

# CHAPTER 3

## Attitudes and Job Satisfaction

(Click on the title when connected to the Internet for online video teaching notes)

### LEARNING OBJECTIVES

After studying this chapter, students should be able to (ppt3-1):

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.
5. Summarize the main causes of job satisfaction.
6. Identify four employee responses to dissatisfaction.
7. Show whether job satisfaction is a relevant concept in countries other than the United States.

### INSTRUCTOR RESOURCES

#### **Text Exercises**

- An Ethical Choice: I don't hate my job...I hate you
- International OB : Chinese Employees and Organizational Commitment
- Myth or Science? "Happy Workers Are Productive Workers"
- Point/Counterpoint: Managers Can Create Satisfied Employees
- Questions for Review
- Experiential Exercise: What Factors Are Most Important To Your Job Satisfaction?
- Ethical Dilemma: Are U.S. Workers Overworked?

#### **Text Cases**

- Case Incident 1: Thinking Your Way to a Better Job
- Case Incident 2: Long Hours, Hundreds of E-Mails, and No Sleep: Does This Sound Like Satisfying Job?

#### **Instructor's Choice** - Discovering Your Own VALS

This section presents an exercise that is NOT found in the student's textbook. Instructor's Choice reinforces the text's emphasis through various activities. Some Instructor's Choice activities are centered on debates, group exercises, Internet research, and student experiences. Some can be used in-class in their entirety, while others require some additional work on the student's part. The course instructor may choose to use these at anytime throughout the class—some may be more effective as icebreakers, while some may be used to pull together various concepts covered in the chapter.



## WEB EXERCISES

At the end of each chapter of this Instructor's Manual, you will find suggested exercises and ideas for researching the WWW on OB topics. The exercises "Exploring OB Topics on the Web" are set up so that you can simply photocopy the pages, distribute them to your class, and make assignments accordingly. You may want to assign the exercises as an out-of-class activity or as lab activities with your class.

## SUMMARY AND IMPLICATIONS FOR MANAGERS

Managers should be interested in their employees' attitudes because attitudes give warnings of potential problems and because they influence behavior. Satisfied and committed employees, for instance, have lower rates of turnover, absenteeism, and withdrawal behaviors. They also perform better on the job. Given that managers want to keep resignations and absences down—especially among their most productive employees—they'll want to do things that generate positive job attitudes. As one review put it, "A sound measurement of overall job attitude is one of the most useful pieces of information an organization can have about its employees."

The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting. Although paying employees poorly will likely not attract high-quality employees to the organization, or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment. Creating a satisfied workforce is hardly a guarantee of successful organizational performance, but evidence strongly suggests that whatever managers can do to improve employee attitudes will likely result in heightened organizational effectiveness.

The chapter opens by profiling India-based HCL Technologies, which sells various information technology product services and employs almost 50,000 people. The company recently adopted a new mission—employee satisfaction was its top priority. Part of the initiative was structural as HCL inverted its structure to place more power into the hands of front-line employees. It also introduced "trust pay." This saw an increase in fixed costs and a reduction in variable costs of employee pay. The plan appears to have worked, as HCL seems to have weathered the global recession better than other tech companies.

