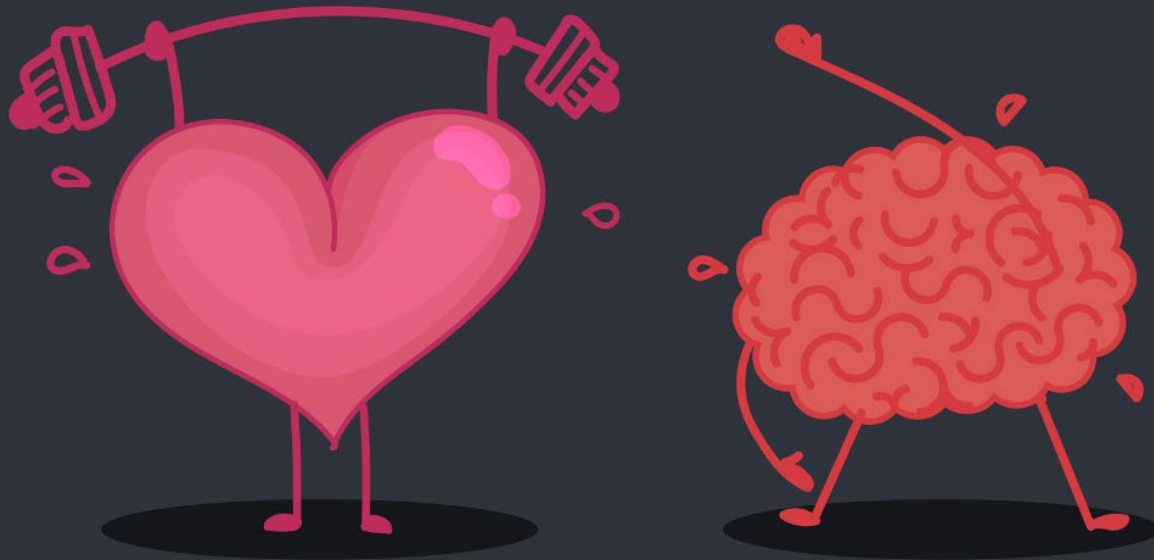
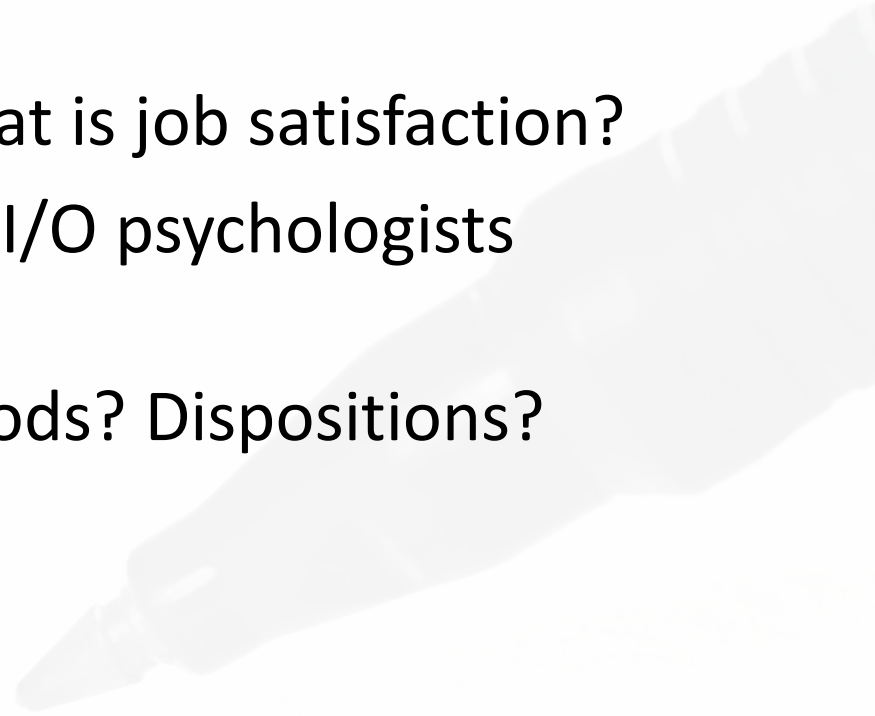


Work Attitudes and Emotions



Agenda

- What are job attitudes? What is job satisfaction?
- What other attitudes might I/O psychologists measure?
- What are emotions and moods? Dispositions?





What are job attitudes? What
is job satisfaction?

What are job attitudes?

- **Job attitudes:** Relatively stable beliefs directed toward specific jobs, persons, groups, ideas, or other objects
- Related to a variety of work variables

**Job
satisfaction**

**Organizational
commitment**

**Organizational
identification**

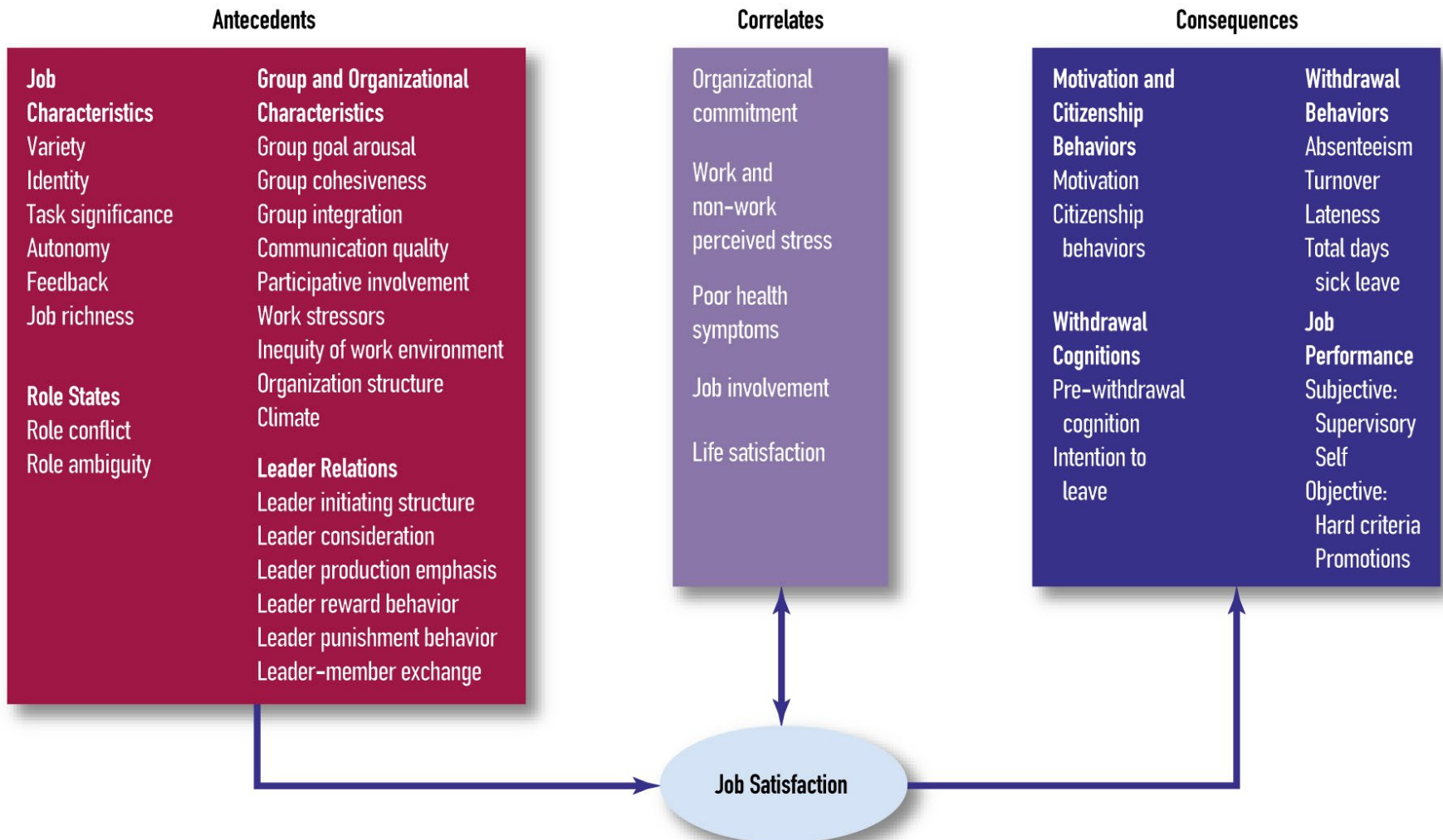
**Employee
engagement**

What is job satisfaction?

