



مجموعة جامعة
الجميع الذكية
للتعليم القابضة



PMG 671 Leadership & Organizational Behavior

**Lecture 2
Overview**

Prepared by
Dr. Walid K. El Leithy

www.midocean.ae

Attitudes & Job Satisfaction

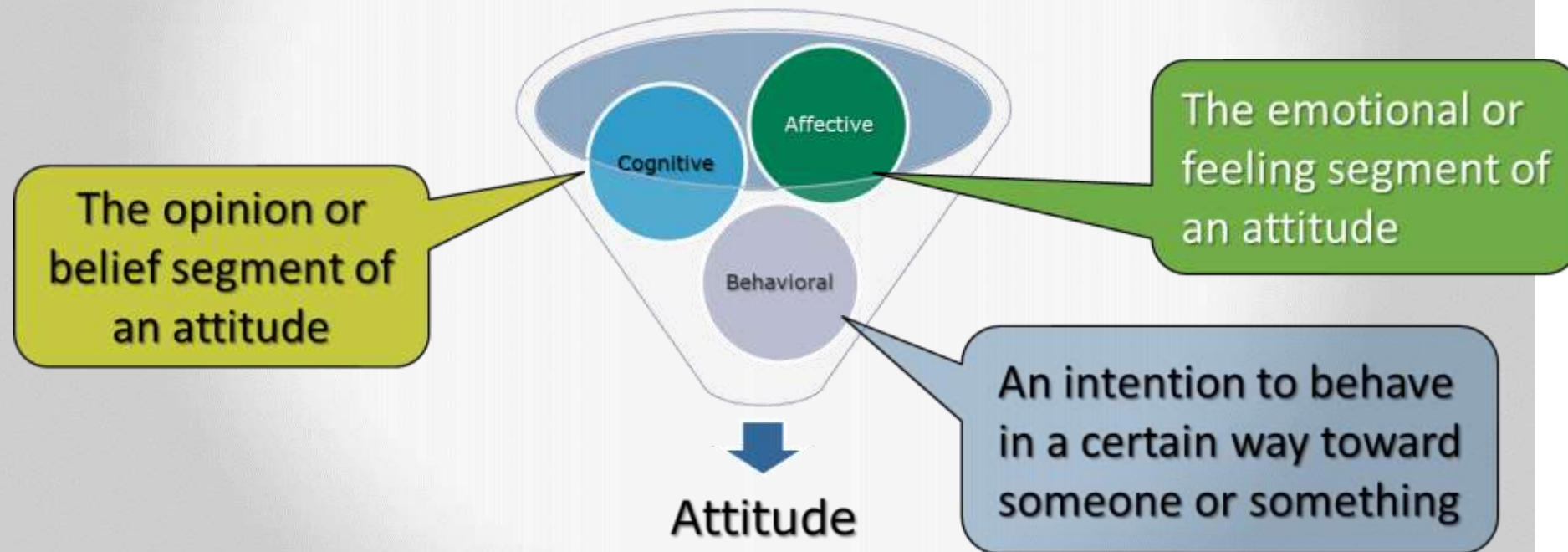
Chapter Learning Objectives

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.

