

# Attitudes and Job Satisfaction In Decision Making

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Lecture 8

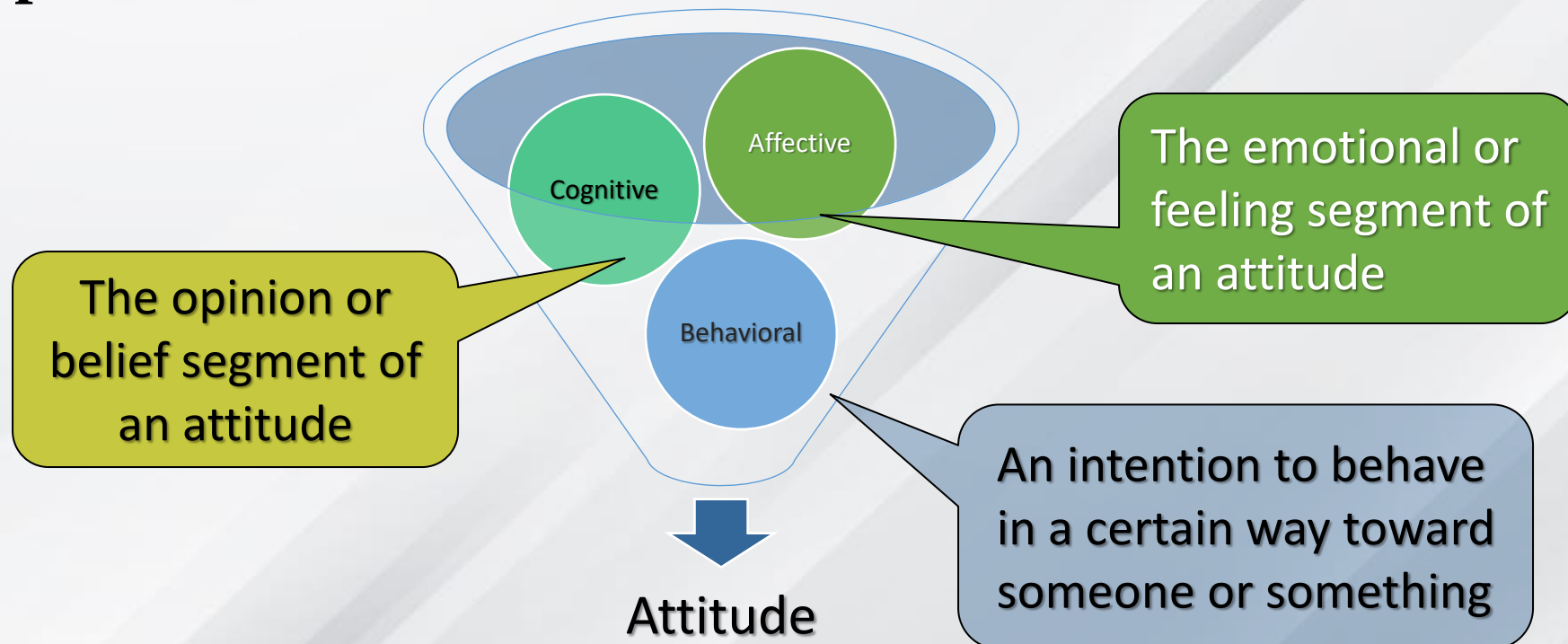


# Attitudes

# 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.

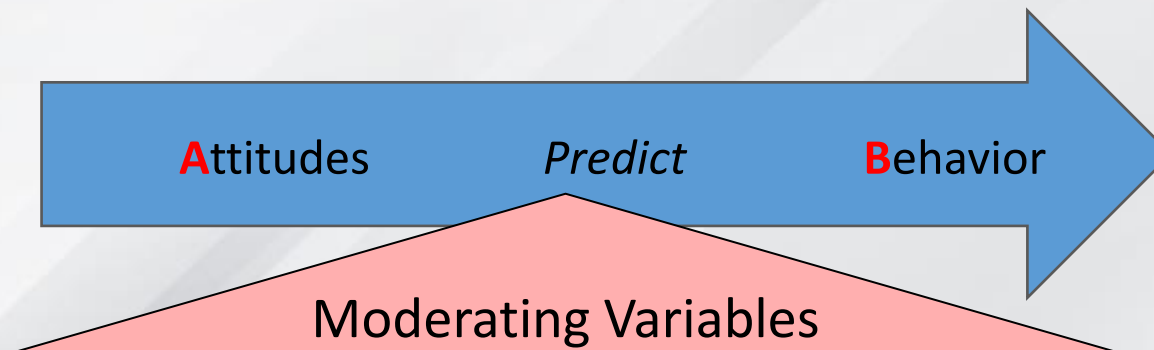
- Individuals seek to reduce this uncomfortable gap, or *dissonance*, to reach stability and consistency.
- Consistency is achieved by changing the attitudes, modifying the behaviors, or through rationalization.
- Desire to reduce dissonance depends on:
  - importance of elements;
  - degree of individual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

