

# Organizational Behavior

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## Lecture 2

جامعة الجميع الذكية

تسعى لتكون الكيان الأول الذي يتبنى مبدأ المجتمع التعليمي  
التعاوني ويقدم العلم مقابل العمل لتنمية وبناء المجتمعات.

ORG 123

Organizational Behavior



جامعة الجميع الذكية  
EVERYONE'S SMART UNIVERSITY

### Chapter Learning Objectives

1. Contrast the three components of an attitude.
2. Summarize the relationship between attitudes and behavior.
3. Compare and contrast the major job attitudes.
4. Define job satisfaction and show how it can be measured.

### Chapter Learning Objectives

1. Summarize the main causes of job satisfaction.
2. Identify four employee responses to dissatisfaction.
3. Show whether job satisfaction is a relevant concept in all cultures.

**Attitudes** are evaluative statements or judgments concerning objects, people, or events.

**Three components of an attitude:**

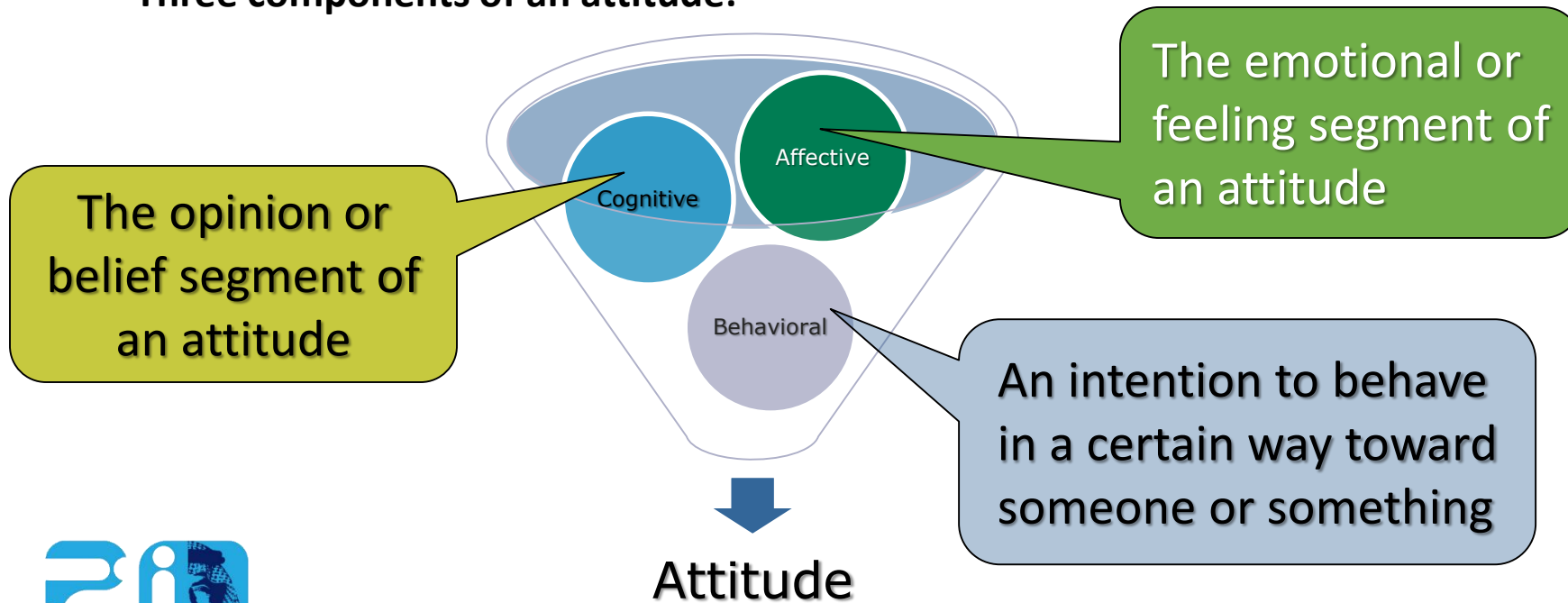


Figure 3-1

### The Components of an Attitude

*Cognition, affect, and behavior are closely related.*

**Cognitive = evaluation**

My supervisor gave a promotion to a coworker who deserved it less than me. My supervisor is unfair.