## BRIEF CHAPTER OUTLINE

- I. Attitudes (ppt 3-2)
  - A. Introduction
    1. Attitudes are evaluative statements that are either favorable or unfavorable concerning objects, people, or events.
    2. Attitudes are not the same as values, but the two are interrelated.
  - B. What Are the Main Components of Attitudes?
    1. Three components of an attitude (Exhibit 3-1)
      - a. Cognitive component
      - b. Affective component
      - c. Behavioral component
  - C. Does Behavior Always Follow from Attitudes? (ppt 3-3)
    1. Introduction
      - a. The attitudes people hold determine what they do.
      - b. Festinger proposed that cases of attitude following behavior illustrate the effects of cognitive dissonance, any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes
      - c. Research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behavior.
    2. Moderating Variables (ppt 3-4)
      - a. Importance of the attitude
      - b. Its correspondence to behavior
      - c. Its accessibility
      - d. The presence of social pressure
      - e. Whether or not a person has had direct experience with the behavior
      - f. The attitude-behavior relationship is likely to be much stronger if an attitude refers to something with which we have direct personal experience (ppt3-5)
  - D. What Are the Major Job Attitudes? (ppt 3-6)
    1. Introduction
      - a. OB focuses our attention on a very limited number of job-related attitudes. Most of the research in OB has been concerned with three attitudes: job satisfaction, job involvement, and organizational commitment.
    2. Job Satisfaction
      - a. Definition: refers to a collection of feelings that an individual holds toward his or her job.
      - b. A high level of job satisfaction equals positive attitudes toward the job and vice versa.
    3. Job Involvement
      - a. A workable definition: the measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth.
    4. Organizational Commitment (ppt3-7)
      - a. Definition: A state in which an employee identifies with a particular organization and its goals.
      - b. Affective Commitment—emotional attachment to the organization and belief in its values
      - c. Continuance Commitment—value of remaining with an organization compared to alternatives
      - d. Normative Commitment—obligation to remain with the organization for moral or ethical reasons
      - e. A positive relationship appears to exist between organizational commitment and job productivity, but it is a modest one.

5. Other Job Attitudes (ppt3-8)
    - a. Perceived organizational support (POS)—degree to which employees believe the organization values their contribution and cares about their well being
    - b. Employee engagement—individual’s involvement with, satisfaction with, and enthusiasm for, the work she does
  6. Are These Job Attitudes Really All That Distinct? (ppt3-9)
    - a. Attitudes are highly related. Example: If you know someone’s affective commitment, you basically know their perceived organizational support.
    - b. The redundancy is inefficient and confusing.
- II. Job Satisfaction (ppt3-10)
- A. Measuring Job Satisfaction
    1. Our definition of job satisfaction—a positive feeling about a job resulting from an evaluation of its characteristics—is clearly broad
    2. Jobs require interacting with coworkers and bosses, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and the like
    3. Two approaches for measuring Job Satisfaction are popular:
      - a. The single global rating is a response to one question.
      - b. The second identifies key elements in a job such as the nature of the work, supervision, present pay, promotion opportunities, and relations with coworkers
  - B. How Satisfied Are People in Their Jobs?
    1. Most people are satisfied with their jobs in the developed countries surveyed.
    2. Research shows that over the past 30 years, the majority of U.S. workers have been satisfied with their jobs
    3. Workers do seem to be less satisfied with their pay and promotion opportunities.
  - C. What Causes Job Satisfaction? (ppt3-11)
    1. Most people prefer work that is challenging and stimulating.
    2. Jobs with good compensation have average job satisfaction levels.
    3. Money may be a motivator, but may not stimulate job satisfaction.
    4. There is a link between a person’s personality and job satisfaction.
  - D. The Impact of Dissatisfied and Satisfied Employees on the Workplace
    1. Introduction (ppt3-12)
      - a. There are a number of ways employees can express dissatisfaction (Exhibit 3–4):
        - i. Exit: Behavior directed toward leaving the organization, including looking for a new position as well as resigning.
      - b. Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.
      - c. Loyalty: Passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism, and trusting the organization and its management to “do the right thing.”
      - d. Neglect: Passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.
      - e. Exit and neglect behaviors encompass our performance variables—productivity, absenteeism, and turnover.
      - f. Voice and loyalty are constructive behaviors that allow individuals to tolerate unpleasant situations or to revive satisfactory working conditions. It helps us to understand situations, such as those sometimes found among unionized workers, where low job satisfaction is coupled with low turnover.
  - E. Job Satisfaction and Job Performance (ppt3-13) (ppt3-14)
    1. Managers’ interest in job satisfaction tends to center on its effect on employee performance. Much research has been done on the impact of job satisfaction on employee job performance, absenteeism, and turnover.