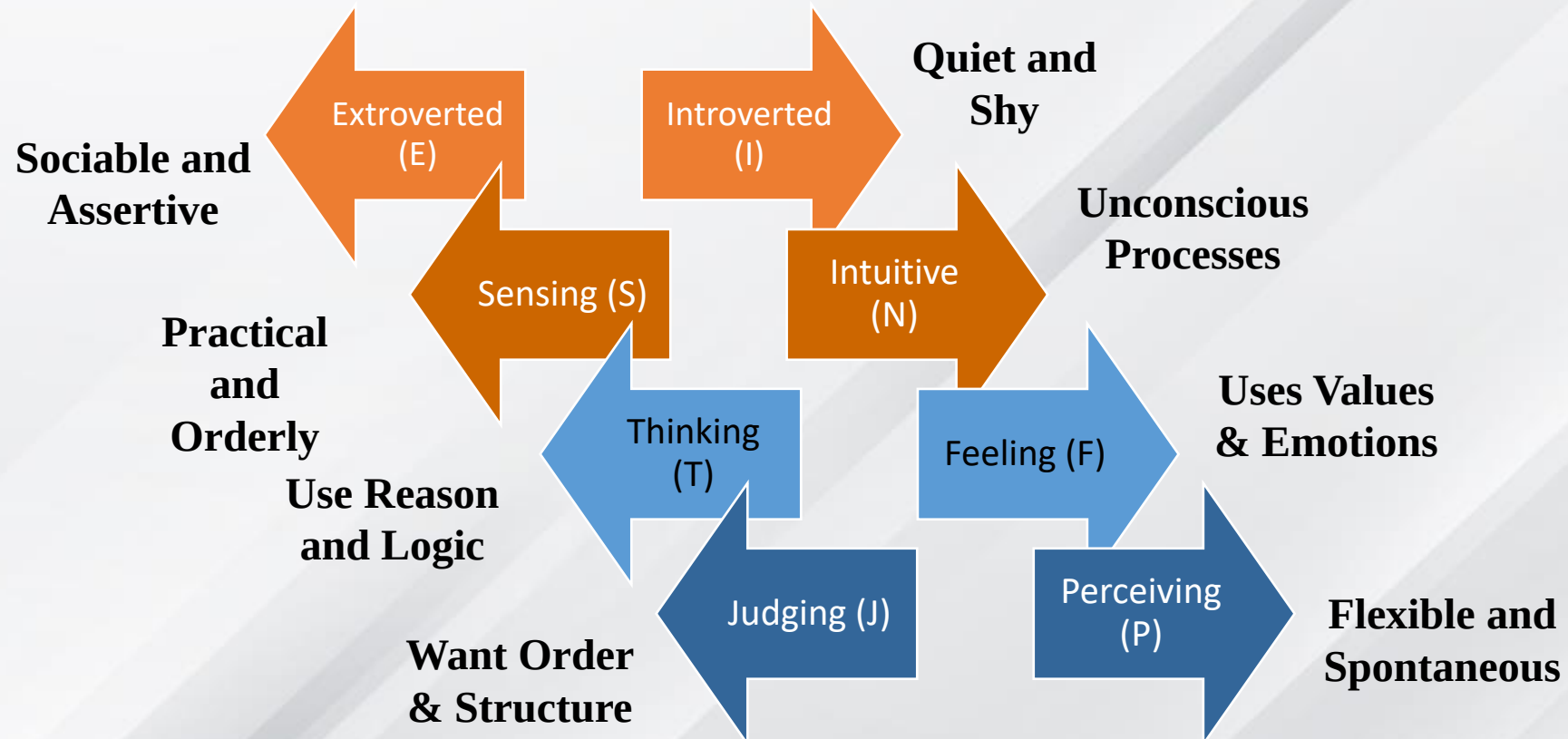
- Visionaries (INTJ) – original, stubborn, and driven.
- Organizers (ESTJ) – realistic, logical, analytical, and business-like.
- Conceptualizer (ENTP) – entrepreneurial, innovative, individualistic, and resourceful.