**Affective = feeling**

I dislike my supervisor!

**Behavioral = action**

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

Negative attitude toward supervisor



*No, the reverse is sometimes true!*

Leon Festinger

**Cognitive Dissonance** is any incompatibility between two or more attitudes or between behavior and attitudes.

Individuals seek to reduce this uncomfortable gap, or *dissonance*, to reach stability and consistency.

Consistency is achieved by changing the attitudes, modifying the behaviors, or through rationalization.  
Desire to reduce dissonance depends on:

- importance of elements;
- degree of individual influence;
- rewards involved in dissonance.

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 is, the better predictor it is.  
High social pressures reduce the relationship and may cause dissonance.  
Attitudes based on personal experience are stronger predictors.

# Chapter 02

## Predicting Behavior from Attitudes (cont'd)



Marriott Hotels strives for consistency between attitudes and behavior through its motto 'Spirit to Serve.'

### **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:**

Employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job, and their perceived autonomy.

12 One study of nursing managers in Singapore found that good leaders empower their employees by involving them in decisions, making them feel their work is important, and giving them discretion to “do their own thing

### **Organizational Commitment**

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

Three dimensions:

Affective commitment: emotional attachment to organization.

Continuance commitment: economic value of staying.

Normative commitment: moral or ethical obligations.

Has some relation to performance, especially for new employees.  
Less important now than in past—now perhaps more of *occupational commitment*, loyalty to profession rather than a given employer.

### **Perceived organizational support (POS)**

The 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.

## What Are the Major Job Attitudes?



To encourage employee engagement, Phillips has a program rewarding entrepreneurship in 22 Arab League states.

### Job Satisfaction

**Job satisfaction is one of the primary job attitudes measured**

Broad term involving a complex individual summation of a number of discrete job elements.

### **How to measure it?**

Single global rating (one question/one answer) – Best.

Summation score (many questions/one average) – OK.

### **Are people satisfied in their jobs?**

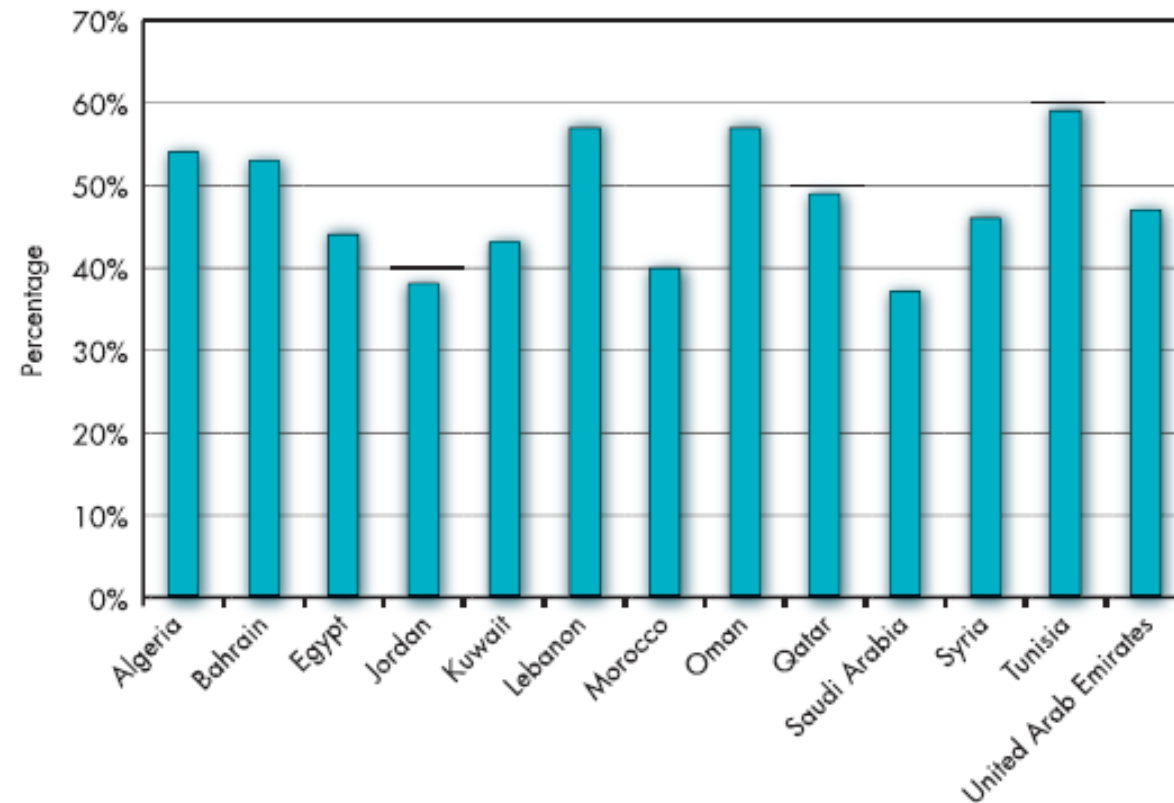
Results depend on how job satisfaction is measured.