Organizational Behavior

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

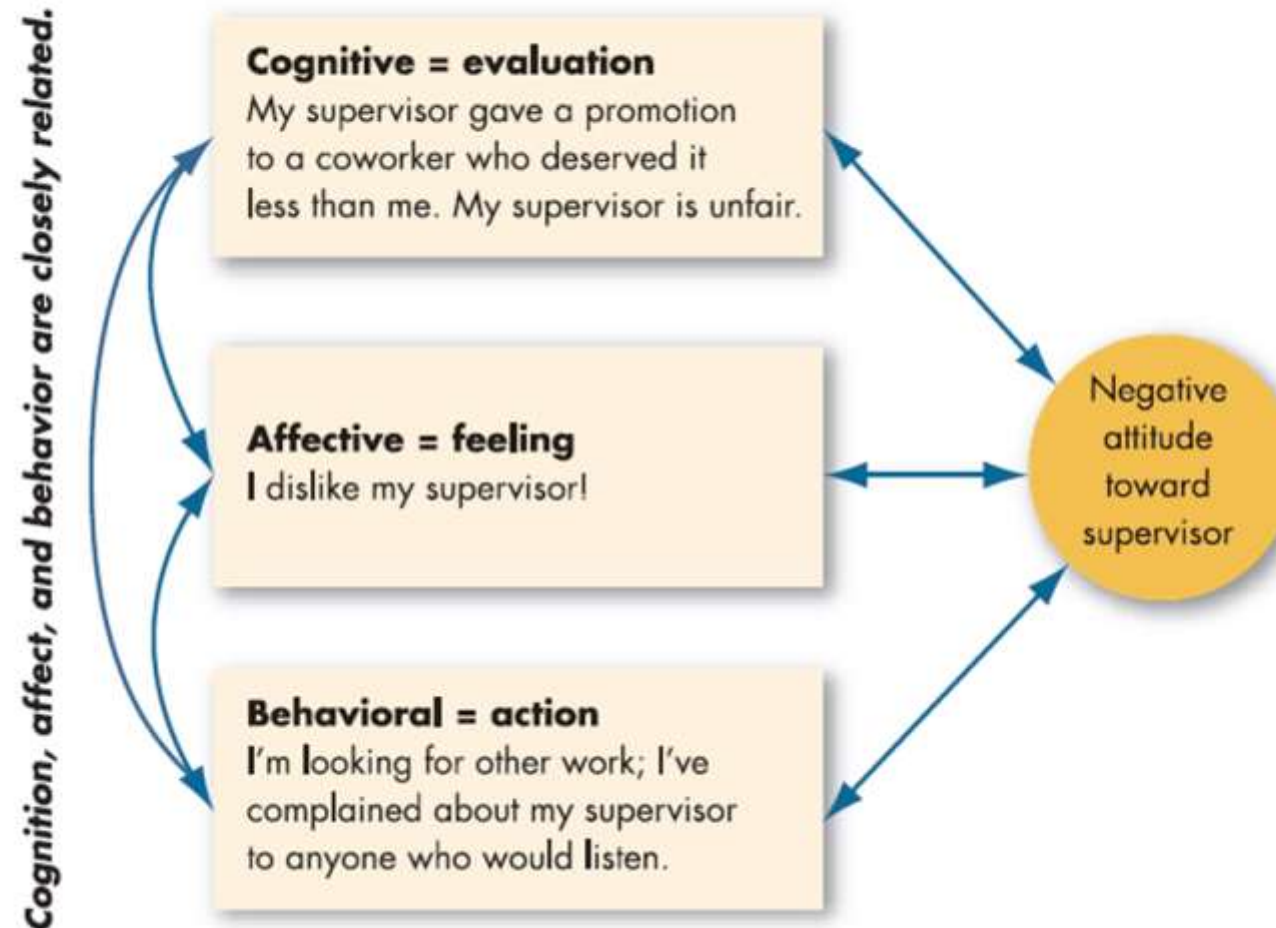
Three components of an attitude:



Attitudes

Figure 3-1

The Components of an Attitude



Does Behavior Always Follow from Attitudes?

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.

Does Behavior Always Follow from Attitudes?

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.

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.

Predicting Behavior from Attitudes

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.

Predicting Behavior from Attitudes (cont'd)



Predicting Behavior from Attitudes (cont'd)

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

What Are the Major Job Attitudes?

Job satisfaction

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

What Are the Major Job Attitudes?

Job involvement

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

What Are the Major Job Attitudes?

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

What Are the Major Job Attitudes?

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.

What Are the Major Job Attitudes?

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.

What Are the Major Job Attitudes?

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.

What Are the Major Job Attitudes?

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.

What Are the Major Job Attitudes?

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.

What Are the Major Job Attitudes?

Are people satisfied in their jobs?

Results depend on how job satisfaction is measured.

