

Attitudes and Job Satisfaction In Decision Making

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Lecture 8

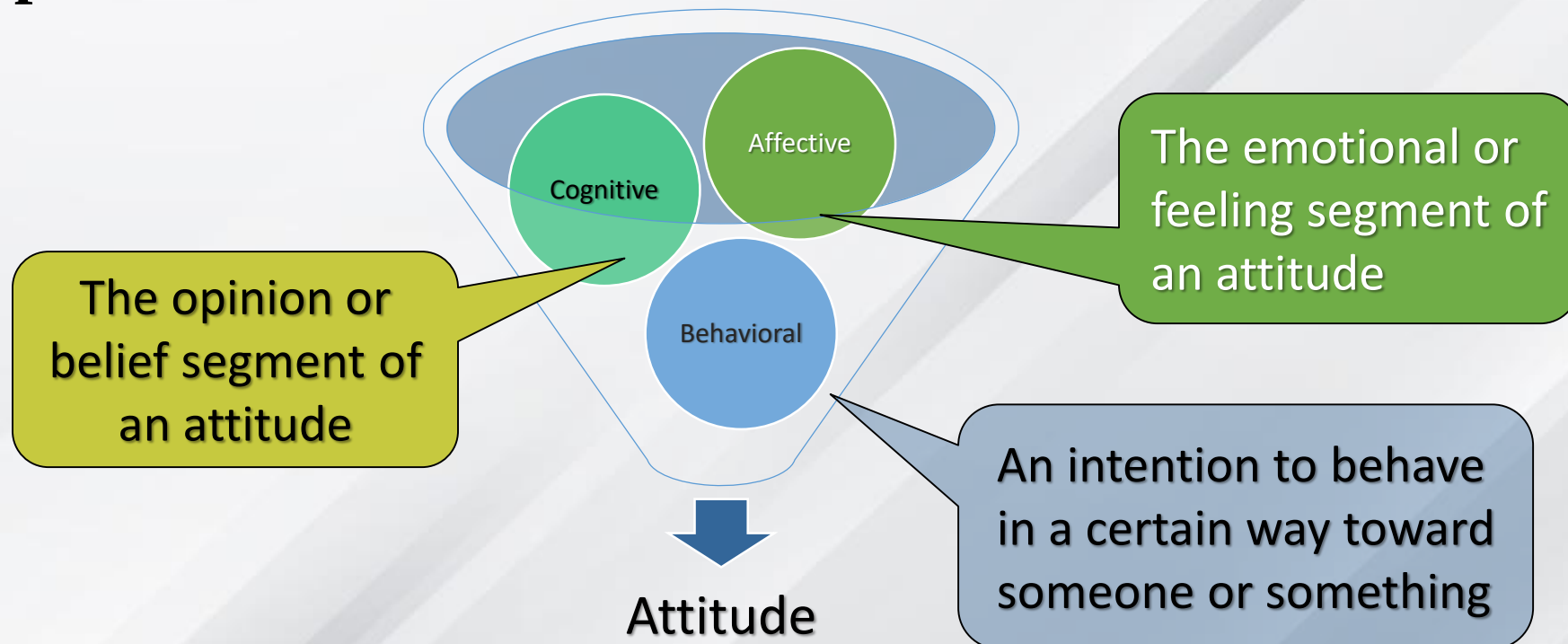


Attitudes

Attitudes

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

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

Does Behavior Always Follow from Attitudes?

No, the reverse is sometimes true!

Leon Festinger

Cognitive Dissonance is any incompatibility between behavior and attitudes.

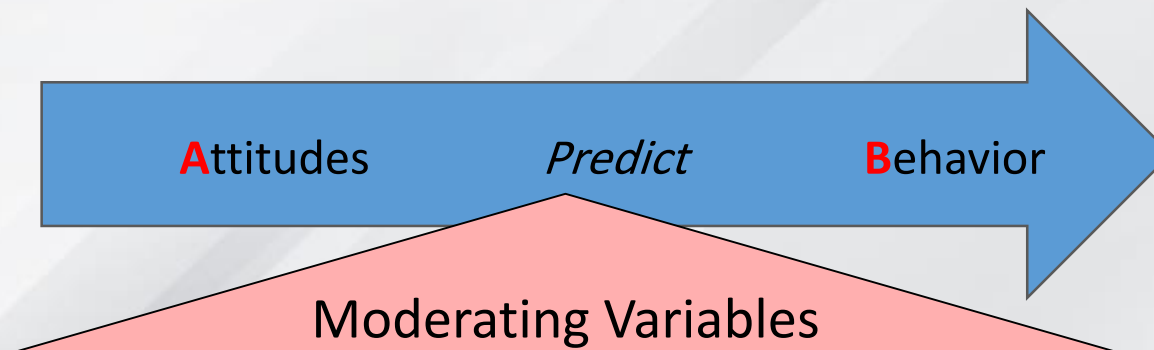
- Individuals seek to reduce this uncomfortable gap, or *dissonance*, to reach stability and consistency.
- Consistency is achieved by changing the attitudes, modifying the behaviors, or through rationalization.
- Desire to reduce dissonance depends on:
 - importance of elements;
 - degree of individual influence;
 - rewards involved in dissonance.