2. Satisfaction and job performance:
    - a. Happy workers are not necessarily productive workers—the evidence suggests that productivity is likely to lead to satisfaction.
  - F. Job Satisfaction and OCB
    1. Basically, job satisfaction comes down to conceptions of fair outcomes, treatment, and procedures. When you trust your employer, you are more likely to engage in behaviors that go beyond your formal job requirements.
  - G. Job Satisfaction and Customer Satisfaction
    1. Evidence indicates that satisfied employees increase customer satisfaction and loyalty.
  - H. Job Satisfaction and Absenteeism
    1. We find a consistent negative relationship between satisfaction and absenteeism. The more satisfied you are, the less likely you are to miss work.
  - I. Job Satisfaction and Turnover
    1. Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism.
  - J. Job Satisfaction and Workplace Deviance
    1. If employees don't like their work environment, they will respond somehow.
  - K. Managers Often "Don't Get It"
    1. Given the evidence we've just reviewed, it should come as no surprise that job satisfaction can affect the bottom line.
- III. Global Implications (ppt3-15)
- A. Is job Satisfaction a U.S. concept?
    1. Similar factors seem to cause, and result from, job satisfaction across cultures: we noted earlier that pay is positively, but relatively weakly, related to job satisfaction
    2. Are employees in Western Cultures More Satisfied with Their Jobs?
      - a. Evidence suggests that individuals in Eastern cultures find negative emotions less aversive more than do individuals in Western cultures, who tend to emphasize positive emotions and individual happiness
- IV. Summary and Implications for Managers (ppt3-16)
- A. Managers should take a keen interest in employees' attitudes because they often signal approaching problems
  - B. Negative attitudes can lead to withdrawal behaviors
  - C. Focusing on the intrinsic part of the employees' jobs is the most important thing a manager can do
  - D. It is important for managers to always remember that an employee will try to reduce any cognitive dissonance

## EXPANDED CHAPTER OUTLINE

- I. Attitudes
  - A. Introduction
    - 1. Attitudes are evaluative statements that are either favorable or unfavorable concerning objects, people, or events.
    - 2. Attitudes are not the same as values, but the two are interrelated.
  - B. What Are the Main Components of Attitudes?
    - 1. Three components of an attitude (Exhibit 3-1)
      - a. Cognitive component
        - i. The employee thought he deserved the promotion (cognitive)
      - b. Affective component
        - i. The employee strongly dislikes his supervisor (affective)
      - c. Behavioral component
        - i. The employee is looking for another job (behavioral)
        - ii. In organizations, attitudes are important because of the behavioral component
  - C. Does Behavior Always Follow from Attitudes?
    - 1. Introduction
      - a. The attitudes people hold determine what they do.
      - b. Festinger proposed that cases of attitude following behavior illustrate the effects of cognitive dissonance, any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes
      - c. Research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behavior.
      - d. Individuals seek to reconcile divergent attitudes and align their attitudes and behavior so they appear rational and consistent.
      - e. Festinger proposed that the desire to reduce dissonance depends on moderating factors, including the importance of the elements creating it and the degree of influence we believe we have over them. Individuals will be more motivated to reduce dissonance when the attitudes or behavior are important or when they believe the dissonance is due to something they can control.
      - f. A third factor is the rewards of dissonance; high rewards accompanying high dissonance tend to reduce the tension inherent in the dissonance.
  - D. Moderating Variables
    - 1. Importance of the attitude
      - a. Its correspondence to behavior
      - b. Its accessibility
      - c. The presence of social pressure
      - d. Whether or not a person has had direct experience with the behavior
      - e. The attitude-behavior relationship is likely to be much stronger if an attitude refers to something with which we have direct personal experience
  - E. What Are the Major Job Attitudes?
    - 1. Introduction
      - a. OB focuses our attention on a very limited number of job-related attitudes. Most of the research in OB has been concerned with three attitudes: job satisfaction, job involvement, and organizational commitment.
    - 2. Job Satisfaction
      - a. Definition: refers to a collection of feelings that an individual holds toward his or her job.
      - b. A high level of job satisfaction equals positive attitudes toward the job and vice versa.
      - c. Employee attitudes and job satisfaction are frequently used interchangeably.