- **Job satisfaction:** A positive attitude or emotional state based on an appraisal of one's job experience
- 10,000+ studies suggest an association with a variety of work variables



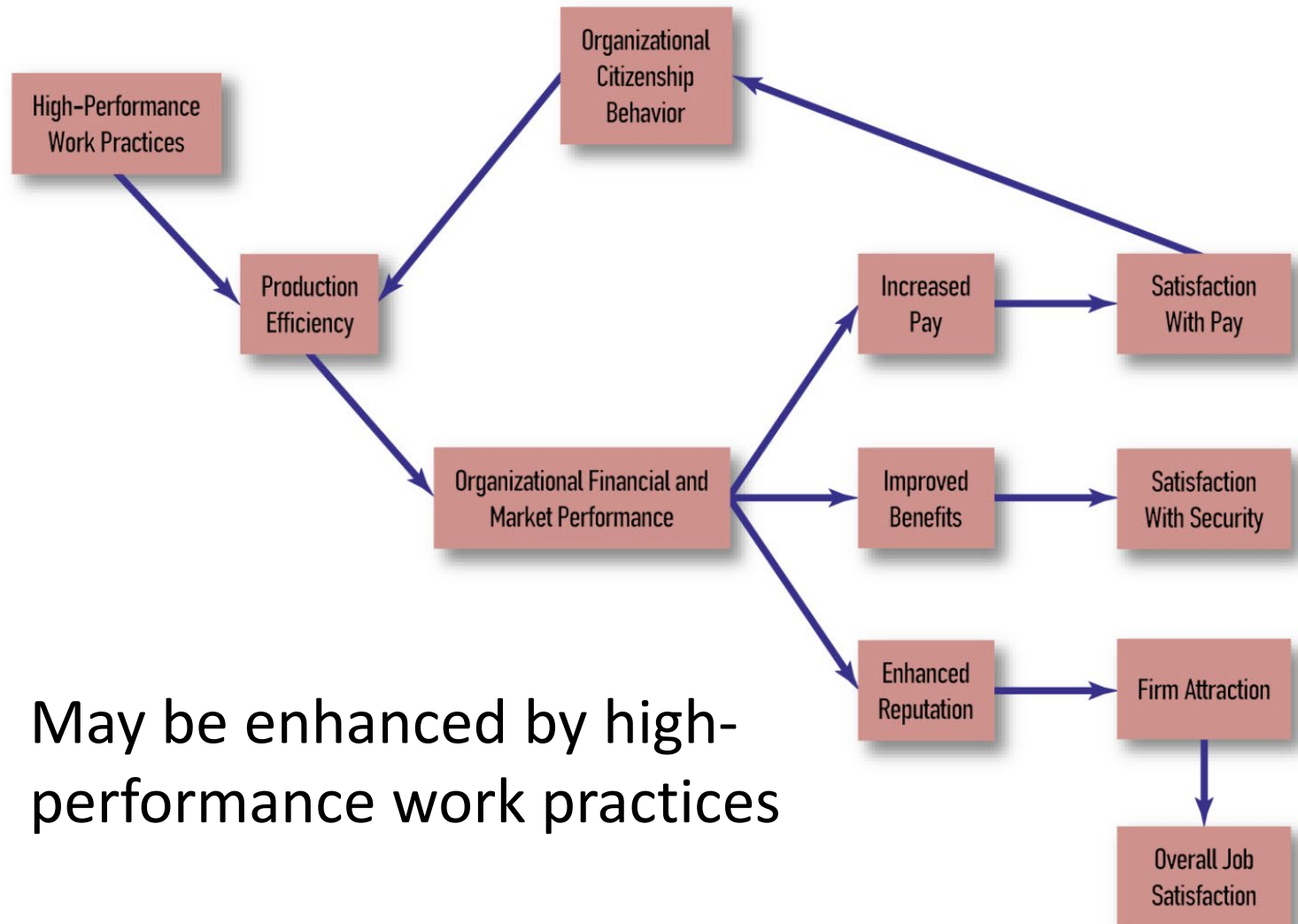
What is job satisfaction?



What is job satisfaction?

<i>SOURCE</i>	<i>EFFECT</i>
<i>Events or conditions</i>	
Work itself: challenge	Mentally challenging work that the individual can successfully accomplish is satisfying.
Work itself: physical demand	Tiring work is dissatisfying.
Work itself: personal interest	Personally interesting work is satisfying.
Reward structure	Just and informative rewards for performance are satisfying.
Working conditions: physical	Satisfaction depends on the match between working conditions and physical needs.
Working conditions: goal attainment	Working conditions that facilitate goal attainment are satisfying.
<i>Agents</i>	
Self	High self-esteem is conducive to job satisfaction.
Supervisors, co-workers, subordinates	Individuals will be satisfied with colleagues who help them attain rewards. Individuals will be satisfied with colleagues who see things the same way they do.
Company and management	Individuals will be satisfied with companies that have policies and procedures designed to help the individual attain rewards. Individuals will be dissatisfied with conflicting roles or ambiguous roles imposed by company, management, or both.
Fringe benefits	Benefits do not have a strong influence on job satisfaction for most workers.

What is job satisfaction?



- May be enhanced by high-performance work practices

What is job satisfaction?

- **Overall satisfaction:** Based on satisfaction with specific aspects of work or a single overall rating



What is job satisfaction?

- **Facet satisfaction:** Information related to specific elements of job satisfaction

U.S. Employees' Satisfaction With 13 Job Aspects -- Recent Trend

% Completely satisfied, ranked by 2012 reading

	2001	2011	2012
	%	%	%
The physical safety conditions of your workplace	65	72	73
Your relations with coworkers	64	68	69
The flexibility of your hours	57	63	60
The amount of vacation time you receive	52	54	54
Your boss or immediate supervisor	51	58	54
Your job security	54	49	49
The amount of work that is required of you	47	53	49
The recognition you receive at work for your work accomplishments	39	47	46
The health insurance benefits your employer offers	36	35	35
Your chances for promotion	32	39	33
The retirement plan your employer offers	31	34	33
The amount of money you earn	24	29	30
The amount of on-the-job stress in your job	22	28	29

What is job satisfaction?