Research results on the validity of MBTI are mixed.

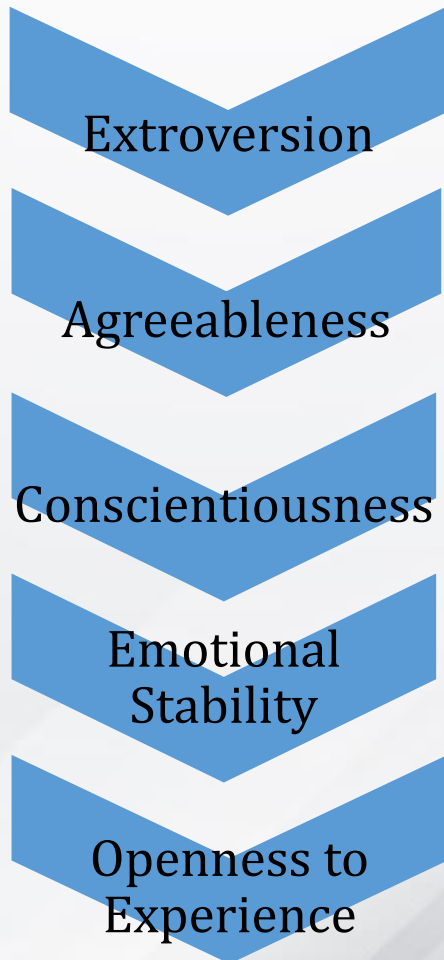
- MBTI is a good tool for self-awareness and counseling.
- Should not be used as a selection test for job candidates.

# 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



- Sociable, gregarious, and assertive

- Good-natured, cooperative, and trusting

- Responsible, dependable, persistent, and organized

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

- Curious, imaginative, artistic, and sensitive

# How Do the Big Five Traits Predict Behavior?

Research has shown this to be a better framework.

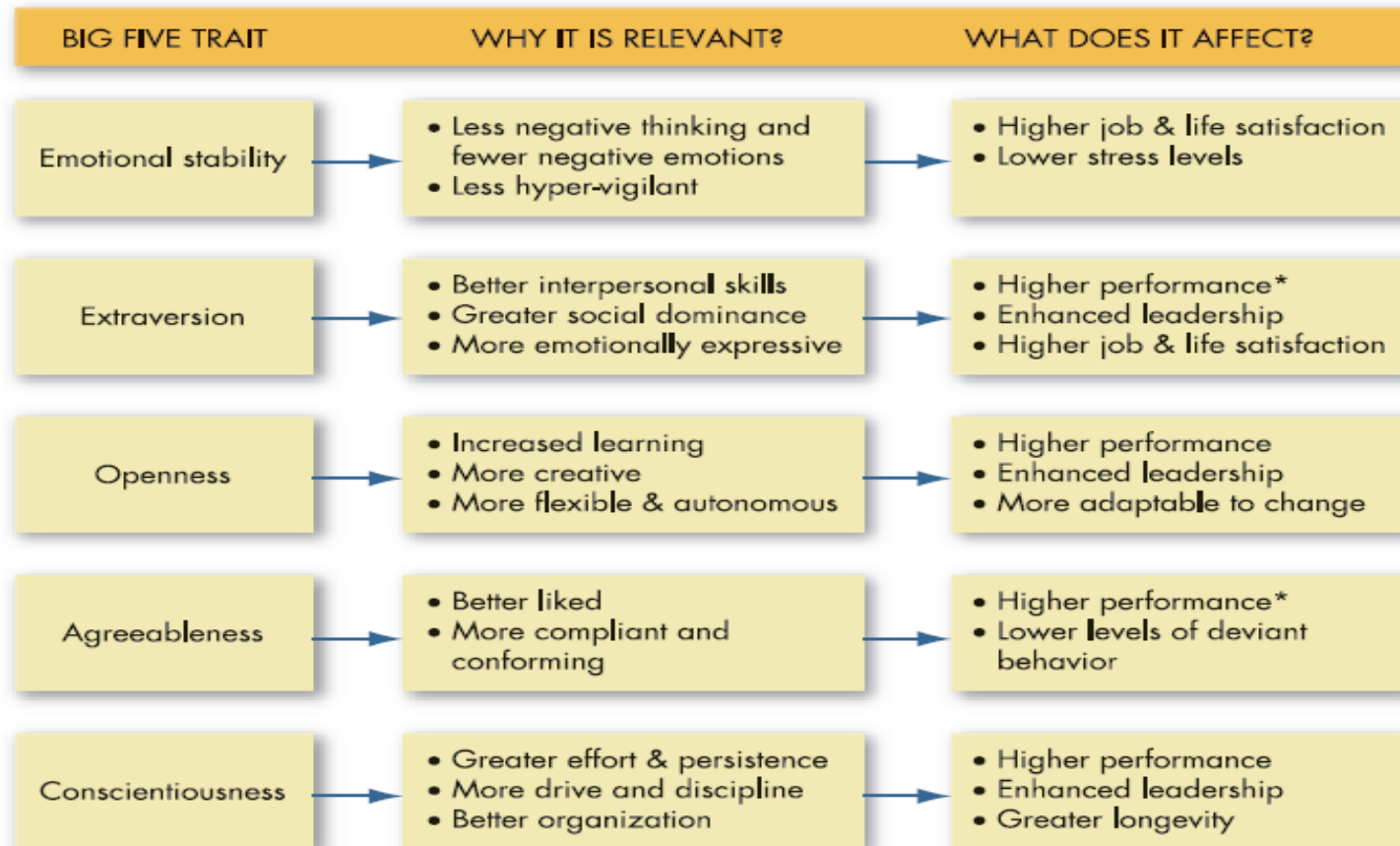
Certain traits have been shown to strongly relate to higher job performance:

- 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

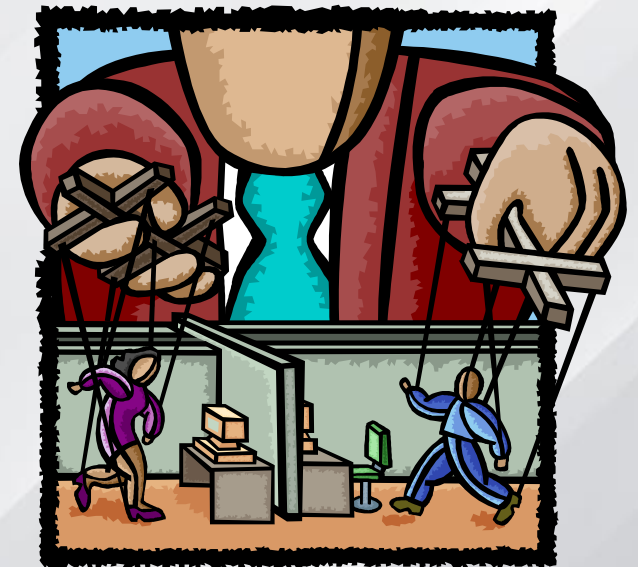
**Power Distance** is the extent to which a society accepts that power in institutions and organizations is distributed unequally.