- d. Often when people speak of “employee attitudes” they mean “employee job satisfaction.”
3. Job Involvement
  - a. A workable definition: the measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth.
  - b. High levels of job involvement are thought to result in fewer absences and lower resignation rates.
  - c. Job involvement more consistently predicts turnover than absenteeism.
  - d. Psychological empowerment—employees’ beliefs in the degree to which they impact their work
4. Organizational Commitment
  - a. Definition: A state in which an employee identifies with a particular organization and its goals.
  - b. Affective Commitment—emotional attachment to the organization and belief in its values
  - c. Continuance Commitment—value of remaining with an organization compared to alternatives
  - d. Normative Commitment—obligation to remain with the organization for moral or ethical reasons
  - e. A positive relationship appears to exist between organizational commitment and job productivity, but it is a modest one.
  - f. As with job involvement, the research evidence demonstrates negative relationships between organizational commitment and both absenteeism and turnover.
  - g. One study found managerial affective commitment more strongly related to organizational performance than was continuance commitment.
  - h. Another study showed that continuance commitment was related to a lower intention to quit but an increased tendency to be absent and lower job performance.
  - i. Rather than an allegiance (affective commitment) or an obligation (normative commitment) to an employer, a continuance commitment describes an employee “tethered” to an employer simply because there isn’t anything better available.
5. Other Job Attitudes
  - a. Perceived organizational support (POS)—degree to which employees believe the organization values their contribution and cares about their well being
  - b. Employee engagement—individual’s involvement with, satisfaction with, and enthusiasm for, the work she does
  - c. Highly engaged employees have a passion for their work and feel a deep connection to their company
  - d. Disengaged employees have essentially checked out—putting time but not energy or attention into their work
  - e. Engagement becomes a real concern for most organizations because surveys indicate that few employees—between 17 percent and 29 percent—are highly engaged by their work
  - f. Engagement is a very general concept, perhaps broad enough to capture the intersection of the other variables we’ve discussed. In other words, it may be what these attitudes have in common.
6. Are These Job Attitudes Really All That Distinct?
  - a. Attitudes are highly related. Example: If you know someone’s affective commitment, you basically know their perceived organizational support.
  - b. The redundancy is inefficient and confusing.

## II. Job Satisfaction

- A. Measuring Job Satisfaction
  - 1. Our definition of job satisfaction—a positive feeling about a job resulting from an evaluation of its characteristics—is clearly broad
  - 2. Jobs require interacting with coworkers and bosses, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and the like
  - 3. Two approaches for measuring Job Satisfaction are popular:
    - a. The single global rating is a response to one question, such as “All things considered, how satisfied are you with your job?” Respondents circle a number between 1 and 5 on a scale from “highly satisfied” “highly dissatisfied.”
    - b. The second method, the summation of job facets, is more sophisticated. It identifies key elements in a job such as the nature of the work, supervision, present pay, promotion opportunities, and relations with coworkers
- B. How Satisfied Are People in Their Jobs?
  - 1. Most people are satisfied with their jobs in the developed countries surveyed.
  - 2. Research shows that over the past 30 years, the majority of U.S. workers have been satisfied with their jobs
  - 3. Workers do seem to be less satisfied with their pay and promotion opportunities.
- C. What Causes Job Satisfaction?
  - 1. Most people prefer work that is challenging and stimulating.
  - 2. Jobs with good compensation have average job satisfaction levels. (Exhibit 3-3)
  - 3. Money may be a motivator, but may not stimulate job satisfaction.
  - 4. There is a link between a person’s personality and job satisfaction.
- D. The Impact of Dissatisfied and Satisfied Employees on the Workplace
  - 1. Introduction
    - a. There are a number of ways employees can express dissatisfaction (Exhibit 3–4):
      - i. Exit: Behavior directed toward leaving the organization, including looking for a new position as well as resigning
      - ii. Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.
      - iii. Loyalty: Passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism, and trusting the organization and its management to “do the right thing.”
      - iv. Neglect: Passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.
    - b. Exit and neglect behaviors encompass our performance variables—productivity, absenteeism, and turnover.
    - c. Voice and loyalty are constructive behaviors allow individuals to tolerate unpleasant situations or to revive satisfactory working conditions. It helps us to understand situations, such as those sometimes found among unionized workers, where low job satisfaction is coupled with low turnover.
- E. Job Satisfaction and Job Performance
  - 1. Managers’ interest in job satisfaction tends to center on its effect on employee performance. Much research has been done on the impact of job satisfaction on employee job performance, absenteeism, and turnover.
- F. Satisfaction and job performance:
  - 1. Happy workers are not necessarily productive workers—the evidence suggests that productivity is likely to lead to satisfaction.
  - 2. At the organization level, there is renewed support for the original satisfaction-performance relationship. It seems organizations with more satisfied workers as a whole are more productive organizations.
- G. Job Satisfaction and OCB