- Job Descriptive Index (JDI)

Think of the work you do at present. How well does each of the following words or phrases describe your job? In the blank beside each word or phrase below, write:

Y for "Yes" if it describes your work
N for "No" if it does NOT describe it
? for "?" if you cannot decide

WORK ON PRESENT JOB

_____ Fascinating
_____ Pleasant
_____ Can see results

SUPERVISION

_____ Doesn't supervise enough
_____ Around when needed
_____ Knows job well

PRESENT PAY

_____ Barely live on income
_____ Bad
_____ Well paid

CO-WORKERS

_____ Stimulating
_____ Unpleasant
_____ Smart

OPPORTUNITIES FOR PROMOTION

_____ Opportunities somewhat limited
_____ Promotion on ability
_____ Regular promotions

JOB IN GENERAL

_____ Pleasant
_____ Worse than most
_____ Worthwhile



What other attitudes might
I/O psychologists measure?

What is organizational commitment?

- **Organizational commitment:** The psychological and emotional attachment felt toward an organization
- 3 elements:
 - Acceptance and belief in an organization's values
 - Willingness to help the organization meet its goals
 - Strong desire to remain in the organization

What is organizational commitment?

Affective commitment: An emotional attachment to an organization

E.g., staying because we *want* to

Continuance commitment: An attachment based on the perceived cost of leaving

E.g., staying because we *need* to

Normative commitment: An attachment based on an obligation to remain

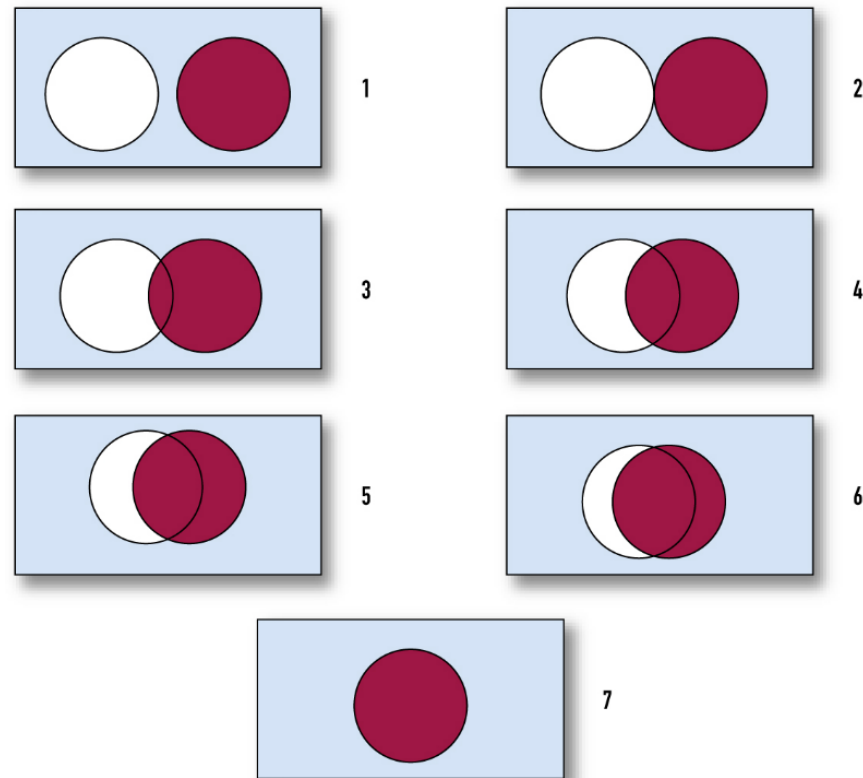
E.g., staying because we *ought* to

What is organizational identification?

- **Organizational identification (OID):** The process whereby we experience pride and esteem from our associations with our organizations
 - Positive outcomes – More cooperation, effort, participation, information sharing, OCBs
 - Negative outcomes – Unethical behavior, escalation of commitment, dissent suppression

SIUE
CLASS of 2021

What is organizational identification?



Graphic Scale of Identification

What is employee engagement?

- **Employee engagement:** A positive work-related state of mind that includes high levels of energy, enthusiasm, and identification with one's work
- Considerable overlap with other attitudes yet distinct

What are core self-evaluations?

- **Core self-evaluations:** A person's assessment of themselves and their life circumstances

Self-Esteem	Generalized Self-Efficacy	Locus of Control	Emotional Stability
<ul style="list-style-type: none">• A person's belief about their general self-worth	<ul style="list-style-type: none">• A person's belief about their ability to perform well a specific task	<ul style="list-style-type: none">• Represents the degree to which a person takes responsibility for their actions and consequences	<ul style="list-style-type: none">• Represents the degree to which a person is secure and relaxed

What are core self-evaluations?

TABLE 9.5 The Core Self-Evaluations Scale (CSES)

Instructions: Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by placing the appropriate number on the line preceding that item.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

1. ____ I am confident I get the success I deserve in life.
2. ____ Sometimes I feel depressed. (*r*)
3. ____ When I try, I generally succeed.
4. ____ Sometimes when I fail I feel worthless. (*r*)
5. ____ I complete tasks successfully.
6. ____ Sometimes I do not feel in control of my work. (*r*)
7. ____ Overall, I am satisfied with my life.
8. ____ I am filled with doubts about my competence. (*r*)
9. ____ I determine what will happen in my life.
10. ____ I do not feel in control of my success in my career. (*r*)
11. ____ I am capable of coping with most of my problems.
12. ____ There are times when things look pretty bleak and hopeless to me. (*r*)

NOTE: *r* = reverse-scored. This measure is nonproprietary (free) and may be used without permission.



What are emotions and
moods? Dispositions?

What are emotions and moods?

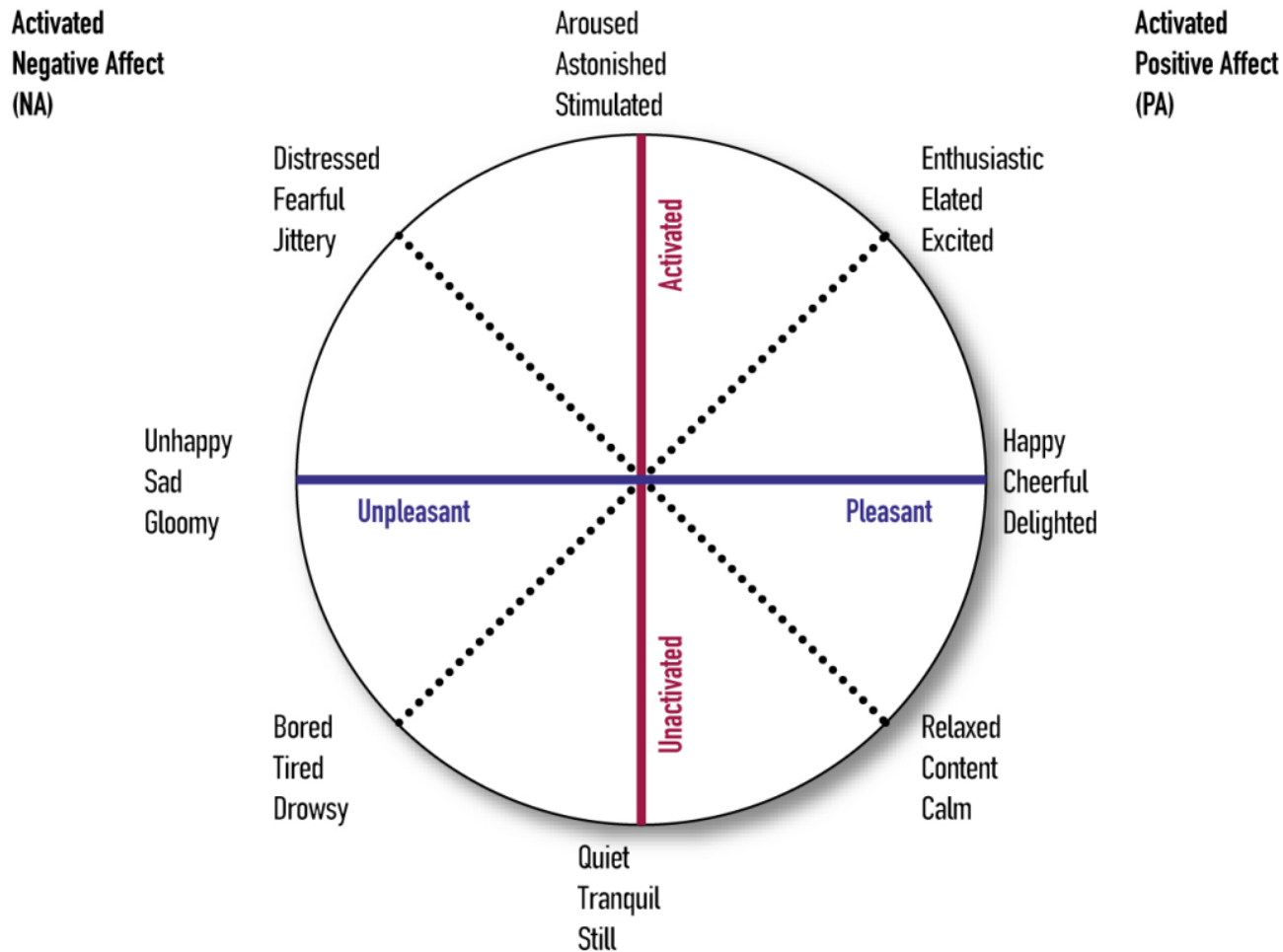
- **Emotion:** A feeling that is often experienced and displayed in reaction to an event, accompanied by physiological changes, and intense enough to disrupt thought processes
- **Mood:** A generalized feeling not identified with an event and not sufficiently intense to interrupt thought processes

