



Mrs. Meghana Basu Thakur

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Chapter: Unit 1 A & B

Chapter Name: Attitudes and Job Satisfaction

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1.1 Introduction

The study of attitudes has resumed great importance in the organisational behaviour because attitude strongly influence our thought and behaviour.

- A change in attitude means a change in behaviour.
- In this chapter we will examine different work related attitudes.

2.1 What is Attitude?

Stephen Robbins and Timothy Judge (2012) describe attitudes “as evaluated statement- either favorable or unfavorable- concerning objects, people or events.”

- They reflect how one feels about something.
- Attitude are the feelings and believes and individual has to work a particular object, play, thing or another person. these feelings could be positive or negative, pleasant or unpleasant.

2.2 The Three Components of Attitude

1) COGNITIVE COMPONENT: It refers to how we think about someone or something. The cognitive component is the belief or opinion aspect of attitude. For example, an employee saying that he finds his job very boring.

2) AFFECTIVE COMPONENT: It is the emotional aspect of the attitude. It refers to how we feel liking or disliking about someone or something. For example, an employee saying that he hates his job.

3) BEHAVIOURAL COMPONENT: It is “an intention to behave in a certain way toward someone or something” (Robbins and Judge, 2013). It refers to the tendency of a person to behave or act in a certain way. For example, an employee says he wants to change his job.

- Attitudes are not as simple as they appear.
- It includes our thoughts, feelings and intention to act.
- All the three components of attitudes are very closely related and sometimes it is difficult to separate one aspect from the other.

The cognitive and affective components of attitudes are especially closely intertwined. This is because the way we think is the way we feel.

- In organizations employee attitudes have a profound impact in their behaviour.
- Hence, it is important to understand how attitudes are formed, how they affect job behaviour and how can they be changed.

3.1 Major Job Related Attitudes

- Job related attitudes are the relatively lasting feelings, beliefs and behavioral tendencies that an employee has toward the various aspects of the job.
- It refers to how an employee thinks, feels and is likely to behave towards his superiors, subordinates, customers, technology and all other factors related to his work.
- Understanding work-related attitude is important because knowledge of employee attitudes can help in reducing management- worker conflict.
- By understanding employees attitudes towards their work, steps can be taken to improve their job performance

In this chapter we are going to study 5 job related attitudes:

- 1) Job involvement.
- 2) Organisational commitment.
- 3) Perceived organisational support.
- 4) Employee engagement.
- 5) Job satisfaction.

3.2 Job Involvement

- Robbins and Judge (2013) define job involvement “as the degree to which a person identifies with a job, actively participates in it and considered performance important to self worth”
- It is the degree to which employs immerse themselves in the jobs, invest time and energy in them, and view work as a central part of their overall lives.

- Employee with high job involvement display the following characteristics:
 1. IDENTITY: They have a high level of belongingness to the organization. They closely identify with and care about the work they do.
 2. PSYCHOLOGICAL EMPOWERMENT: Employees feel that they are doing a meaningful job and what they do makes a difference to the organization. Hence, they experience a sense of competence and autonomy about their work.
 3. PARTICIPATION: They have high growth needs and enjoy participating in decision-making.
 4. HIGH PERFORMANCE AND LOW ABSENTEES: Employees high on job involvement are rarely late or absent at work. They are willing to work long hours and have a strong desire to be high performers.

- Research has found that employees high on both job involvement and psychological empowerment are also more likely to engage in organizational citizenship behaviour.

3.3 Organizational Commitment

- Organizational commitment is “the degree to which an employee identifies with a particular organisation and its goals and wishes to maintain membership in the organisation” (Robbins and Judge, 2013.)
- It is the degree of psychological identification or attachment an employee has with the organisation for which he works.

3.4 Employees with Organizational Commitment:

1. Accept the values and goals of the organisation.
2. Are willing to exert effort for the organisation.
3. Have a strong desire to remain with the organisation.

3.5 Research on Organizational Commitment has found that:

1) HIGHER PRODUCTIVITY:

- There is a modest positive relationship between organisational commitment and productivity.
- That is, the higher the organisational commitment greater is employee productivity and performance.
- This is especially true for new employees as compared to older and more experienced employees.