Moderating Variables

The most powerful moderators of the attitude-behavior relationship are:

- importance of the attitude;
- correspondence to behavior;
- accessibility;
- existence of social pressures;
- personal and direct experience of the attitude.



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.
- 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.

What Are the Major Job Attitudes?

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

- Belief in the degree of influence over the job, competence, job meaningfulness, and autonomy.



What Are the Major Job Attitudes? (Cont'd)

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.

What Are the Major Job Attitudes?

(Cont'd)

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 (Organizational citizenship behaviors) 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.

Are These Job Attitudes Really Distinct?



- No: these attitudes are highly related.
- Variables may be redundant (*measuring the same thing under a different name*).
- While there is some distinction, there is also a lot of overlap.

Be patient, OB researchers are working on it!

What is Personality?

The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment.

Gordon Allport.

Personality is the total of ways in which an individual reacts and interacts with others, the measurable traits a person exhibits.

What is Personality?

Measuring Personality

- Helpful in hiring decisions.
- Most common method: self-reporting surveys.
- Observer-ratings surveys provide an independent assessment of personality—often better predictors.

Personality Determinants

Heredity

- Factors determined at conception: physical stature, facial attractiveness, gender, temperament, muscle composition and reflexes, energy level, and bio-rhythms.
- This ‘Heredity Approach’ argues that genes are the source of personality.
- Twin studies: raised apart but very similar personalities.
- Parents don’t add much to personality development.
- There is some personality change over long time periods.



Personality Traits

Traits are enduring characteristics that describe an individual's behavior.

- The more consistent the characteristic and the more frequently it happens in diverse situations, the more important the trait.

Two dominant frameworks are used to describe personality:

- Myers-Briggs Type Indicator (MBTI)
- Big Five Model



Myers-Briggs Types and Their Uses

Each of the sixteen possible combinations has a name, for instance:

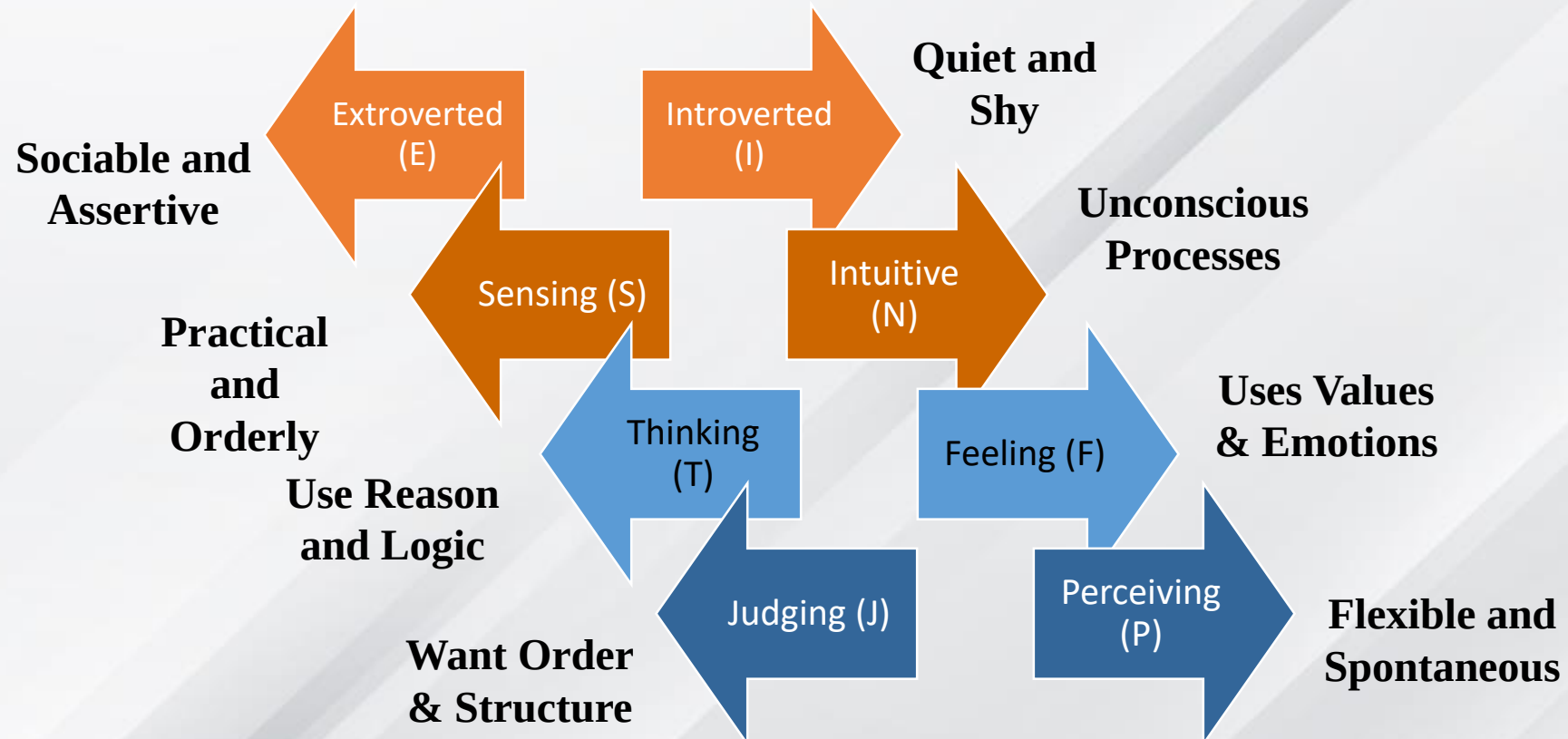
- Visionaries (INTJ) – original, stubborn, and driven.
- Organizers (ESTJ) – realistic, logical, analytical, and business-like.
- Conceptualizer (ENTP) – entrepreneurial, innovative, individualistic, and resourceful.

Research results on the validity of MBTI are mixed.

- MBTI is a good tool for self-awareness and counseling.
- Should not be used as a selection test for job candidates.

The Myers-Briggs Type Indicator

- Most widely used instrument in the world.
- Participants are classified on four axes to determine one of 16 possible personality types, such as ENTJ.



The Big Five Model of Personality Dimensions

Extroversion

- Sociable, gregarious, and assertive

Agreeableness

- Good-natured, cooperative, and trusting

Conscientiousness

- Responsible, dependable, persistent, and organized

Emotional Stability

- Calm, self-confident, secure under stress (positive), versus nervous, depressed, and insecure under stress (negative)

Openness to Experience

- Curious, imaginative, artistic, and sensitive

How Do the Big Five Traits Predict Behavior?

Research has shown this to be a better framework.