What are dispositions?

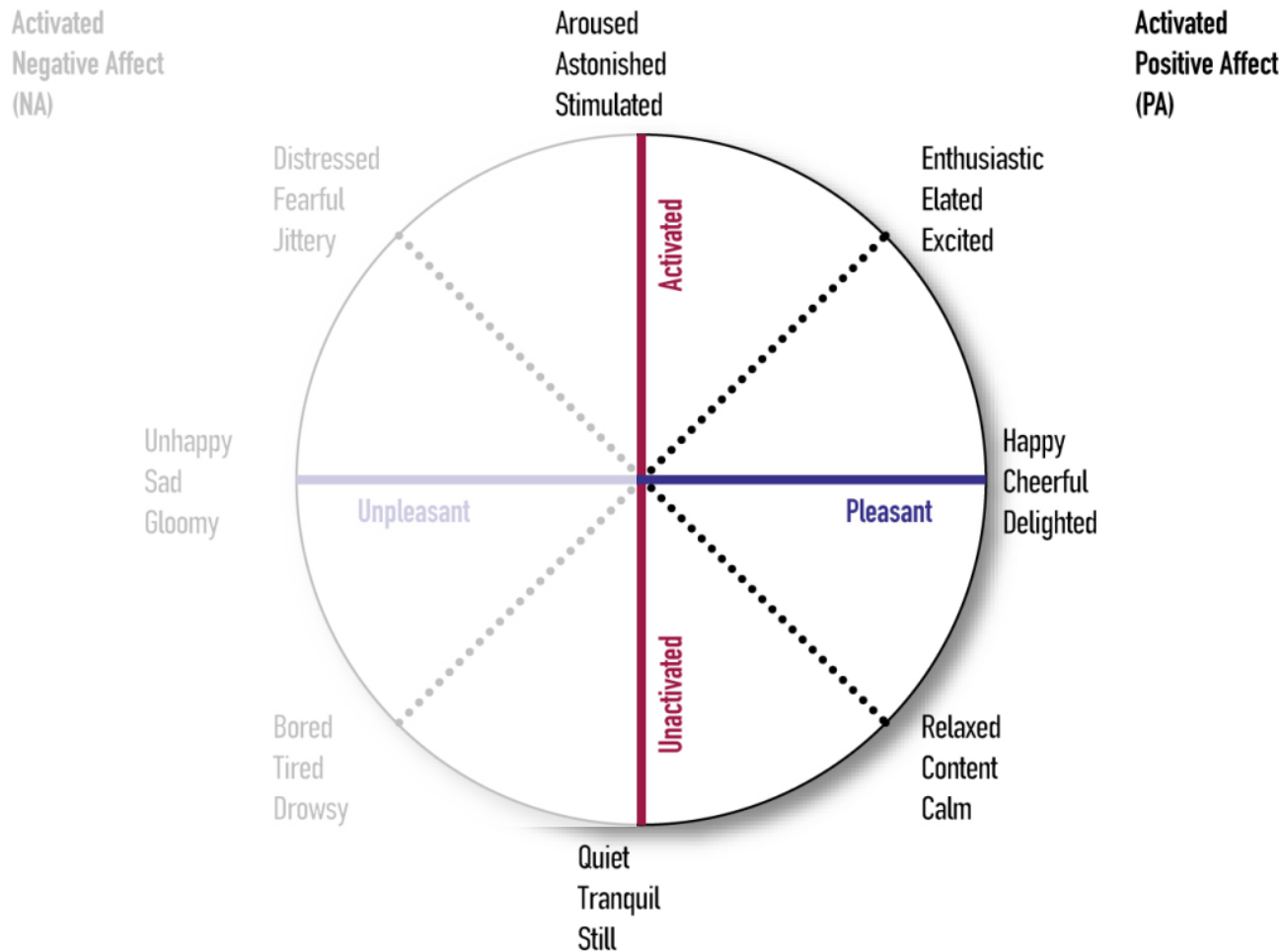
- **Positive affectivity (PA):** The tendency to experience a variety of positive moods
 - Closely related to extraversion
- **Negative affectivity (NA):** The tendency to experience an array of negative moods
 - Closely related to neuroticism