Pay and promotion are the most problematic elements.

Figures 3-2 and 3-3 show motivation and satisfaction levels in the Arab world.

Figure 3-2

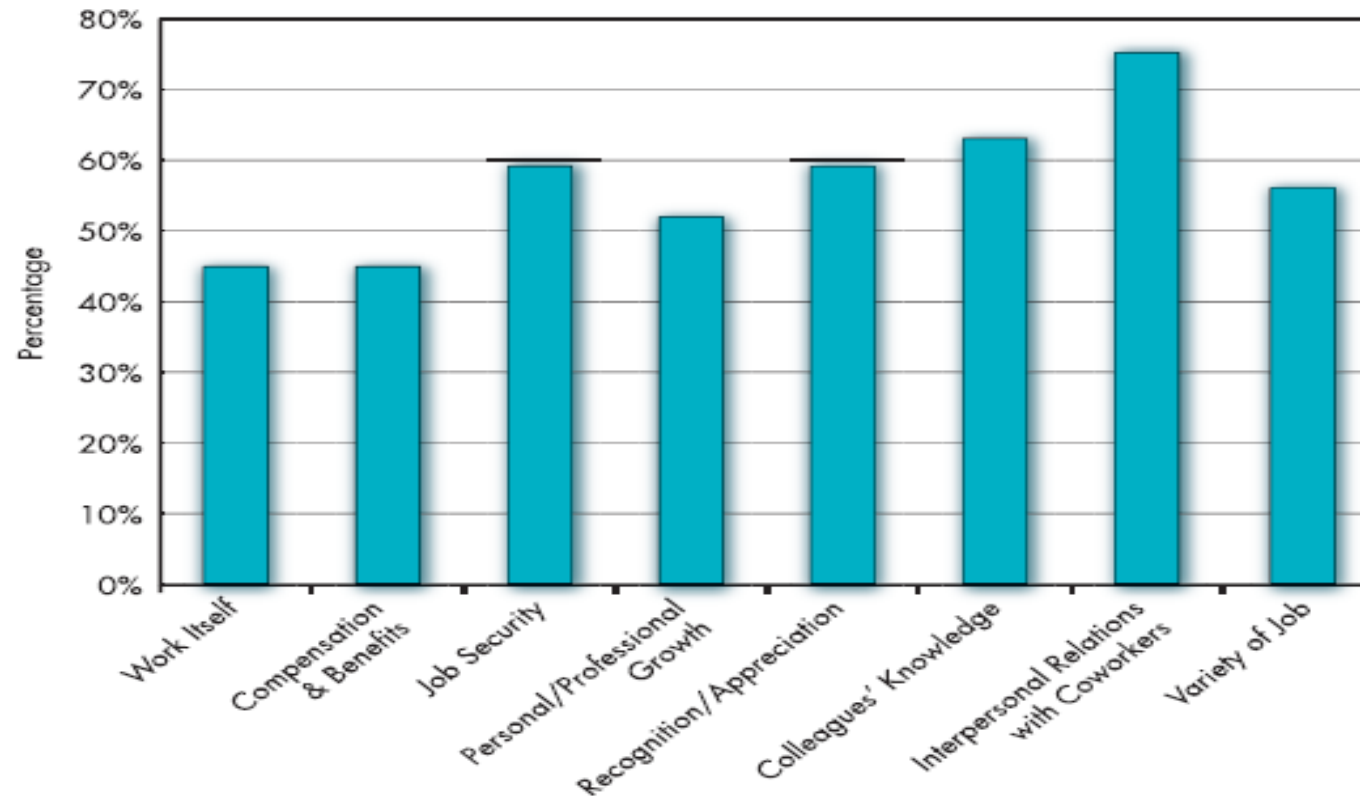
Levels of Motivation at Work by Arab World Countries