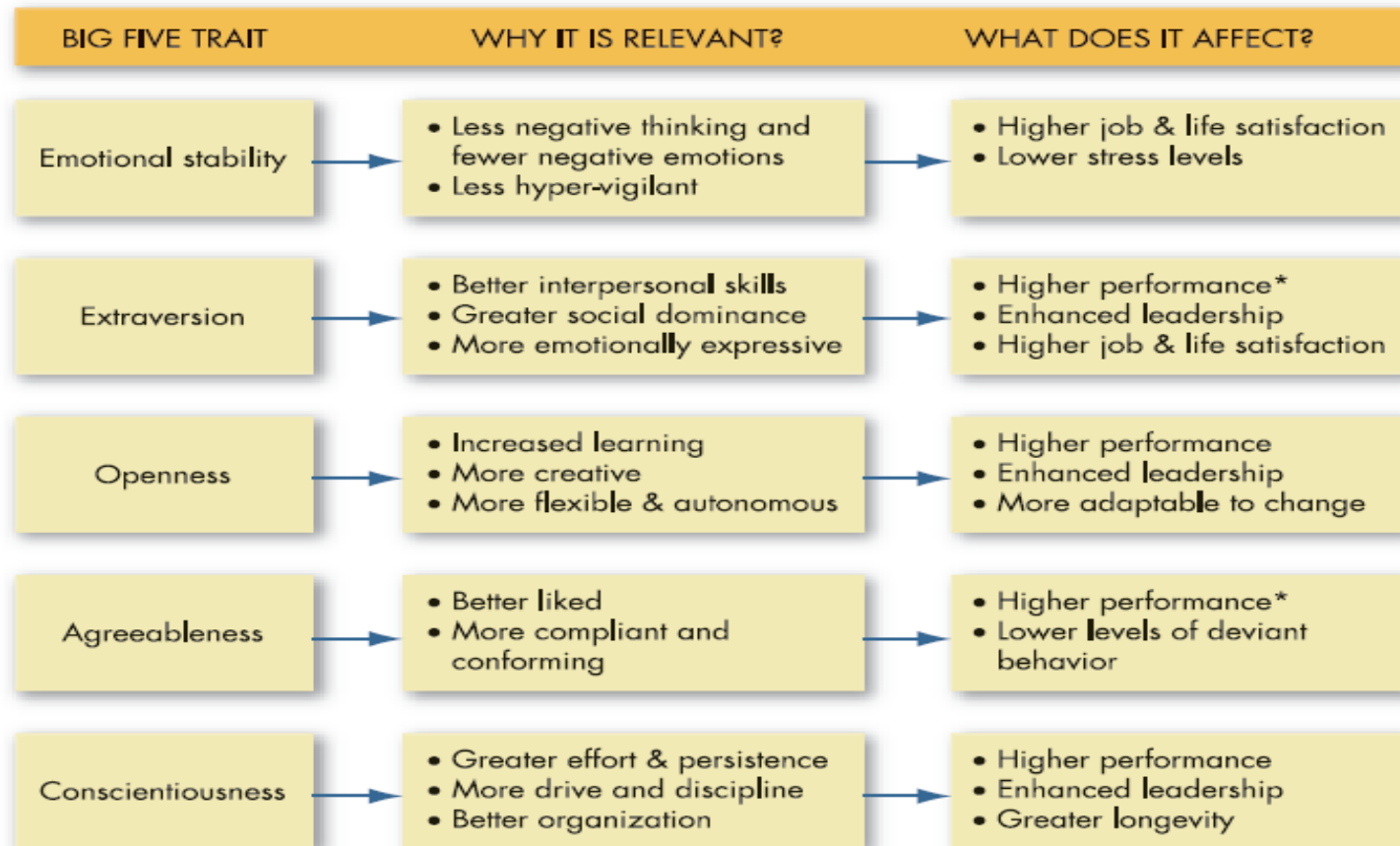
Certain traits have been shown to strongly relate to higher job performance:

- Highly conscientious people develop more job knowledge, exert greater effort, and have better performance.
- Other Big Five Traits also have implications for work.
 - Emotional stability is related to job satisfaction.
 - Extroverts tend to be happier in their jobs and have good social skills.
 - Open people are more creative and can be good leaders.
 - Agreeable people are good in social settings.

The Big Five Traits

Figure 2-2

Model of How Big Five Traits Influence OB Criteria



Other Personality Traits Relevant to OB

Core Self-Evaluation

- The degree to which people like or dislike themselves.
- Positive self-evaluation leads to higher job performance.

Machiavellianism (Manipulation)

- A pragmatic, emotionally distant power-player who believes that ends justify the means.
- High Mach's are manipulative, win more often, and persuade more than they are persuaded. Flourish when:
 - they have direct interaction;
 - they work with minimal rules and regulations;
 - their emotions distract others.

Other Personality Traits Relevant to OB (Cont'd)

Narcissism

- A **narcissist** is an arrogant, entitled, self-important person who needs excessive admiration.
- Less effective in their jobs.

Self-Monitoring

- The ability to adjust behavior to meet external, situational factors.
- High self-monitors conform more and are more likely to become leaders.

Other Personality Traits Relevant to OB (Cont'd)

Risk Taking

- The willingness to take chances.
- May be best to align propensities with job requirements.
- Risk takers make faster decisions with less information.
- Creates positive change in the environment.



Other Personality Traits Relevant to OB (Cont'd)

Type A and B Personalities

- Aggressively involved in a chronic, incessant struggle to achieve more in less time.
 - Impatient: always moving, walking, and eating rapidly.
 - Strive to think or do two or more things at once.
 - Cannot cope with leisure time.
 - Obsessed with achievement numbers.
- Quality of the work can be low.
- Type B people are the complete opposite.

Proactive Personality

- Identifies opportunities, shows initiative, acts, and perseveres to completion.