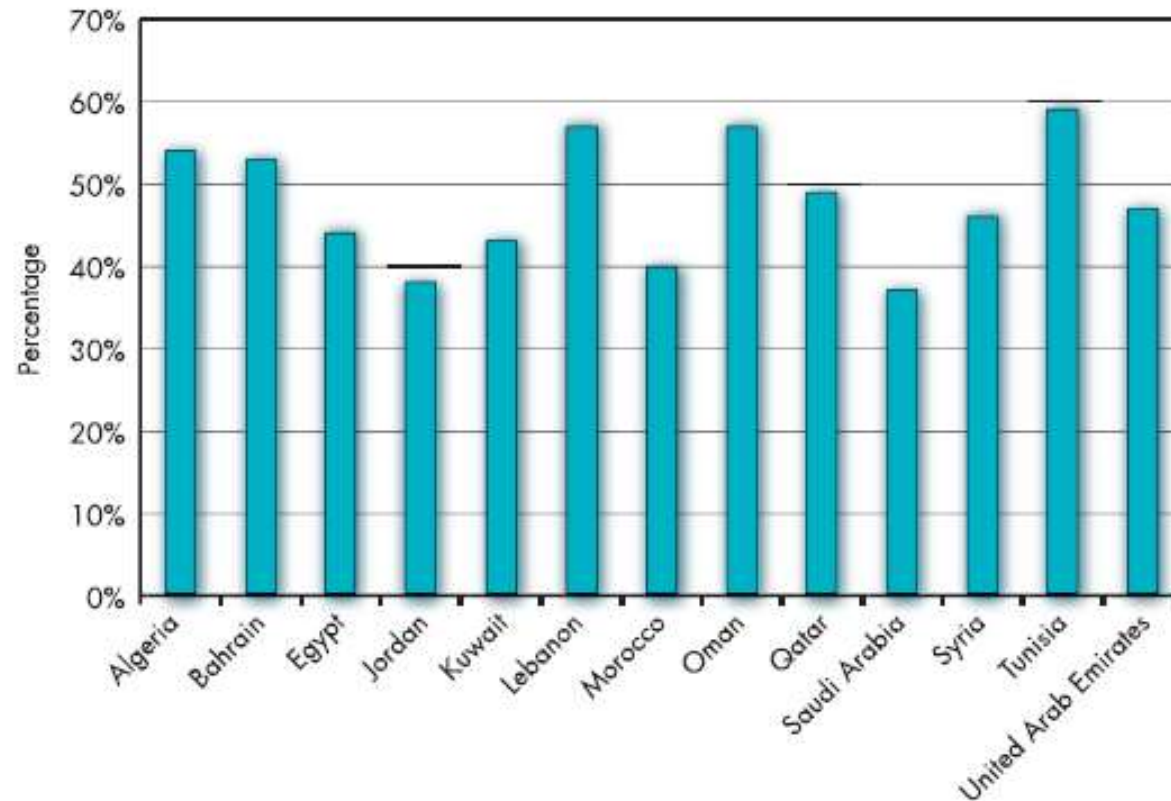
Pay and promotion are the most problematic elements.

