



Lecture 3: Job Attitudes

Learning Objectives

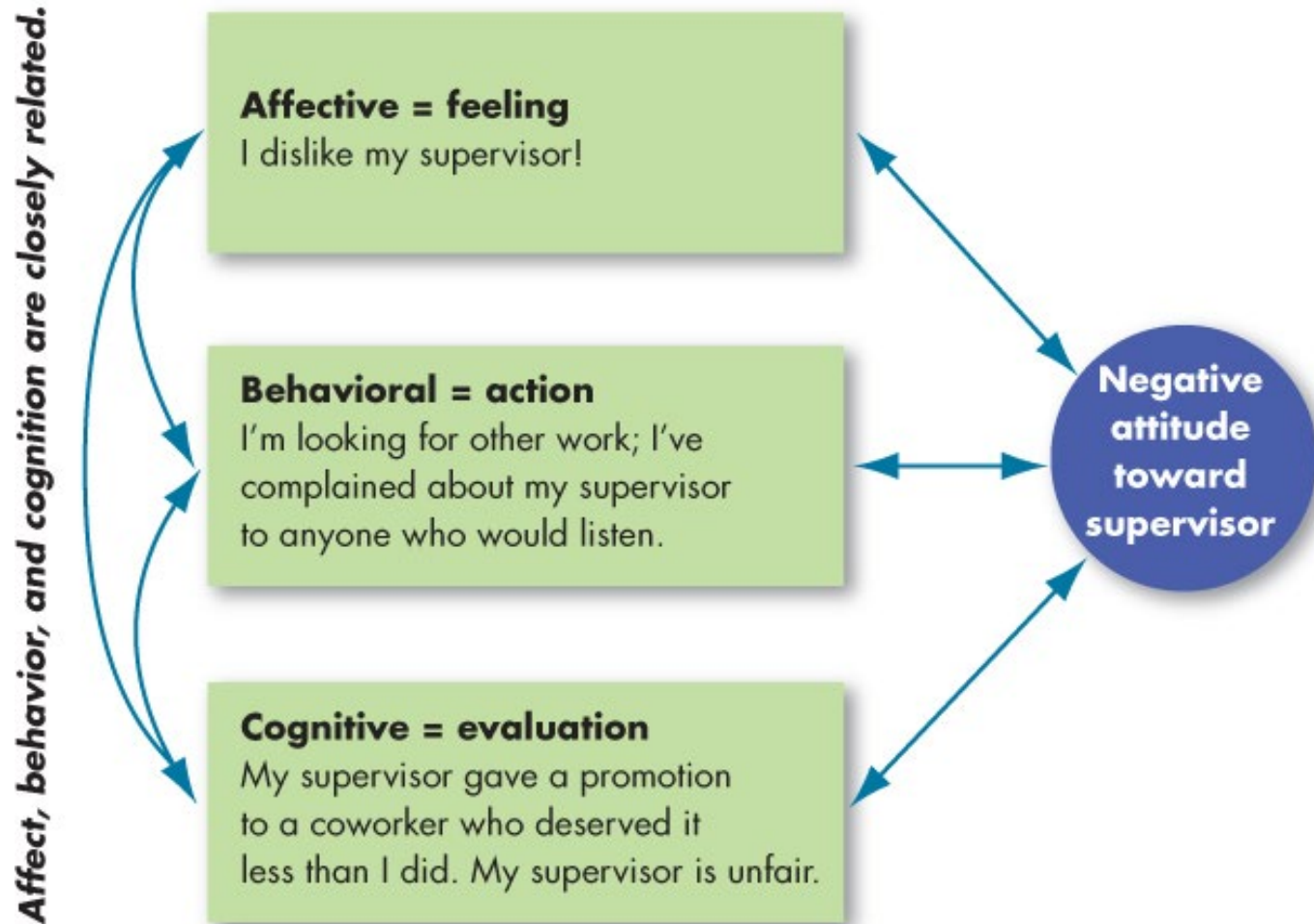
1. Compare the three components of an attitude.
2. Explain the relationship between attitudes and behavior.
3. Contrast the major job attitudes.
4. Summarize the antecedents and consequences of job satisfaction.

Define Job Attitudes

- **Job attitudes:** Evaluative statements—either favorable or unfavorable—about various aspects of a job
 - High degree of overlap between different job attitudes
 - Attitudes influence behavior (and vice versa)!