Values

Values are basic convictions on how to conduct yourself or how to live your life that are personally or socially preferable— “How To” live life properly.

Attributes of Values:

Content Attribute—that the mode of conduct or end-state is important.

- Intensity Attribute—just how important that content is.

Value System:

- A person’s values rank-ordered by intensity.
- Tends to be relatively constant and consistent.



Classifying Values – Rokeach Value Survey

Terminal Values

- Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime.

Instrumental Values

- Preferable modes of behavior or means of achieving one's terminal values.

People in same occupations or categories tend to hold similar values, but:

- values vary between groups
- value differences make it difficult for groups to negotiate and may create conflict.

Value Differences Between Groups

TABLE 2-4 Mean Value Ranking of Executives, Union Members, and Activists (Top Five Only)

Executives		Union Members		Activists	
Terminal	Instrumental	Terminal	Instrumental	Terminal	Instrumental
1. Self-respect	1. Honest	1. Family security	1. Responsible	1. Equality	1. Honest
2. Family security	2. Responsible	2. Freedom	2. Honest	2. A world of peace	2. Helpful
3. Freedom	3. Capable	3. Happiness	3. Courageous	3. Family security	3. Courageous
4. A sense of accomplishment	4. Ambitious	4. Self-respect	4. Independent	4. Self-respect	4. Responsible
5. Happiness	5. Independent	5. Mature love	5. Capable	5. Freedom	5. Capable

Source: Based on W.C. Frederick and J. Weber, "The Values of Corporate Managers and Their Critics: An Empirical Description and Normative Implications," in W.C. Frederick and L.E. Preston (eds.), *Business Ethics: Research Issues and Empirical Studies* (Greenwich, CT: JAI Press, 1990), pp. 123–144.

Linking Personality and Values to the Workplace Person–Job Fit

Managers are less interested in someone's ability to do a specific job than in that person's flexibility.

John Holland's Personality-Job Fit Theory

- Six personality types.
- Vocational Preference Inventory (VPI).

Key Points of the Model:

- There appear to be intrinsic differences in personality between people.
- There are different types of jobs.
- People in jobs congruent with their personality should be more satisfied and therefore turnover should reduce.

Holland's Personality Typology & Occupations

TABLE 2-5 Holland's Typology of Personality and Congruent Occupations

Type	Personality Characteristics	Congruent Occupations
<i>Realistic</i> : Prefers physical activities that require skill, strength, and coordination	Shy, genuine, persistent, stable, conforming, practical	Mechanic, drill press operator, assembly-line worker, farmer
<i>Investigative</i> : Prefers activities that involve thinking, organizing, and understanding	Analytical, original, curious, independent	Biologist, economist, mathematician, news reporter
<i>Social</i> : Prefers activities that involve helping and developing others	Sociable, friendly, cooperative, understanding	Social worker, teacher, counselor, clinical psychologist
<i>Conventional</i> : Prefers rule-regulated, orderly, and unambiguous activities	Conforming, efficient, practical, unimaginative, inflexible	Accountant, corporate manager, bank teller, file clerk
<i>Enterprising</i> : Prefers verbal activities in which there are opportunities to influence others and attain power	Self-confident, ambitious, energetic, domineering	Lawyer, real estate agent, public relations specialist, small business manager
<i>Artistic</i> : Prefers ambiguous and unsystematic activities that allow creative expression	Imaginative, disorderly, idealistic, emotional, impractical	Painter, musician, writer, interior decorator

Still Linking Personality to the Workplace

Person–Organizational Fit

In addition to matching the individual's personality to the job, managers are also concerned with **Person-Organization Fit**.

- The employee's personality must fit with the organizational culture.
- People are attracted to organizations that match their values.
- Those who match are most likely to be selected.
- Mismatches will result in turnover.
- Can use the Big Five personality types to match to the organizational culture.