1. It seems logical to assume that job satisfaction should be a major determinant of an employee's organizational citizenship behavior. More recent evidence, however, suggests that satisfaction influences OCB, but through perceptions of fairness.
  2. There is a modest overall relationship between job satisfaction and OCB.
  3. Basically, job satisfaction comes down to conceptions of fair outcomes, treatment, and procedures. When you trust your employer, you are more likely to engage in behaviors that go beyond your formal job requirements.
- H. Job Satisfaction and Customer Satisfaction
1. Evidence indicates that satisfied employees increase customer satisfaction and loyalty.
  2. Customer retention and defection are highly dependent on how front-line employees deal with customers. Satisfied employees are more likely to be friendly, upbeat, and responsive. Customers appreciate that.
  3. Companies hire upbeat, friendly employees, train them in the importance of customer service, provide positive employee work climates, and regularly track employee satisfaction through attitude surveys.
- I. Job Satisfaction and Absenteeism
1. We find a consistent negative relationship between satisfaction and absenteeism. The more satisfied you are, the less likely you are to miss work.
  2. It makes sense that dissatisfied employees are more likely to miss work, but other factors have an impact on the relationship and reduce the correlation coefficient. For example, you might be a satisfied worker, yet still take a "mental health day" to head for the beach now and again.
- J. Job Satisfaction and Turnover
1. Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism.
  2. Other factors such as labor market conditions, expectations about alternative job opportunities, and length of tenure with the organization are important constraints on the actual decision to leave one's current job.
  3. Evidence indicates that an important moderator of the satisfaction-turnover relationship is the employee's level of performance.
- K. Job Satisfaction and Workplace Deviance
1. If employees don't like their work environment, they will respond somehow.
  2. Job dissatisfaction predicts unionization, substance abuse, stealing, and tardiness.
- L. Managers Often "Don't Get It"
1. Given the evidence we've just reviewed, it should come as no surprise that job satisfaction can affect the bottom line.
  2. Stock prices of companies in the high morale group grew 19.4 percent, compared with 10 percent for the medium or low morale group
  3. Regular surveys can reduce gaps between what managers think employees feel and what they really feel.
- III. Global Implications
- A. Is Job Satisfaction a U.S. concept?
1. Most of the research on job satisfaction has been conducted in the United States
  2. People in other cultures can and do form judgments of job satisfaction
  3. Similar factors seem to cause, and result from, job satisfaction across cultures: we noted earlier that pay is positively, but relatively weakly, related to job satisfaction
- B. Are Employees in Western Cultures More Satisfied with Their Jobs?
1. Although job satisfaction appears relevant across cultures, that doesn't mean there are no cultural differences in job satisfaction.
  2. Western cultures have higher levels of job satisfaction than those in Eastern cultures (Exhibit 3-5)

3. Evidence suggests that individuals in Eastern cultures find negative emotions less aversive more than do individuals in Western cultures, who tend to emphasize positive emotions and individual happiness

#### IV. Summary and Implications for Managers

- A. Managers should take a keen interest in employees' attitudes because they often signal approaching problems
- B. Negative attitudes can lead to withdrawal behaviors
- C. Focusing on the intrinsic part of the employees' jobs is the most important thing a manager can do
- D. It is important for managers to always remember that an employee will try to reduce any cognitive dissonance