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

Job Satisfaction

Figure 3-2

Levels of Motivation at Work by Arab World Countries

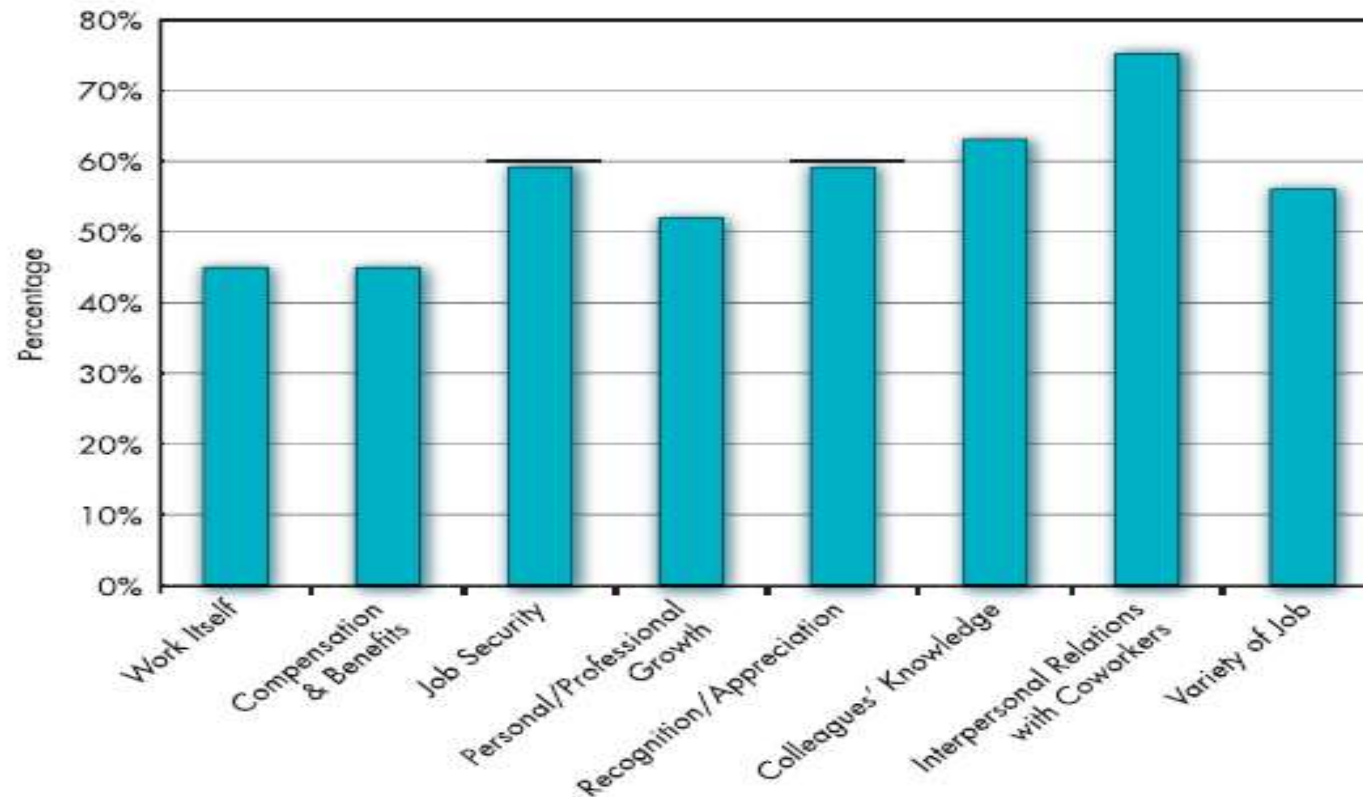


Source: Data collected from "Employee Motivation Study," September 2009, Bayt.com.

Job Satisfaction

Figure 3-3

Average Job Satisfaction Levels by Variable in the Arab World



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

Causes of Job Satisfaction

Pay influences job satisfaction only to a point

Money may bring happiness, but not necessarily job satisfaction.

Personality can influence job satisfaction

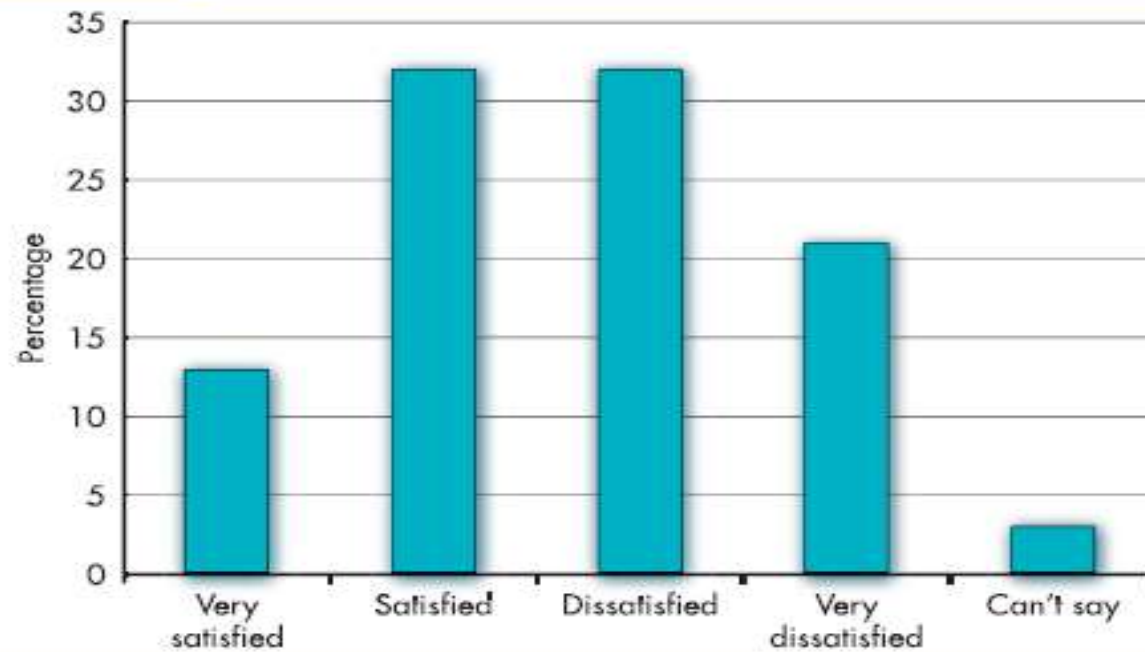
Negative people are usually not satisfied with their jobs.