Linking Cultures and Behaviors

Hofstede's Framework: Power Distance

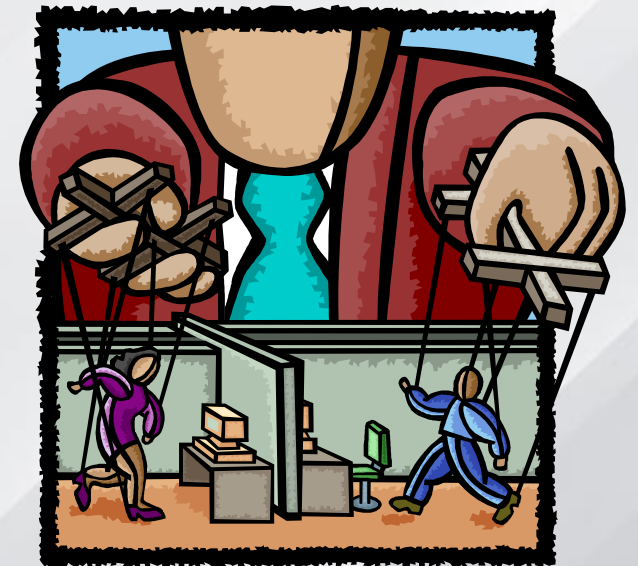
Power Distance is the extent to which a society accepts that power in institutions and organizations is distributed unequally.

Low distance

- Relatively equal power between those with status/wealth and those without status/wealth

High distance

- Extremely unequal power distribution between those with status/wealth and those without status/wealth



Linking Cultures and Behaviors

Hofstede's Framework: Individualism

Individualism

- The degree to which people prefer to act as individuals rather than a member of groups.

Collectivism

- A tight social framework in which people expect others in groups of which they are a part to look after them and protect them.



Linking Cultures and Behaviors

Hofstede's Framework: Masculinity

Masculinity

- The extent to which society values the work roles of achievement, power, and control, and where assertiveness and materialism are also valued.

Femininity

- The extent to which there is little differentiation between roles for men and women.

Linking Cultures and Behaviors

Hofstede's Framework: Uncertainty Avoidance

Uncertainty avoidance is the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.

High Uncertainty Avoidance:

Society does not like ambiguous situations and tries to avoid them.

Low Uncertainty Avoidance:

Society does not mind ambiguous situations and embraces them.



Linking Cultures and Behaviors

Hofstede's Framework: Time Orientation

Long-term Orientation

- A national culture attribute that emphasizes the future, thrift, and persistence.

Short-term Orientation

- A national culture attribute that emphasizes the present and the here and now.



Job Satisfaction

Job satisfaction is one of the primary job attitudes measured

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

How to measure it?

- Single global rating (one question/one answer) – Best.
- Summation score (many questions/one average) – OK.

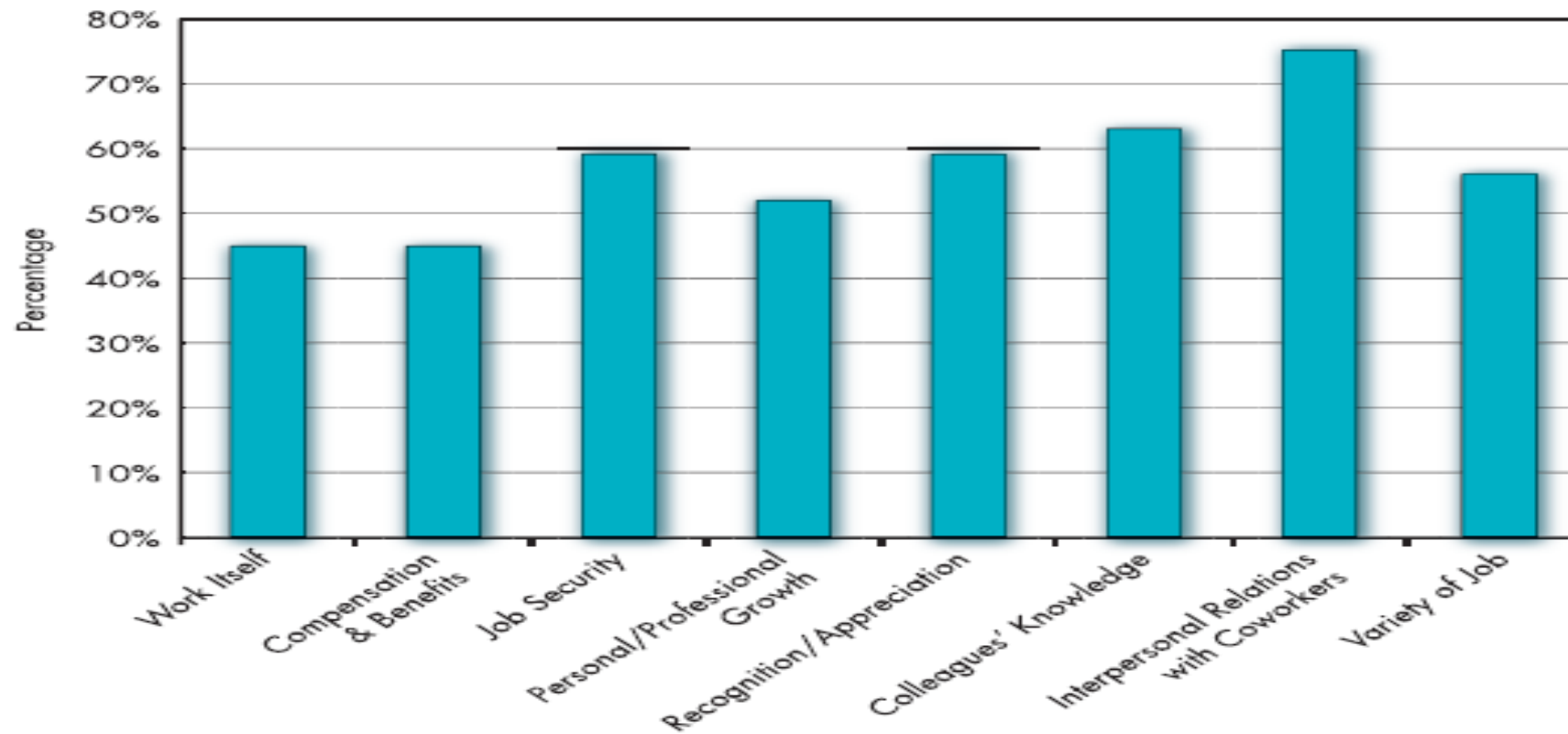
Are people satisfied in their jobs?