2) LOWER ABSENTEEISM AND TURNOVER:

- there is a negative relationship between organisational commitment and employee absenteeism and turnover.
- Employee absenteeism is less when organisational commitment is high.
- Individuals are also less likely to quit their jobs when commitment is high.
- Employees with high organisational commitment accept company policy is readily and are willing to make sacrifices.

- Employees with organisational commitment are less likely to withdraw avoid work even when they are dissatisfied with their job.
- This is because of the centre of loyalty to the organisation.
- They are willing to make sacrifices for the organisation even though they are currently unhappy with the work.

3) CREATIVITY SUFFERS: The creative performance of employees goes down when they have low organizational commitment.

3.6 Perceived Organizational Support

- Perceived organizational support (POS) is “ the degree to which employees believe an organization values their contribution and cares about their well-being” (Robbins and Judge, 2013).
- For example, organizations that provide child-care support or help employees in taking care of their elderly parents.

3.7 Employee perceive their organization as supportive when:

1. They consider the reward system in the organisation to be fair.
2. They are allowed to participate in the decision-making process and express their opinions and share their ideas.
3. The managers or immediate superiors are thought of supportive and understanding.

- Researcher has found that POS among employees lead to more organisational citizenship behaviours, better customer services, lower levels of tardiness (reporting late to work) and improved job performance.

3.8 Employee Engagement

- Employee engagement is defined “an individual wall moment with, satisfaction with and enthusiasm for the work he or she does “(Robbins and Judge 2013).
- Employee engagement is a relatively new concept and as compared to other job attitudes.
- Individuals high on engagement are very passionate about the work and have a feeling of deep connection to the company.

- They invest not just the time, energy and skills for your organisation but they work with and heart and soul.
- In contrast, disengaged employees invest the time but not the energy and are less attentive.

3.9

Employees are likely to develop high levels of engagement at work if their jobs:

1. Are important and meaningful.
2. Allow easy access to resources and opportunities to learn new skills.
3. Permit rewarding interactions with co-workers and supervisors.
4. Give clear guidance.
5. Allow control over performance.
6. Are consistent with their identity and training.

3.10

Research on employee engagement has found that high levels of employment results in:

- 1) Higher levels of customer satisfaction.
 - 2) Sharp drop in customer grievances.
 - 3) More productivity and higher profits.
 - 4) Reduced employee turnover and lesser accidents at work.
- Employee engagement is relatively new concept. Hence, greater research needs to be done about this extremely interesting phenomenon.

3.1

Job Satisfaction

1

- Job satisfaction is a favorableness or unfavorableness with which employees view their work.
- Job satisfaction may be described as the positive or negative feelings that individuals have towards their job.
- Many researchers find a great deal of overlapping and high positive correlations among the various work related attitudes described above.
- For example, employees high on perceived organisational support are also higher and organisational commitment.

- Hence some of them feel that all these attitudes are one and the same and that similar concepts are being described using different names. However, according to other researchers this overlapping may be due to:
 - 1) PERSONALITY FACTORS: The employee's' personality has an effect on their outlook. Hence, employee who have a positive outlook will find almost everything about the organization good.
 - 2) ORGANIZATIONAL FACTORS: Some organizations are truly a better place than others.

4.0

Job Satisfaction

- Job satisfaction is the most popular concept among the various work-related attitude.
- In fact when people speak of employee attitudes they are actually speaking of job satisfaction.
- These two terms are used interchangeably.
- Robbins and Judge (2013) define job satisfaction “as a positive feeling about one's job resulting from an evaluation of its characteristics”.
- In other words, satisfied employees hold positive feelings about the job and dissatisfied employees hold negative feelings about their job.