Exhibit 3-1 The Components of an Attitude



Relationship Between Job Attitudes and Behavior

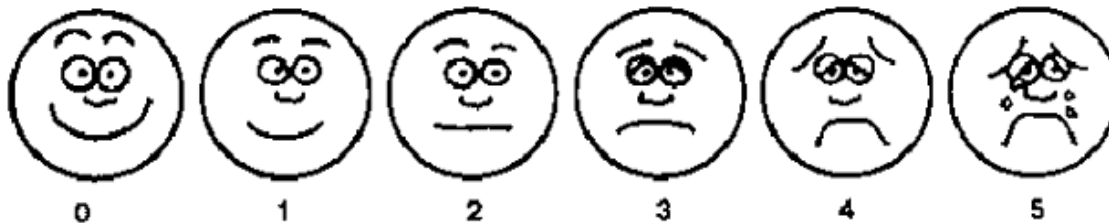
- **Moderating Variables**

- Attitude's importance
- Correspondence to behavior
- Accessibility
- Presence of social pressures
- Whether a person has direct experience with the attitude

Define Job Satisfaction

- **Job Satisfaction**

- A positive attitude about a job resulting from an evaluation of its various characteristics
- Measured with a single global rating or a summation of job facet ratings
- Often the best predictor of their behavior



Define Job Satisfaction

I am satisfied with my salary/pay.



I am satisfied with my workload.



I feel secure about my job.



I get along with my supervisor(s).



My talents and skills are used in my role.



Antecedents of Job Satisfaction

- **Job Conditions**

- Supervision, training, variety, social support, interaction with coworkers, feedback, independence