- 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.

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.

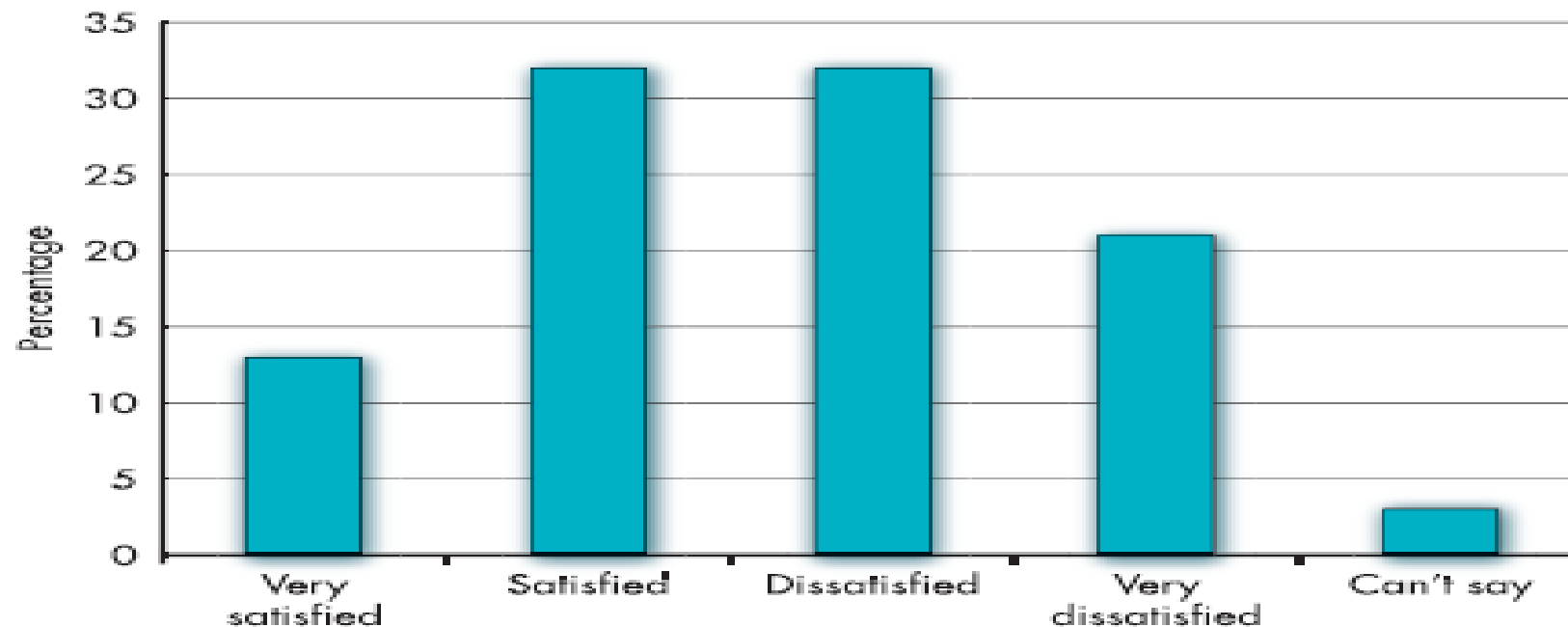
Personality can influence job satisfaction