4.1

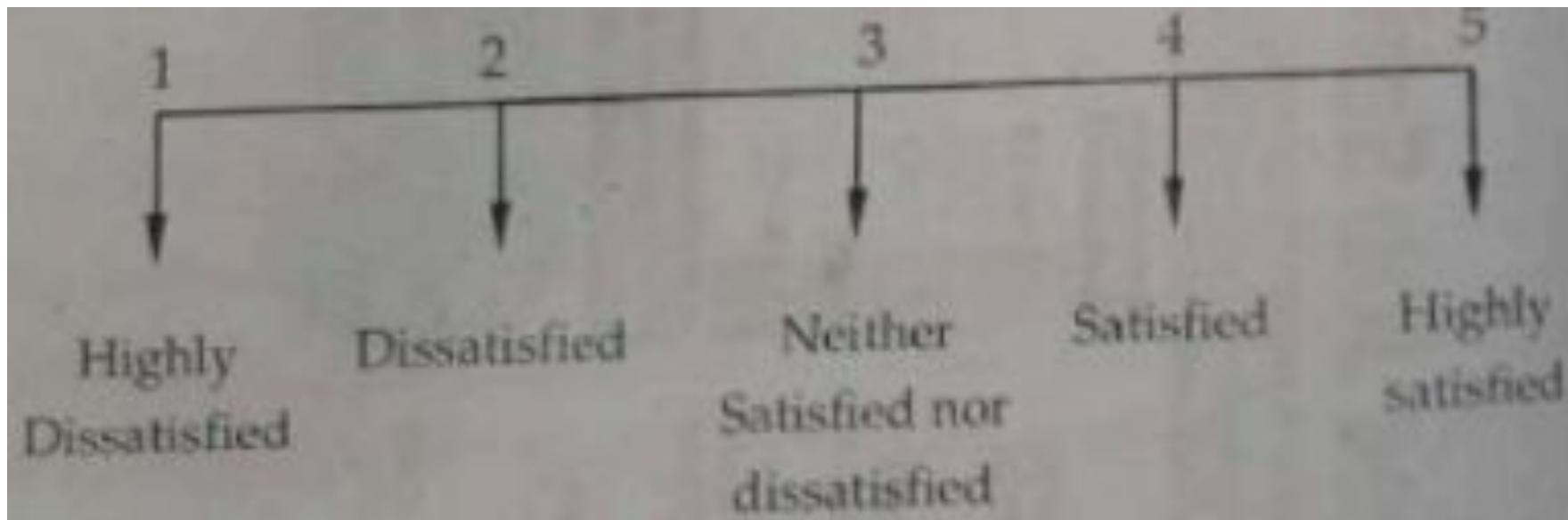
Measurement of Job Satisfaction

- Job satisfaction is multidimensional in nature.
- A number of factors determine an employee's attitude towards his work.
- Some of the important factors that influence job satisfaction are pay, supervisor, types of tasks performance, working conditions, and co-workers.
- Job Satisfaction is a complex sum of these discrete and many other job elements.

4.2

Two widely used methods of measuring job satisfaction are:

1) SINGLE GLOBAL RATING: In this method the overall level of job satisfaction is measured. This is done by using one simple question like 'Overall how satisfied are you with your job?' The employee has to usually respond to this question on a five-point scale. The employee has to select any number between 1 and 5 depending on how satisfied or dissatisfied he is.



2) FACET RATING: This is a more more sophisticated and lengthy method of measuring job satisfaction. In this method a) The three elements of the job are identified. For example supervision, nature of work, pay, promotional opportunities, etcetera. b) The employee is then asked to rate his feelings for each of the job elements (facets) on a standardized scale. c) The researchers then add up the rating on each of the factors to obtain overall satisfaction score.

- Although facet rating appears to be better and more accurate in measuring job satisfaction, researchers have found that both the method are equally effective and valid.

Researchers have given two explanation for this:

- 1) The concept of job satisfaction is such a broad one that even a single question is able to captured its true meaning.
- 2) It is possible that some important facets of job satisfaction are not included in the summation of the score.