### 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.

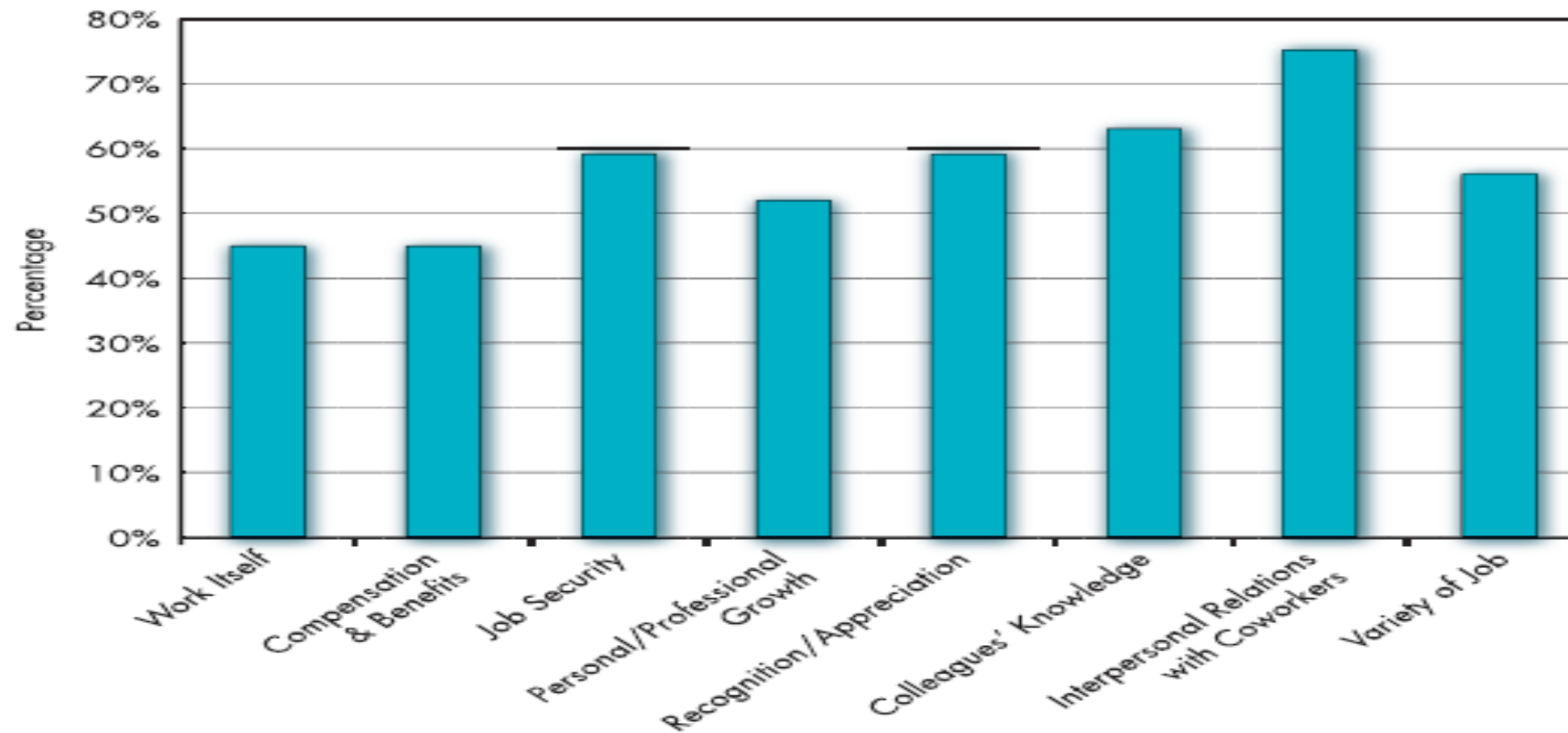
**Are people satisfied in their jobs?**

- 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.

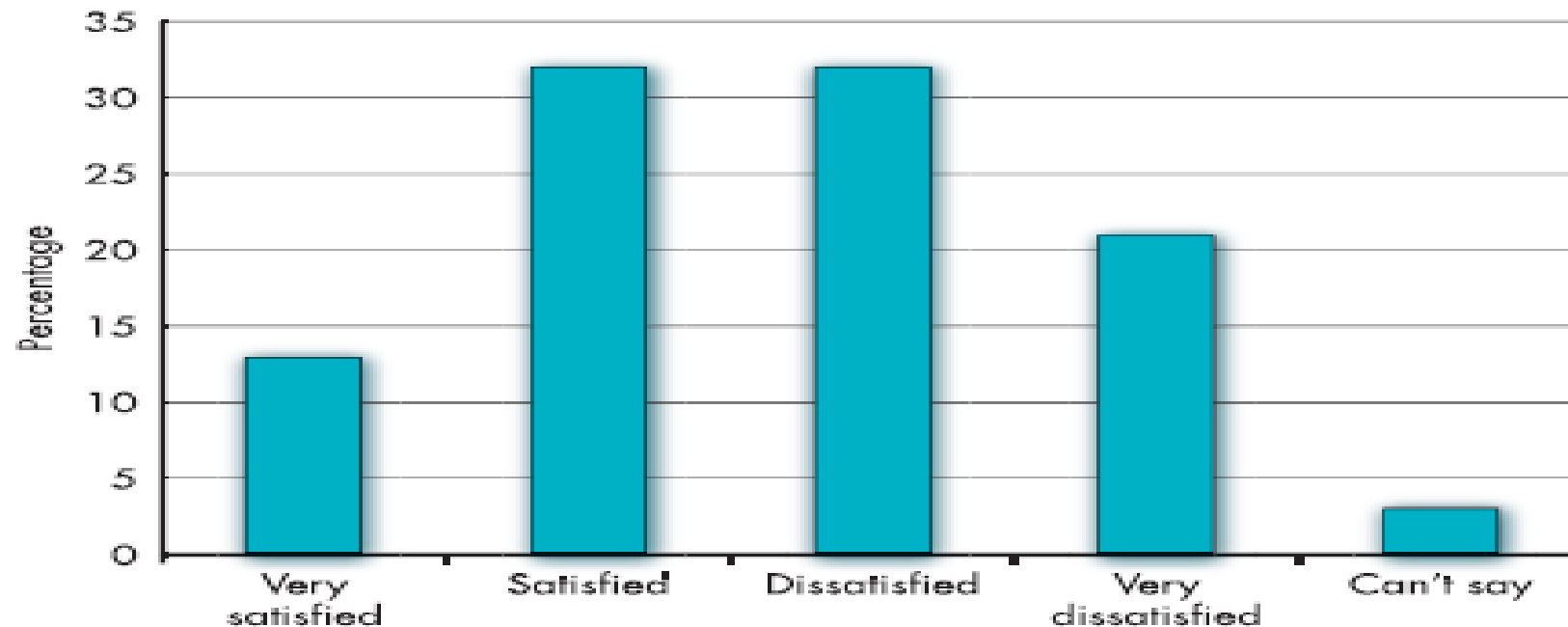
Personality can influence job satisfaction