Source: Data collected from "Employee Motivation Study," September 2009, Bayt.com.

Figure 3-3

Average Job Satisfaction Levels by Variable in the Arab World



Source: Data collected from "Employee Motivation Study," September 2009, Bayt.com.



### **Pay influences job satisfaction only to a point**

Money may bring happiness, but not necessarily job satisfaction.

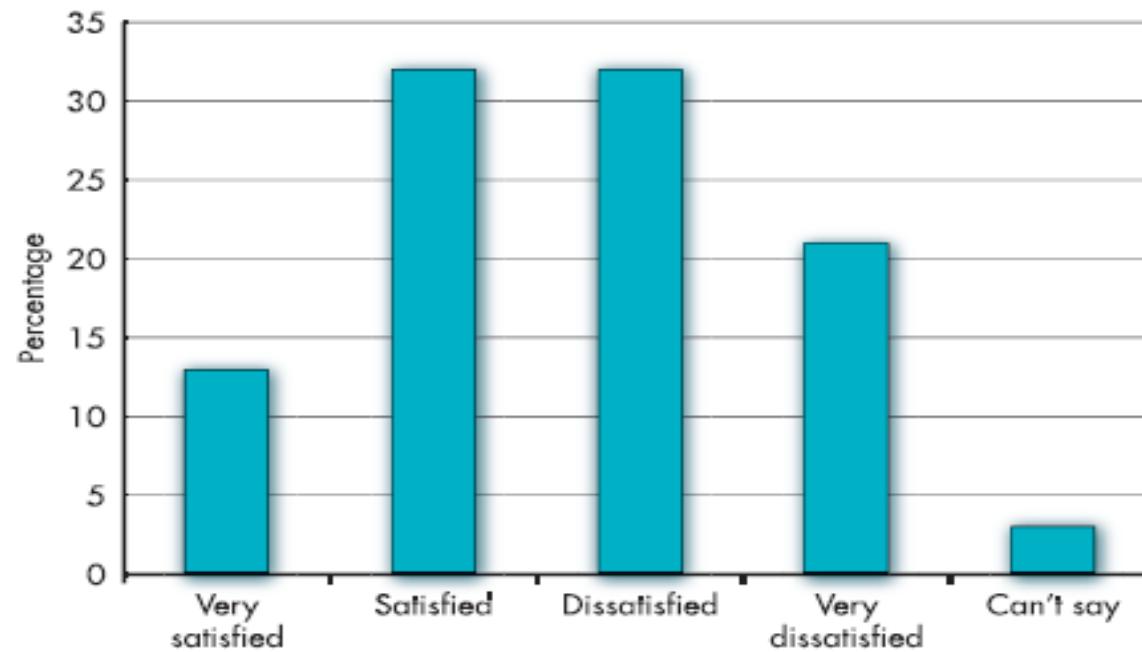
### **Personality can influence job satisfaction**

Negative people are usually not satisfied with their jobs.

Those with **positive core self-evaluation** are more satisfied with their jobs.