Both single Global rating and facet rating have their advantages:

- 1) Single Global Rating is not time consuming. The manager can use his valuable time to look into other workplace issues and problems.
- 2) Facet rating helps managers identify the factors with which employees are dissatisfied so that they can take quick corrective action

4.3 Determinants of Job Satisfaction

The three major determinants of job satisfaction are:

1) WORK ITSELF:

- Employees have high levels of job satisfaction when they enjoy their work and find it interesting.
- Employees find their jobs more interesting when they are provided with training, task variety, autonomy and control over their work.
- Employees are more satisfied when they have job that are challenging and stimulating in nature rather than routine and predictable.
- There is greater job satisfaction when employees receive feedback, social support and opportunity for interaction with co-workers outside the workplace

2) PAY:

- Researchers have found an interesting relationship between pay and job satisfaction.
- For poor people, pay has a strong impact on their overall job satisfaction and happiness.
- But the impact of money or pay as a job satisfier reduces and almost disappears after an individual reaches a certain level and comfortable living.
- For example, studies in the U.S have found that there is no difference in the level of job satisfaction of employees earning \$40,000 and those earning \$80,000 per year.
- Money may be a good motivator but it does not guarantee either job satisfaction or happiness.

3) Personality:

- Personality plays an important role in determining satisfaction/dissatisfaction at work.
- Individuals who are generally happy are found to be more satisfied with the job.
- An important aspect of a personality that influences job satisfaction is core self evaluation.
- Core self evaluation refers to "bottom line conclusions that individuals have about their capabilities competence and worth as a person" (Robbins and Judge, 2013)
- In simple words core self evaluation refers to whether and individual considered himself as capable competent and worthy as a person.

- Individuals who have a positive core self evaluation view themselves favourably.
- They regard themselves as competent and worthy individuals.
- They not only find the work challenging and fulfilling but are also attracted to work which is challenging in nature.
- In contrast individuals were low on core self evaluation view themselves negatively, lack ambition, give up easily when faced with the difficult task and tend to be stuck in routine and boring jobs