- 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

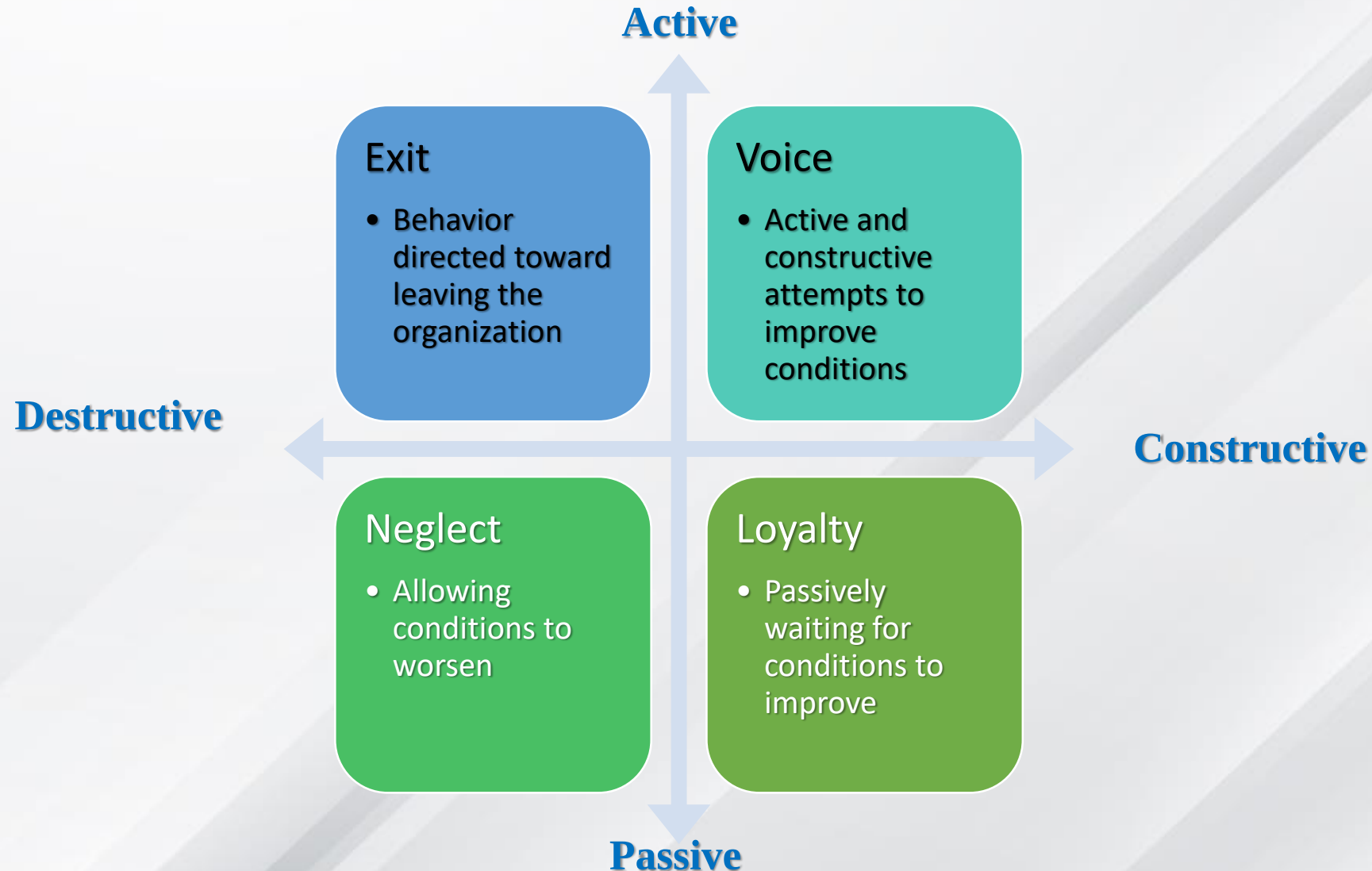
Figure 3-4

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



Outcomes of Job Satisfaction

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.



Thank You