Figure 3-4

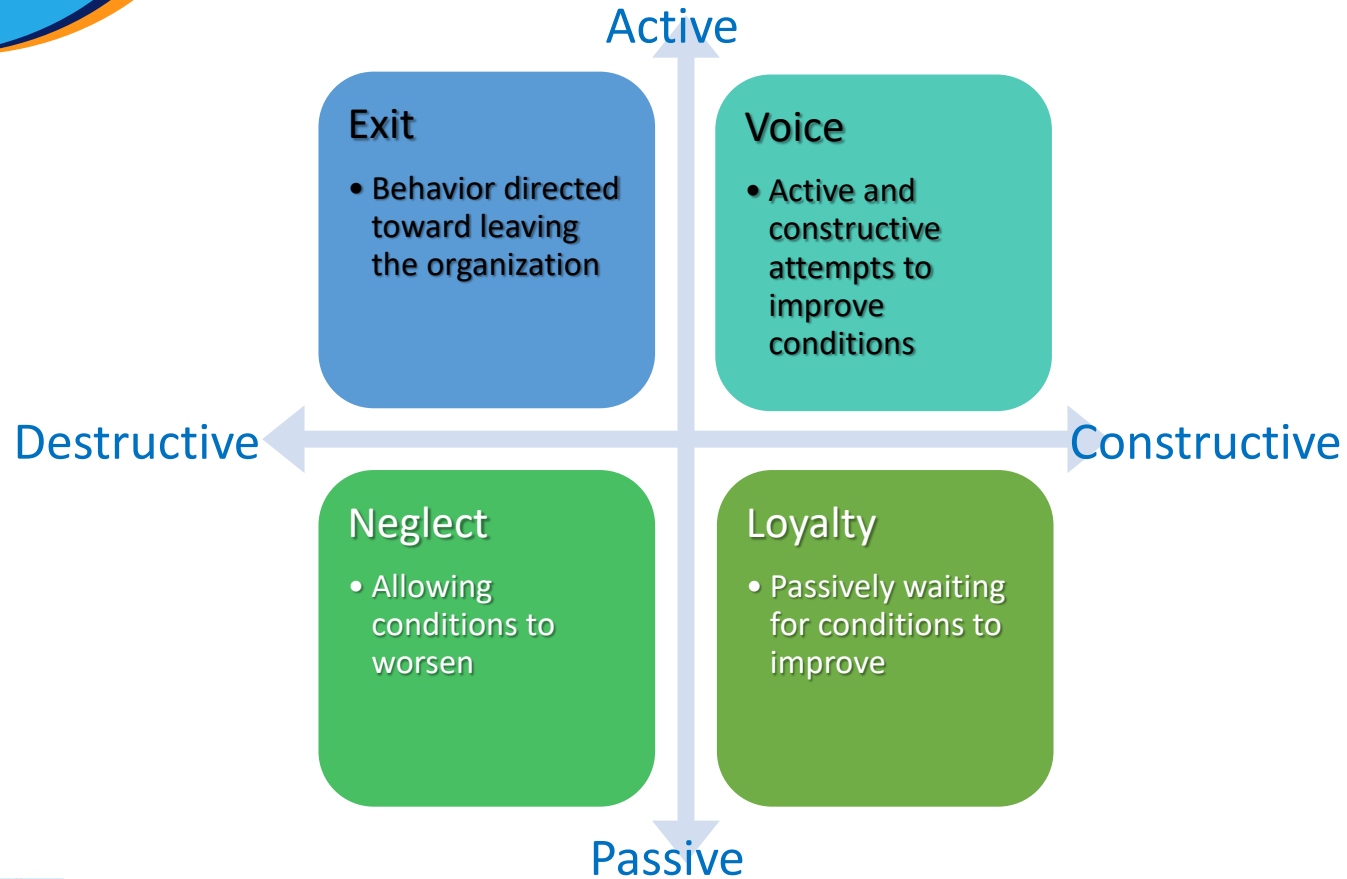
The Relationship Between Compensation and Job Satisfaction in the Arab World



Source: Data collected from "Employee Motivation Study," September 2009, Bayt.com.

# Chapter 02

## Employee Responses to Dissatisfaction



### **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.





A major focus of Nissan Motor Company's Diversity Development Office in Japan is helping female employees develop their careers.