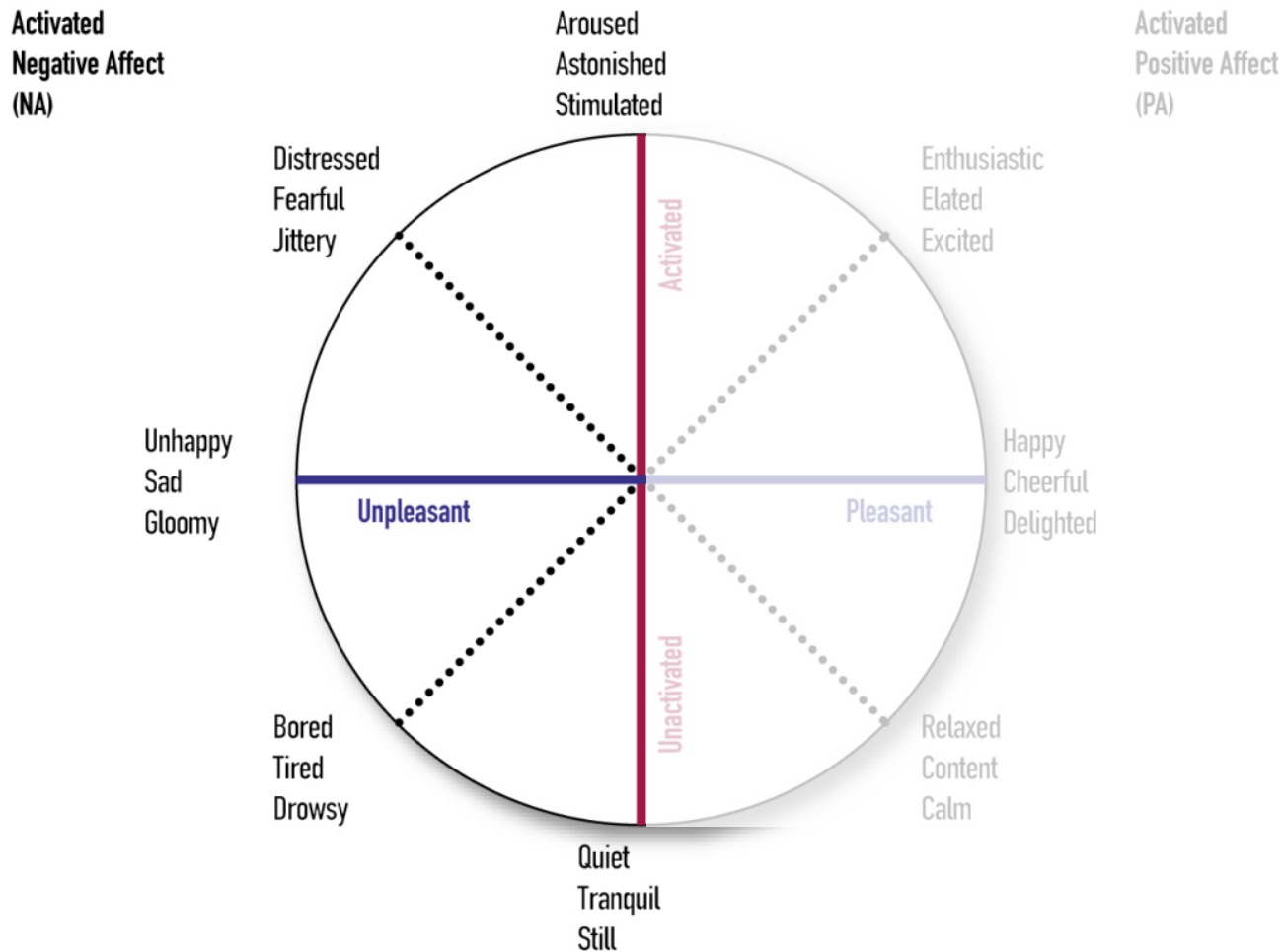
What are emotions and moods?



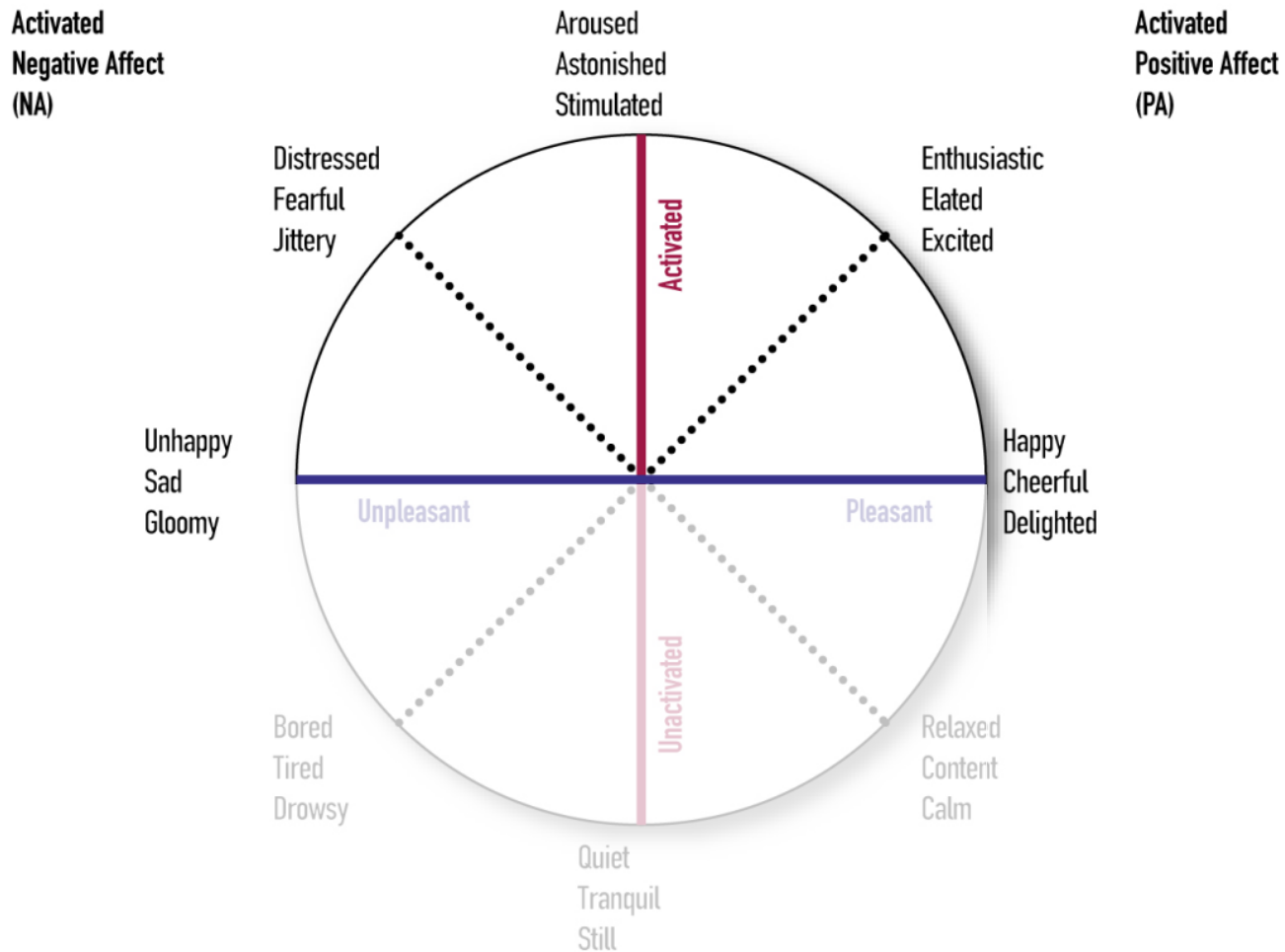
What are emotions and moods?



