

## Questions for Review

1. What are the main components of attitudes? Are these components related or unrelated?

**Answer:** Cognitive component – the opinion or belief of an attitude. Affective component – the emotional or feeling segment of an attitude. Behavioral component – an intention to behave in a certain way toward someone or something. They are closely related, particularly cognition and affect. As a manager, you need to understand how attitudes are formed and the relationship to actual job behavior.

2. Does behavior always follow from attitudes? Why or why not? Discuss the factors that affect whether behavior follows from attitudes.

**Answer:** No, sometimes the reverse is true according to 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. The desire to reduce dissonance depends on:

- a. Importance of elements
- b. Degree of individual influence
- c. Rewards involved in dissonance

3. What are the major job attitudes? In what ways are these attitudes alike? What is unique about each?

**Answer: 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 is another closely related concept that is the belief in the degree of influence over the job, competence, job meaningfulness, and autonomy.

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

Organizational commitment has three dimensions:

1. Affective – emotional attachment to organization
2. Continuance Commitment – economic value of staying
3. Normative - moral or ethical obligations

Organizational commitment has some relation to performance, especially for new employees. It is less important now than in the past – now perhaps there is more of an occupational commitment, or a loyalty to a profession rather than a given employer. There is a positive relationship between organizational commitment and job productivity, however modest. Evidence suggests that these attitudes are highly related. Some employees, though, seem to be predisposed to be positive or negative about many things. Additional job attitudes include improved organizational support and employee engagement that are work-related attitudes that also need to be understood by managers. Overall, there is some distinction, but a lot of overlap.

4. How do we measure job satisfaction?

**Answer:** Job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. There are two widely used approaches to measure job satisfaction.

Single global rating (one question/one answer) that is considered the best and summation score (many questions/one average) that is considered okay.

5. What causes job satisfaction? For most people, is pay or the work itself more important?

**Answer:** Pay and personality are the two main factors that seem to influence job satisfaction. Pay influences job satisfaction only to a point. After about \$40,000 a year (in the U. S.), there is no relationship between amount of pay and job satisfaction. Money may bring happiness, but not necessarily job satisfaction. Personality can influence job satisfaction. Negative people are usually not satisfied with their jobs. Overall, those with positive core self-evaluation are more satisfied with their jobs.

6. What outcomes does job satisfaction influence? What implications does this have for management?

**Answer:**

**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.

**Turnover** - Satisfied employees are less likely to quit. There are many moderating variables in this relationship, such as economic environment and tenure.

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

Although there is overwhelming evidence of the impact of job satisfaction on the bottom line, most managers are either unconcerned about or overestimate worker satisfaction. Despite this, managers will be better served to pay attention to worker and job satisfaction elements.

7. Is job satisfaction a uniquely U.S. concept? Does job satisfaction appear to vary by country?

**Answer:** No, but most of the research so far has been in the U. S. There is some variance in job satisfaction by country. Western workers appear to be more satisfied than those in Eastern cultures. Perhaps this is because Westerners emphasize positive emotions and individual happiness more than do those in Eastern cultures. In conclusion, pay is not enough. Managers should focus on some of the intrinsic factors for employee satisfaction.