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

Causes of Job Satisfaction

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.

Employee Responses to Dissatisfaction



Job performance

Satisfied workers are more productive AND more productive workers are more satisfied!

The causality may run both ways.

Outcomes of Job Satisfaction

Organizational citizenship behaviors

Satisfaction influences OCB through perceptions of fairness.

Outcomes of Job Satisfaction

Customer satisfaction

Satisfied frontline employees increase customer satisfaction and loyalty.

Outcomes of Job Satisfaction

Absenteeism

Satisfied employees are moderately less likely to miss work.

Outcomes of Job Satisfaction



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

Outcomes of Job Satisfaction

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.

Outcomes of Job Satisfaction

Workplace deviance

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

Outcomes of Job Satisfaction

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?

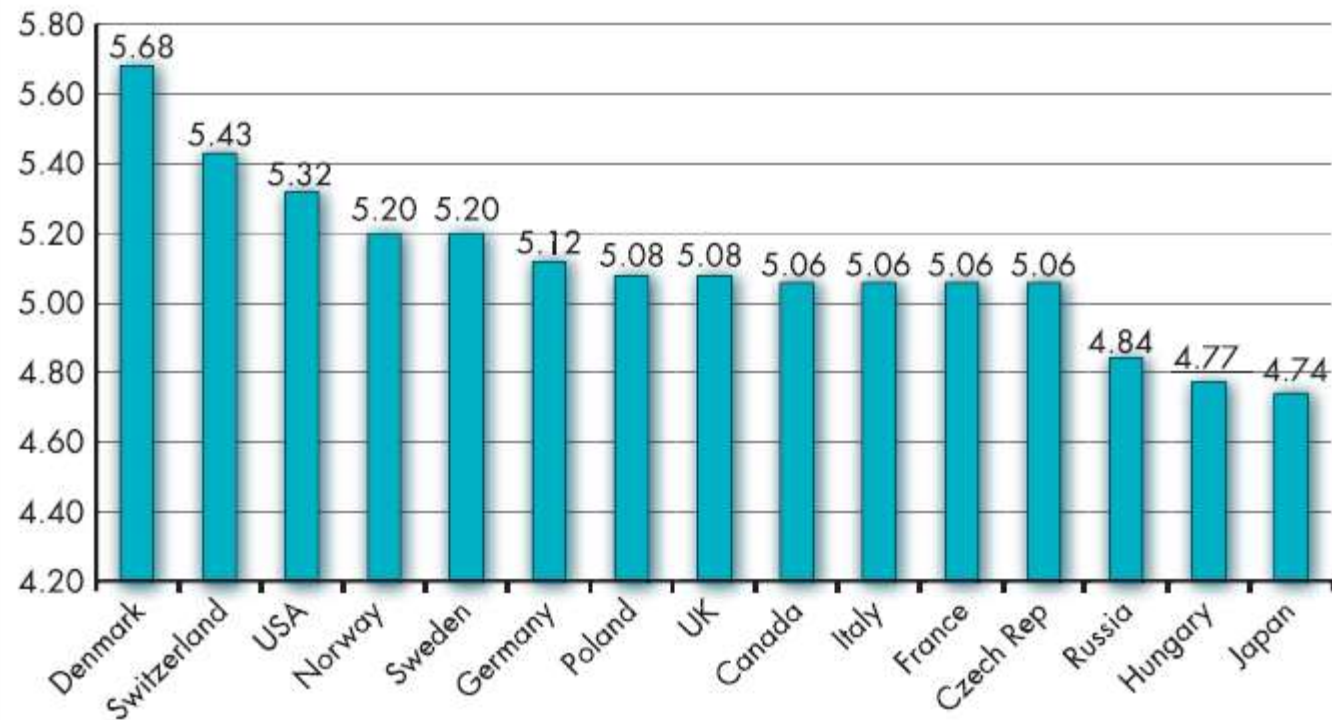
Western workers appear to be more satisfied than those in Eastern cultures.

