.
- One model suggest frustration leads to counterproductive behaviors (-.30)
- Overall, job satisfaction and counterproductive behaviors are related about -.10 to -.25.

Org. Commitment

- Affective Commitment
  - Strong belief and acceptance of org goals and values.
  - Will work hard for organization
  - Strong desire to remain with organization.
- Continuance Commitment
  - Stay with organization because of costs associated with leaving (e.g., benefits, relocation)
- Normative Commitment
  - Belief that one is obligated to stay with organization regardless of salary, benefits, growth, etc.
Antecedents

- Organizational Mechanisms
  - Most of the benefits provided by SAS.
  - T-shirts, coffee mugs w/ logos, hats.
  - Sending out newsletters that highlight top performers, recent retirees, new employees, company performance, company picnic, etc.
  - Treating employees well (i.e., fairly).

- Individual/Personal Characteristics
  - Age and AC (.22)
  - Job Level and AC (.21)
  - Stress and AC and CC (-.30s)
  - Less known about NC, but antecedents may include child rearing and early socialization.

- Social Factors
  - Positive relationship with boss.
    - Considerate treatment (.34)
    - Communicates openly and often (.45)
  - Role ambiguity and conflict negatively related to commitment.
  - Coworkers in organization may affect each other’s beliefs, especially with normative commitment.

Consequences

- Performance
  - Affective commitment positively related to task performance (.25 to .25) and OCBs
  - Normative and Continuance Commitment do not relate as consistently to OCB or task performance

- Withdrawal Behaviors
  - Affective Commitment negatively related (-.28 to -.25) to Absence
  - Affective Commitment strongly relates to Turnover
    - Variables like Intent to search for a new job (-.50) and actual Turnover (-.28)
    - Turnover variables have somewhat weaker but still negative relationships with Normative Commitment.
    - Relationship between turnover and continuance commitment is even smaller.
Consequences

- Counterproductive Behaviors
  - Frustration plays a strong role
  - So do the values and goals communicated by an organization
    - Lack of communication may result in less committed employees.
    - No empirical support for relationships, but many reasons to expect one

Emotions at Work

- Recent focus of research attention
- Emotional Regulation
  - How individuals influence and express their emotions
  - Why is this an important topic today?
- Emotional Labor
  - Effort, Planning, and Control required by employees to express organizationally desired emotions
  - Especially relevant for "service" jobs

Emotions at Work

- Emotional Dissonance leads to stress, burnout, and poor performance.
  - Implications for selection and placement
  - Potentially important to customer service positions and fit with teams.
  - Person-environment fit (PE Fit)