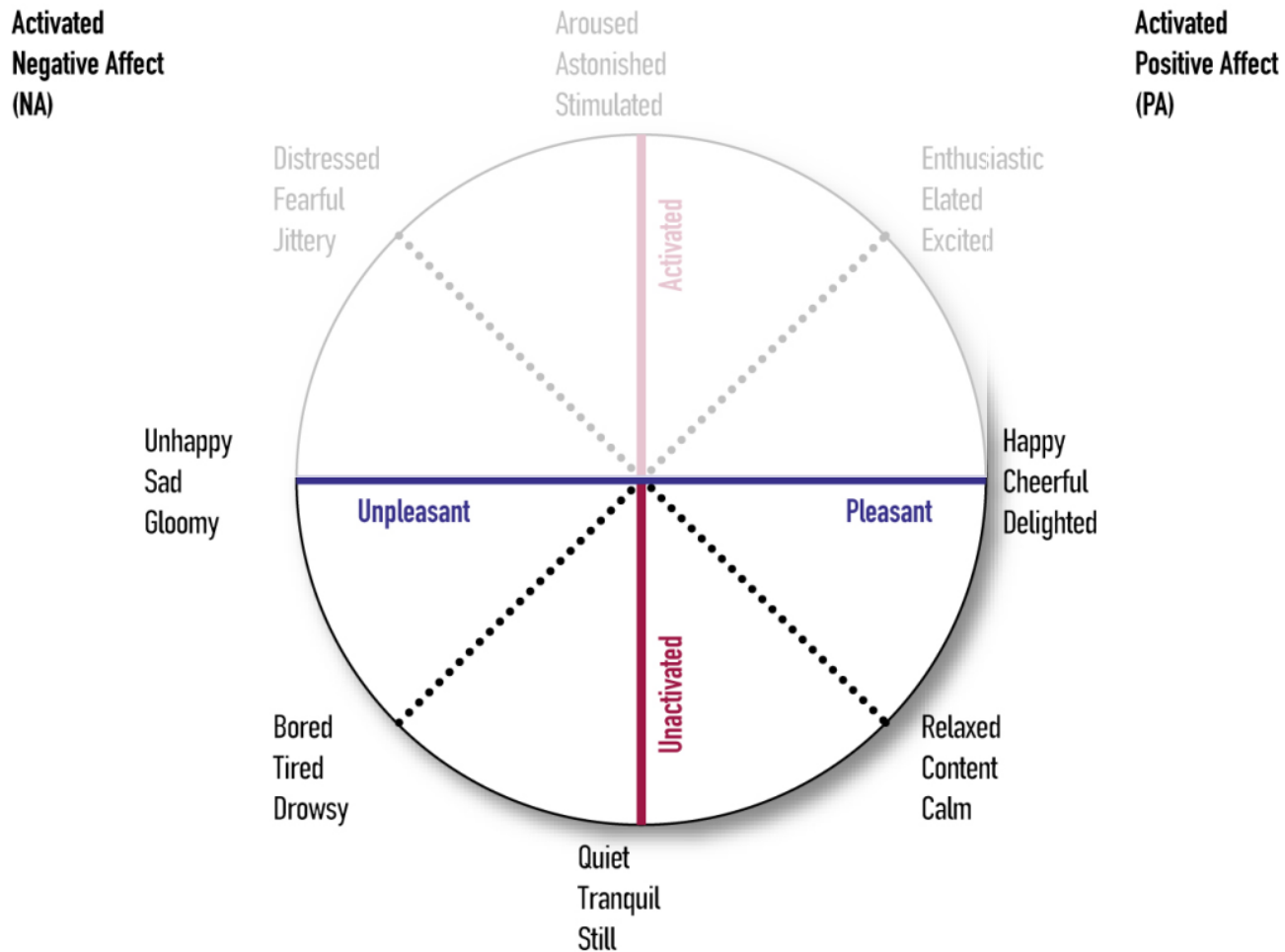
What are emotions and moods?



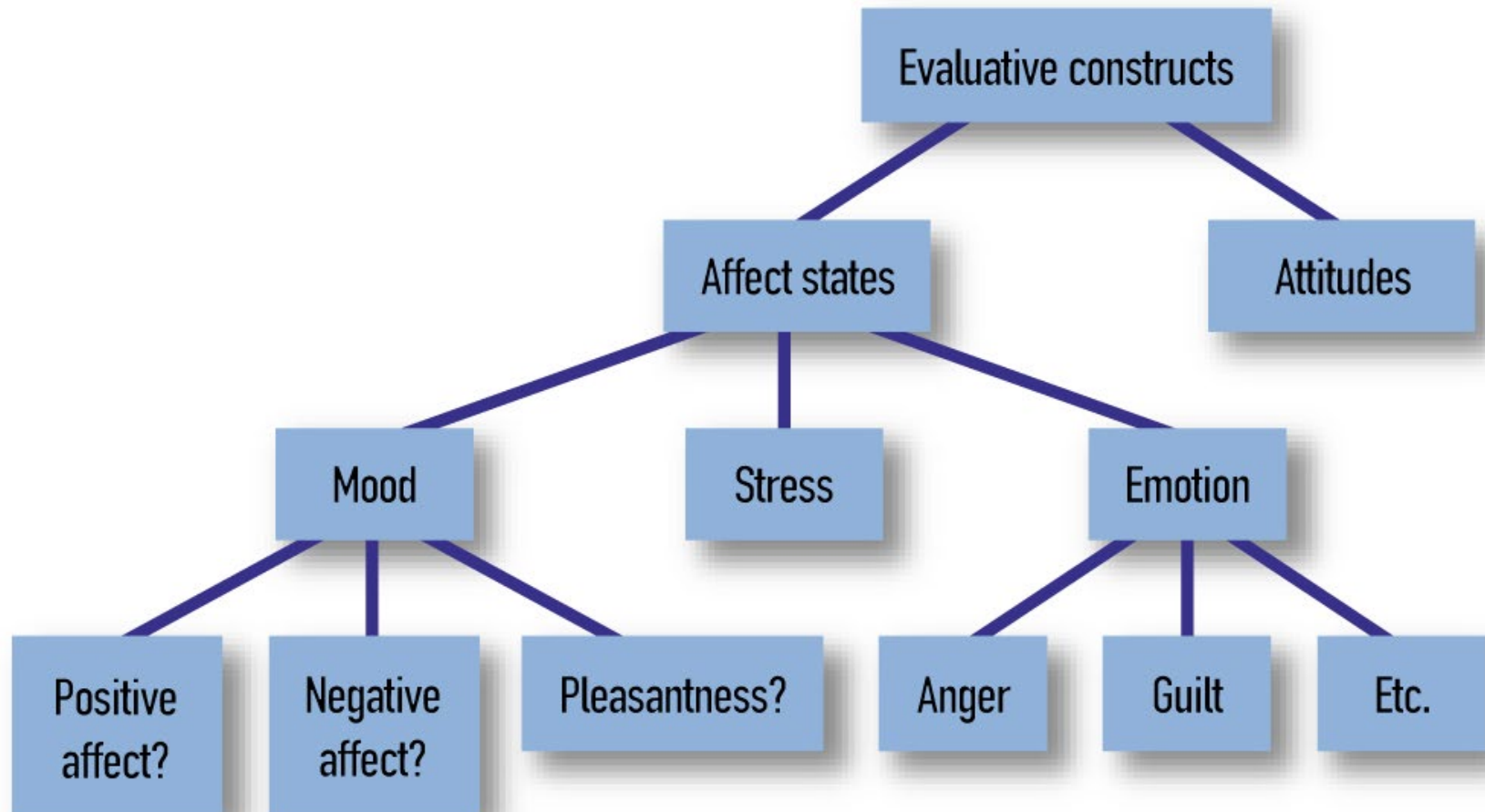
What are emotions and moods?