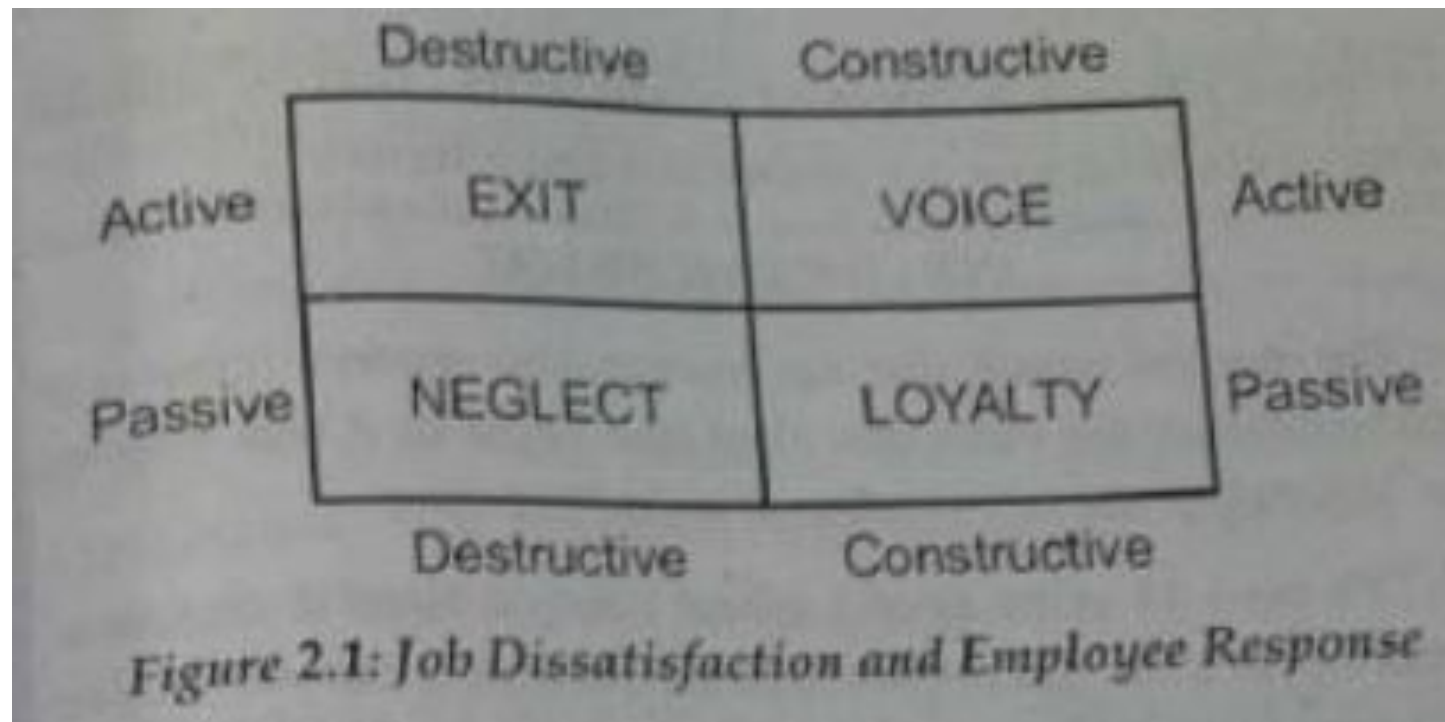
4.4

The Impact of Job Satisfaction

- Both job satisfaction and dissatisfaction have a strong impact on the organisation.
- They have a strong impact on the organization's bottom line profit/loss.
- According to the exit-voice-loyalty-neglect model, dissatisfied employees react in two ways:
 - 1) Constructively or destructively.
 - 2) Actively or passively.

- The response of a dissatisfied employee is an outcome of these two dimensions.
- He may respond in one of the following four ways:
 - 1) Exit: This is an active-destructive response full stop the employee either quit the organisation all looks for new position inside or outside the organisation.
 - 2) Voice: This is an active-constructive response the employee attempts to improve conditions in the organisation through discussions with the superiors, problem solving behaviour, or engaging in unique activities.
 - 3) Loyalty: This is a passive-constructive response the employee himself does nothing but wait for conditions to improve. He has full faith and trust in the management and protect them from extreme criticism.

4) Neglect: this is a passive-destructive response. The employee gradually withdraws himself from the job and allows conditions in the organization to go from bad to worse. He remains absent, puts less effort at work, reports late to work and so on.



4.5

Job Satisfaction and Job Performance

- It has been believed for a long time that happy workers and productive workers.
- Hence, managers used to concentrate on improving work conditions and work environment to make the employees happy.
- They were hopeful that this will result in increased productivity.

- Some researchers think that the idea of happy workers as a productive workers is a myth and illusion.
- In fact, they suggested the idea that productive workers are happy workers. ● Their explanation was:
 - 1) When we do a good job we feel good intrinsically (from within).
 - 2) Besides high productivity result in greater economic, sociological and psychological rewards in the form of pay raise, greater recognition, promotion etc. This in turn increases our job satisfaction.
- There has been support for both the ideas.
- A number of studies have found that there is a strong positive correlation between job satisfaction and productivity.
- That is, satisfied employees tend to more productive and effective.

4.6

Job Satisfaction and Organizational Citizenship Behaviour (OCB)

- Employees with job satisfaction are more likely to engage in organizational citizenship behaviours.
- Organizational citizenship behaviour is a behaviour that goes beyond what is respected by the organisation.
- In OCB employees are willing to go beyond their duty and what is expected from them and do more for the organisation.
- The perception of fairness plays an important role in the job satisfaction leading to OCB.
- Perception of fairness refers to the the employee's feelings that the organisation is fair to them with regards to its outcomes, procedures and treatment.

- That is the employees feels that he is being fairly paid, the supervisors are just and fair, organisational policies are good and so on.
- This results not only in job satisfaction but also lead to the development of trust between the employee and the organisation.
- An employee who trusts the employer is willing to do more for the organisation.
- Employees are more likely to engage in helping behaviour when they have a good relationship with their coworkers and when the coworkers are supportive..
- Employees are less likely to engage in OCBs if they are have a bitter or bad relationship with their coworkers.

- Individuals with certain personality traits are more happy at work and health are more likely to engage in OCB.
- Employees also engage in helping behaviour when they are in a good mood.

4.7

Job Satisfaction and Customer Satisfaction.