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

Global Implications

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.

Summary and 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.

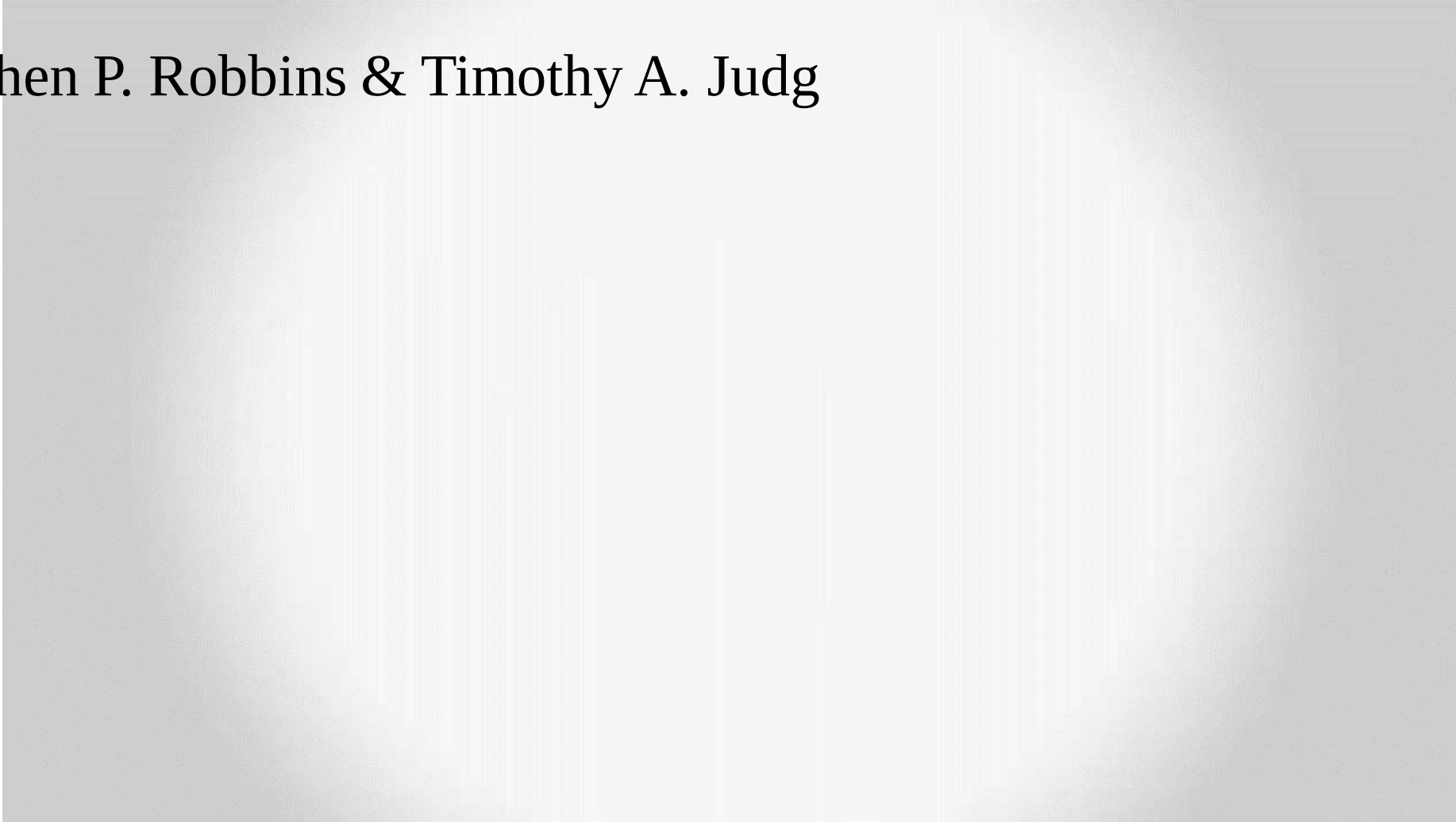
Focus on the intrinsic parts of the job

Make work challenging and interesting.