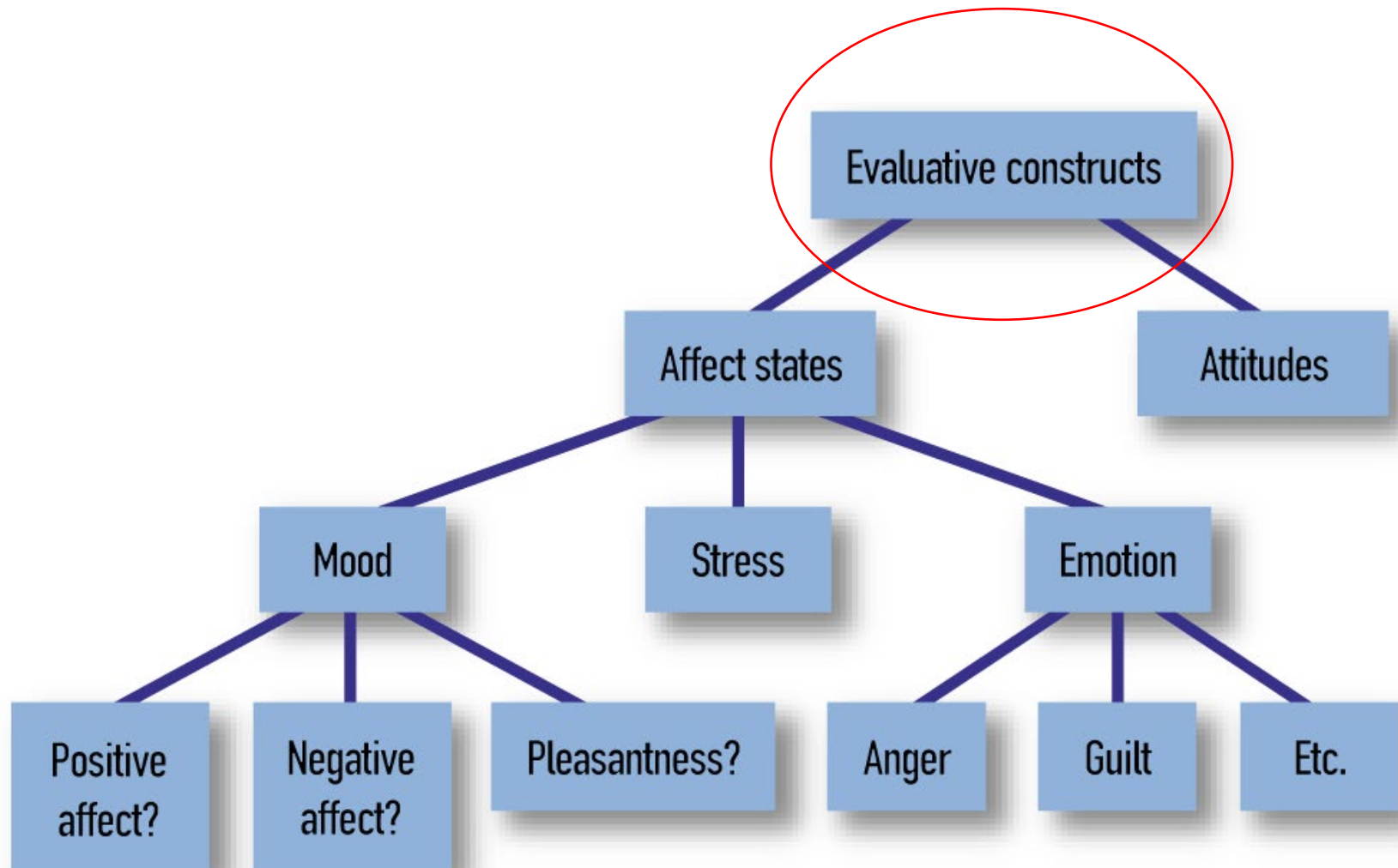
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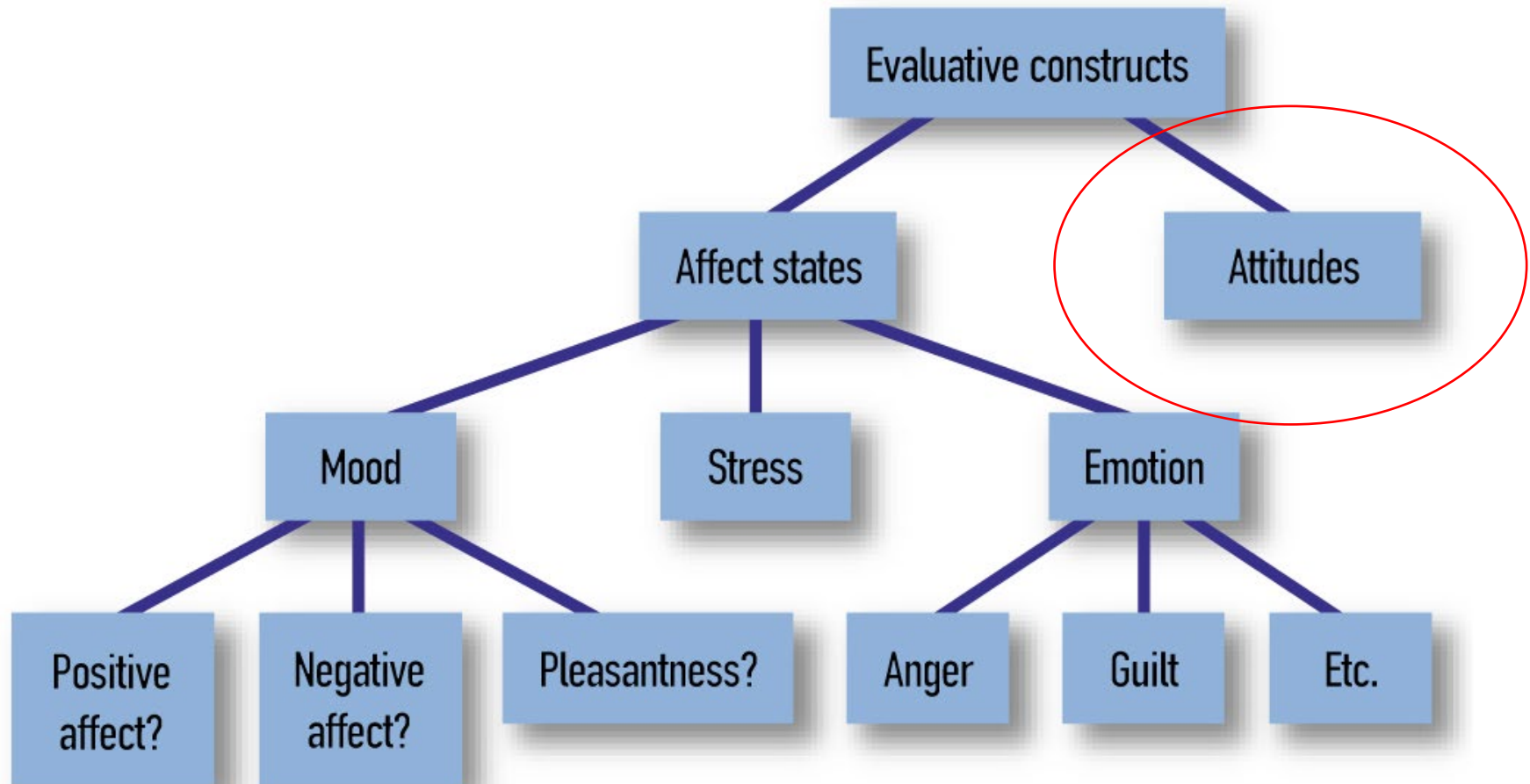
What are emotions and moods?