- 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**

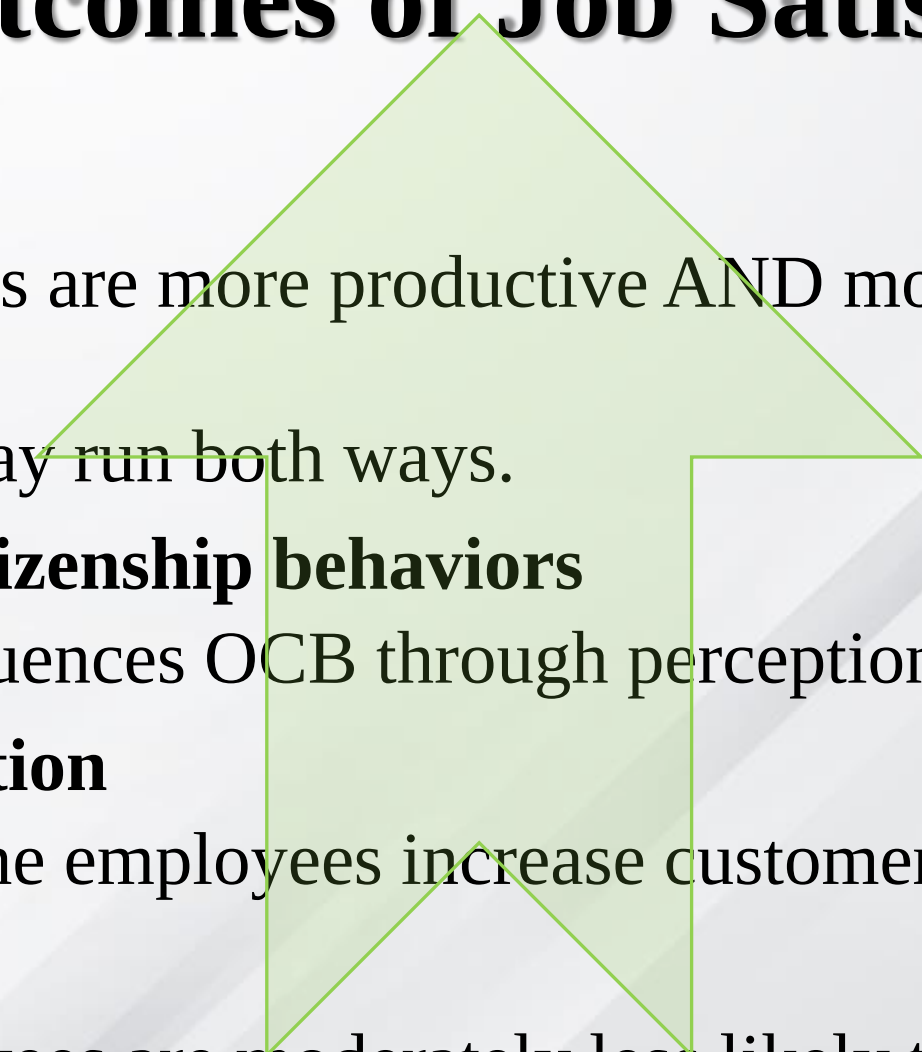


Source: Data collected from "Employee Motivation Study," September 2009, Bayt.com.

# 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.



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# Thank You