### **Lower 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.*

### **Is job satisfaction specific to cultures?**

Most of the research so far has been in the U. S., but the concept of job satisfaction is not specific to the U.S.  
More research is needed elsewhere.

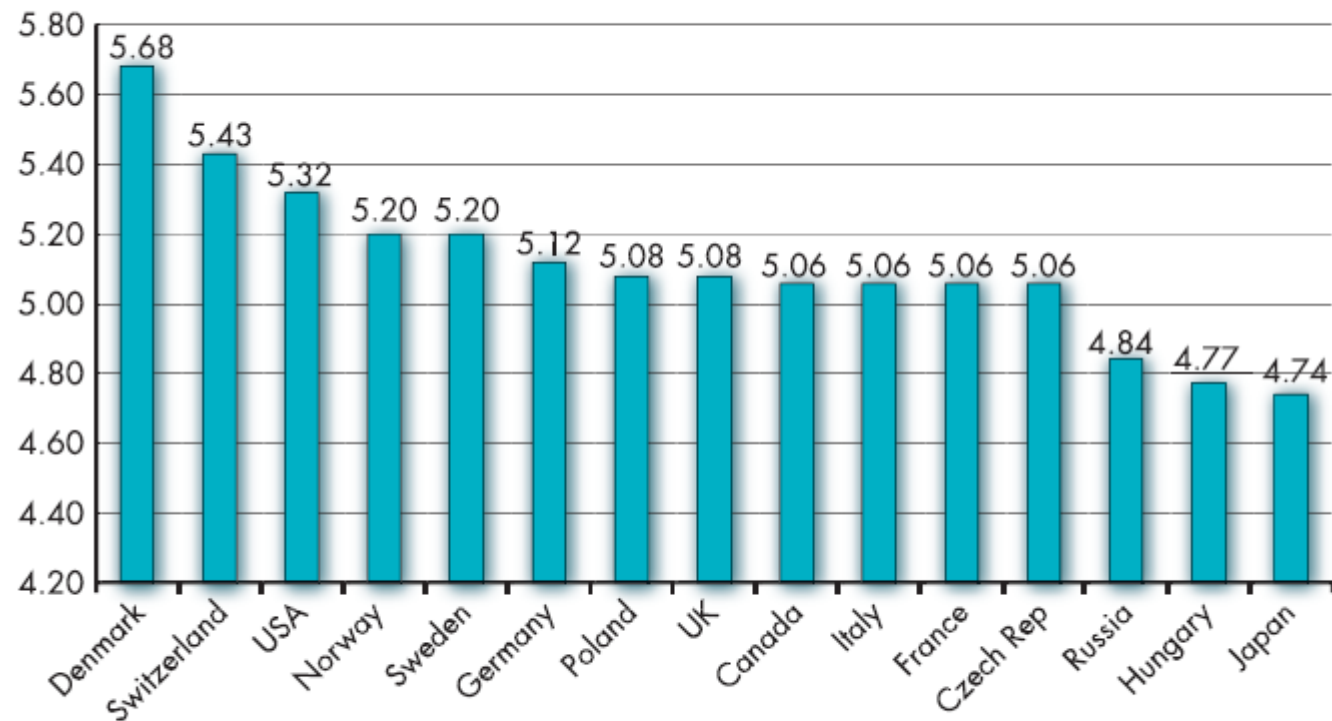
**Are employees in Western cultures more satisfied with their jobs?**

Western workers appear to be more satisfied than those in Eastern cultures.

Perhaps because Westerners emphasize positive emotions and individual happiness more than do those in Eastern cultures.

Figure 3-5

Average Levels of Job Satisfaction by Country



Source: M. Benz and B. S. Frey, "The Value of Autonomy: Evidence from the Self-Employed in 23 Countries," working paper 173, Institute for Empirical Research in Economics, University of Zurich, November 2003 (<http://ssrn.com/abstract=475140>).

Note: Scores represent average job-satisfaction levels in each country as rated on a 1 – very dissatisfied to 10 – very satisfied scale.

### **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.