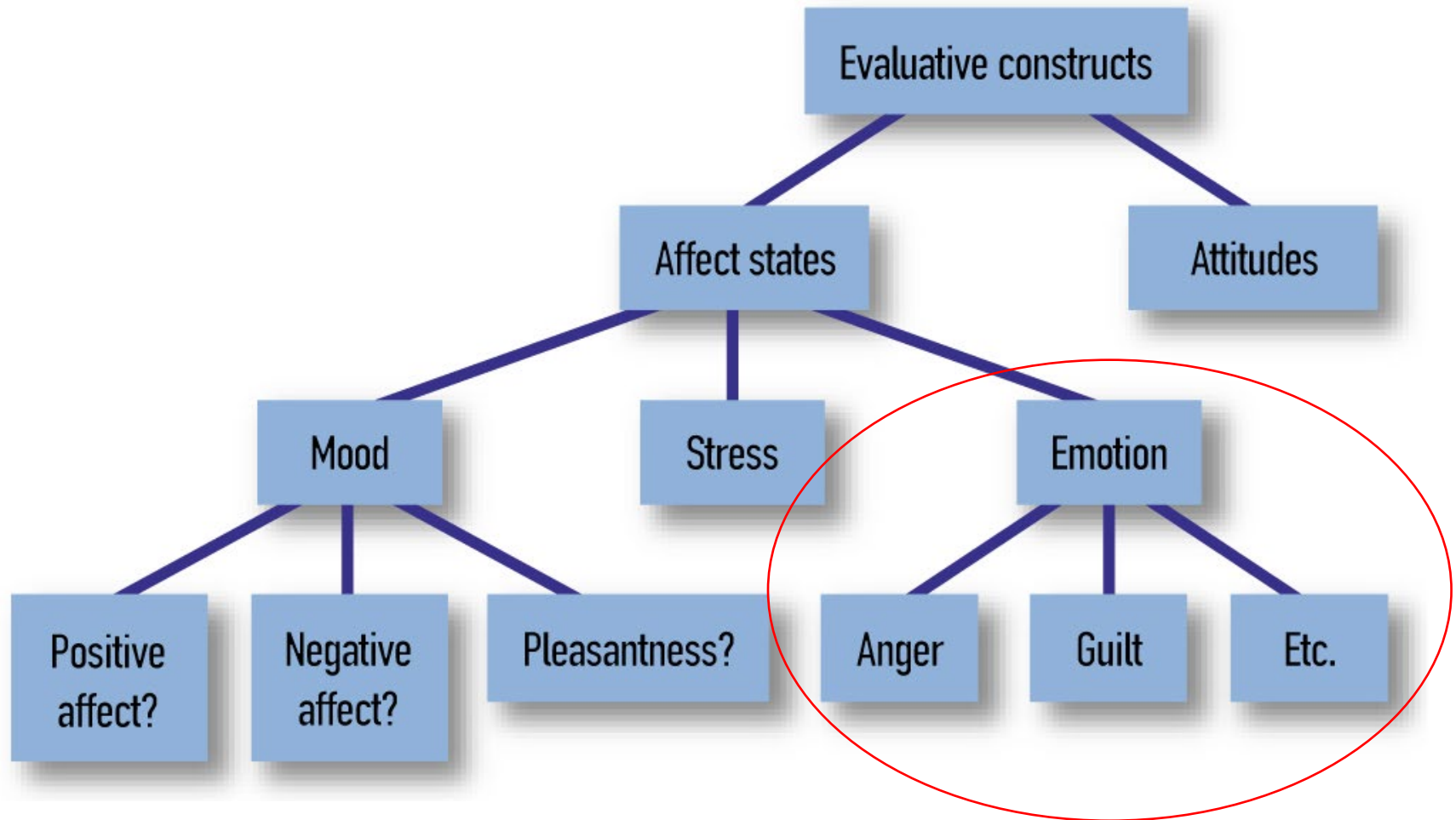
What are emotions and moods?



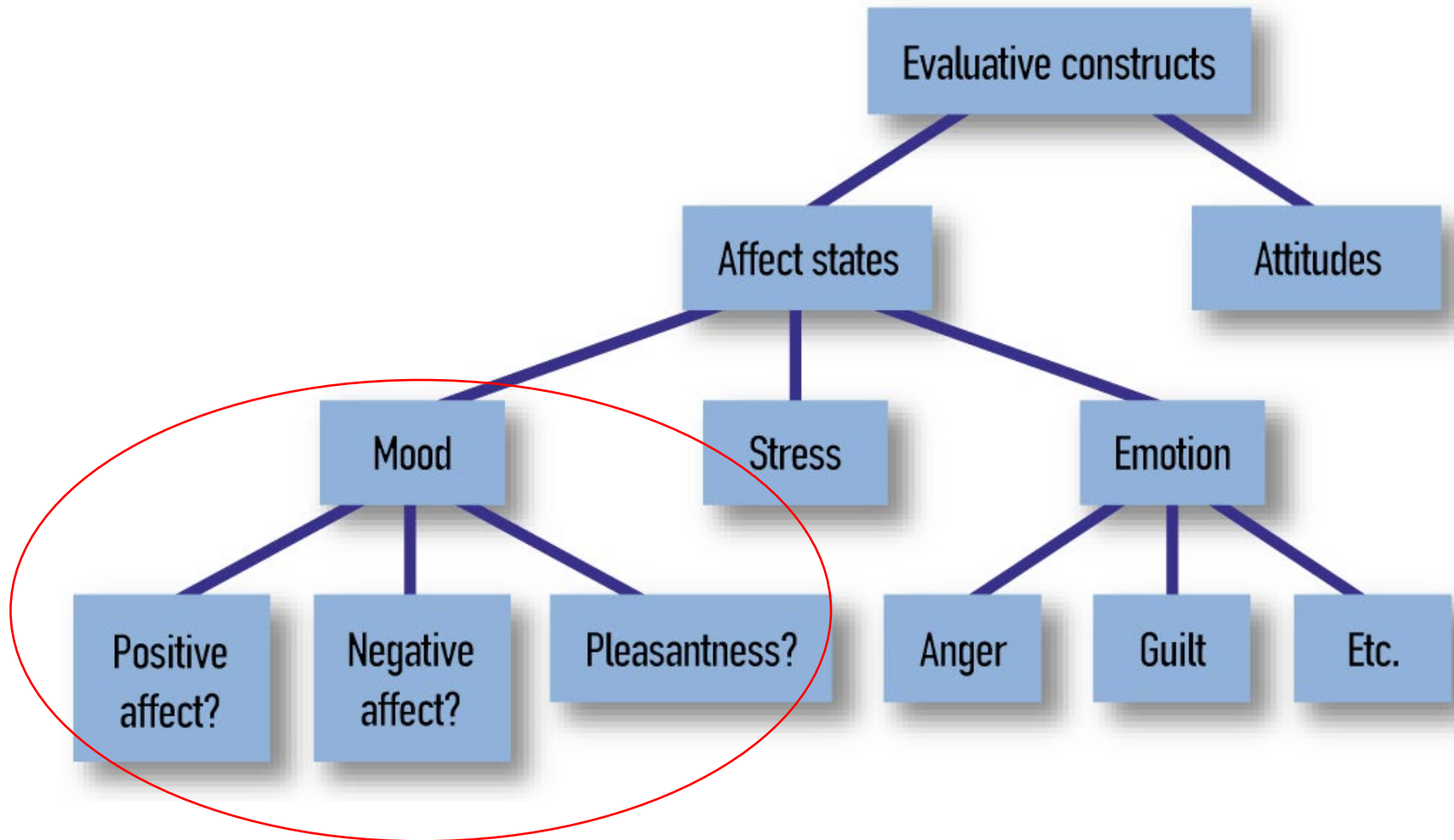
What are emotions and moods?



What are emotions and moods?



What are emotions and moods?



What are emotions and moods?