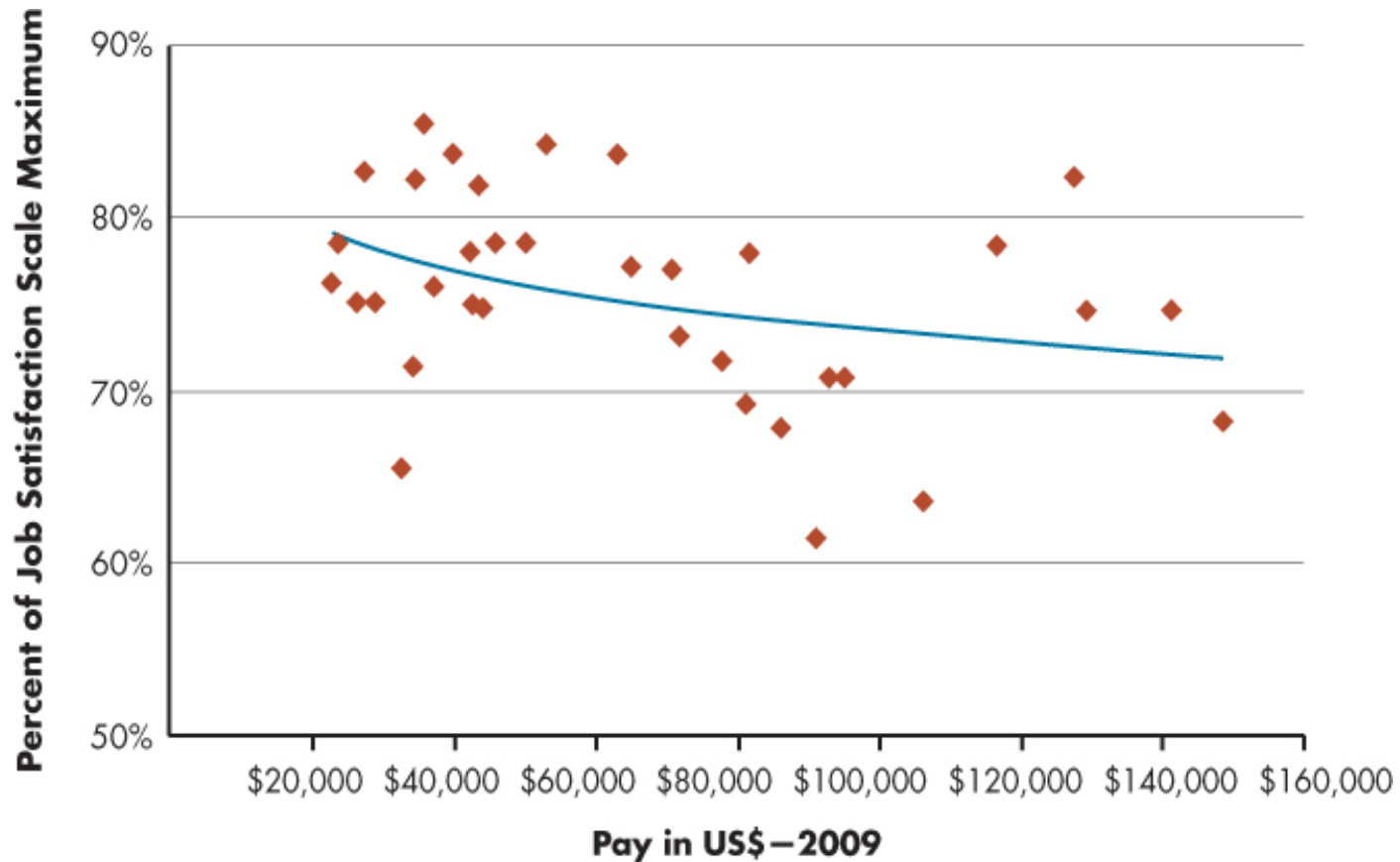
- **Personality**

- **Core self-evaluations:** Positive evaluations of one's inner worth and basic competence

- **Pay**

- Relationship between pay and job satisfaction disappears after a comfortable living is reached

Exhibit 3-5 Relationship between Average Pay in Job and Job Satisfaction of Employees in That Job



Source: Based on T. A. Judge, R. F. Piccolo, N. P. Podsakoff, J. C. Shaw, and B. L. Rich, "The Relationship between Pay and Job Satisfaction: A Meta-Analysis of the Literature," *Journal of Vocational Behavior* 77, no. 2 (2010): 157–67.

Antecedents of Job Satisfaction

- **Corporate Social Responsibility (CSR)**
 - Actions intended to benefit society beyond what is required by law
 - E.g., environmental sustainability initiatives, nonprofit work, charitable giving
 - Influences some (not all) stakeholders
 - Ensure a connection between CSR initiatives and the employee's actual work

Outcomes of Job Satisfaction

- Increased:
 - Job performance
 - OCBs
 - Customer satisfaction and loyalty
 - Life satisfaction
- Decreased CWBs

Outcomes of Job Dissatisfaction

- **Counterproductive Work Behaviors (CWBs)**
 - Actions that actively damage the organization
 - **Absenteeism**: The more satisfied you are, the less likely you are to miss work
 - **Turnover**: A pattern of lowered job satisfaction is the best predictor of intent to leave
 - Other examples – Stealing, behaving aggressively toward coworkers, gossiping, tardiness

Responses to Job Dissatisfaction

	Constructive	Destructive
Active	VOICE	EXIT
Passive	LOYALTY	NEGLECT

Responses to Job Dissatisfaction

- **Voice:** Actively and constructively attempting to improve conditions
 - E.g., suggesting improvements, discussing problems with superiors, undertaking some form of union activity
- **Loyalty:** Passively but optimistically waiting for conditions to improve
 - E.g., defending the organization against external criticism, trusting the organization “do the right thing”

Responses to Job Dissatisfaction

- **Exit:** Actively directs behavior toward leaving the organization
 - E.g., looking for a new position or resigning
- **Neglect:** Passively allows conditions to worsen
 - E.g., chronic absenteeism or lateness, reduced effort, increased error rate

Other Major Job Attitudes

- **Employee Engagement**

- The degree of an employee's involvement, satisfaction, and enthusiasm

I am highly engaged in this job.



Sometimes I am so into my job that I lose track of time.



This job is all consuming; I am totally into it.



Other Major Job Attitudes

- **Job Involvement**

- The degree of an employee's identification with and participation in their job

To me, my job is only a small part of who I am.



Most of my interests are centered around my job.



I am very much involved in my job role.



Other Major Job Attitudes

- **Psychological Empowerment**

- An employee's belief in the degree of influence over one's job, competence, job meaningfulness, and autonomy

I have significant autonomy in determining how I do my job.



The work I do is meaningful.



My impact on what happens in my department is large.



Other Major Job Attitudes

- **Organizational Commitment**
 - Identifying with an organization and its goals and wishing to maintain membership in the organization

This organization has a great deal of personal meaning for me.



Staying with my organization is a matter of necessity as much as desire.



I would be very happy to spend the rest of my career with this organization.



Other Major Job Attitudes

- **Perceived Organizational Support (POS)**
 - The degree to which an employee believes their organization values their contribution and cares about their well-being

The organization really cares about my well-being.



The organization values my contribution to its well-being.



Help is available from the organization when I have a problem.



Implications for Managers

- Tailor tasks so employees' abilities and values can be exercised.
- Measure job attitudes objectively and at regular intervals to determine how employees are reacting to their work.
- To raise job satisfaction, evaluate the fit between an employee's work interests and the intrinsic parts of their job to create work that is challenging and interesting.
- Consider the fact that high pay alone is unlikely to create a satisfying work environment.