Pay is not enough.

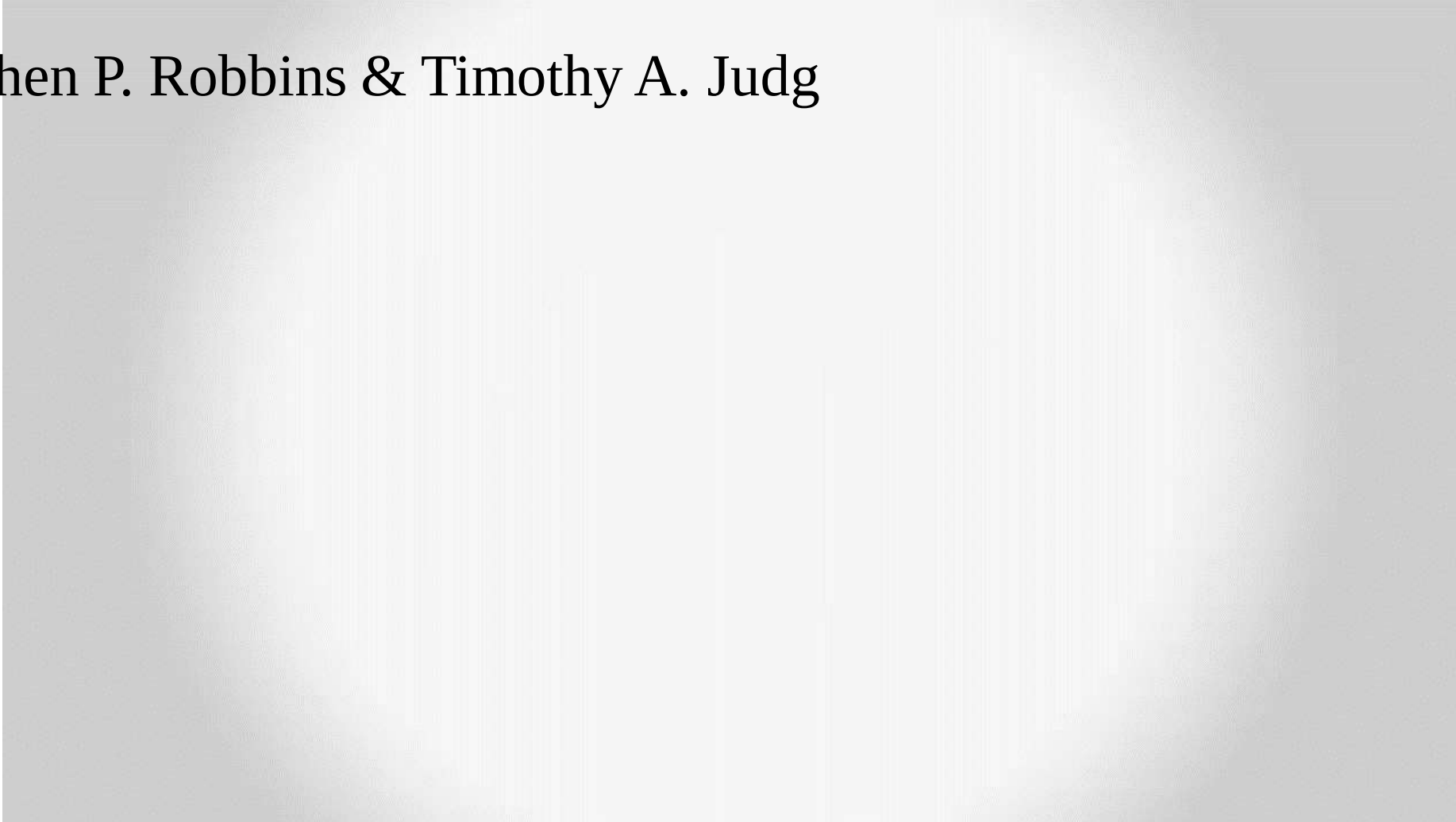
Organizational Behavior

Stephen P. Robbins & Timothy A. Judge



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