- One of the biggest benefit for an organisation on account of high job satisfaction is that it leads to an increase in customer satisfaction and loyalty.
- This is of great importance to all organisations but especially for those in the service industry.
- Satisfied employees are more friendly, energetic and responsive to the customers. This is greatly appreciated by the customers.
- Besides, satisfied employees are less likely to leave the organisation resulting in the customers encountering familiars and experienced employees who offer superior service.
- This in turn furthers increases customer satisfaction.

- Dissatisfied customers also affect employee satisfaction.
- Dissatisfied customers are rude, abusive and often make unreasonable demands which has a negative effect on employee satisfaction.
- Organisation have realised that satisfied internal customers (employees) create satisfied external customers.
- Hence they are working hard at improving employee satisfaction

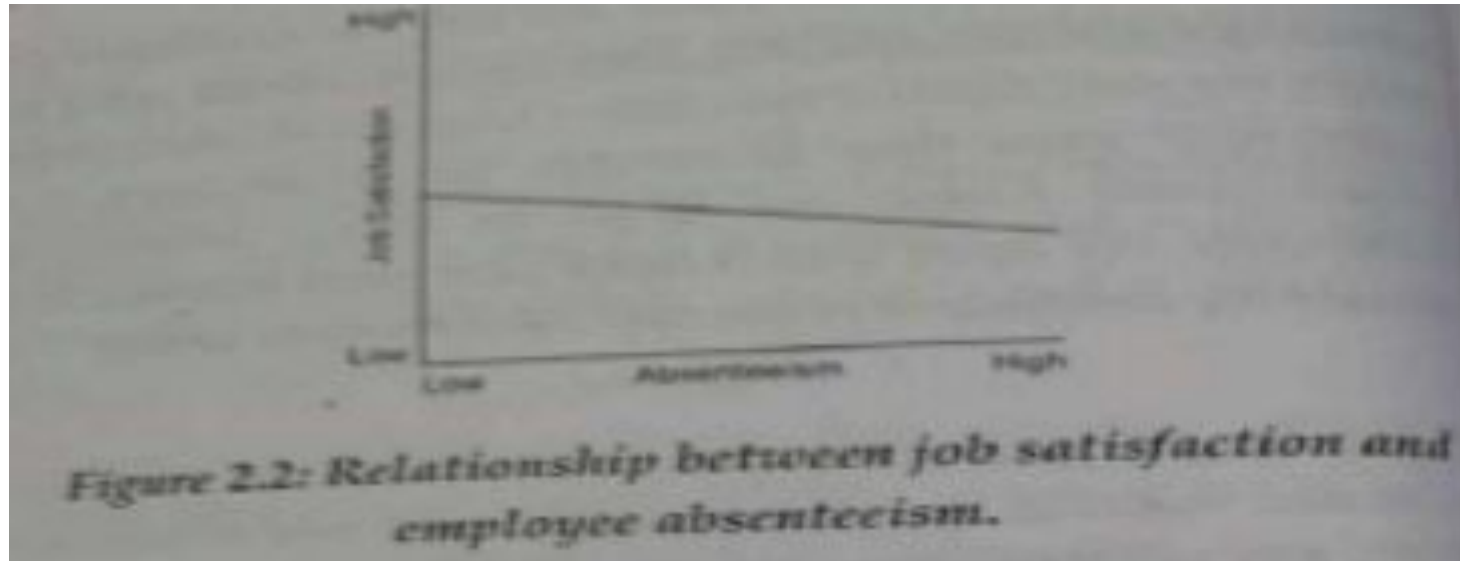
Some of the measures that organisations have taken in this direction are:

- 1) Training employees in the importance of customer satisfaction.
- 2) Rewarding employees who provide very good customer service.
- 3) Creating a positive work environment.
- 4) Conducting regular employee satisfaction surveys.

4.8 Job Satisfaction and Absenteeism

- A number of research studies have consistently found that there is a negative correlation between job satisfaction and absenteeism.
- That is, lower is the employee's satisfaction with his job, the greater the possibility that he will remain absent from work.
- Job satisfied workers report more regularly to work.
- Employees absenteeism disrupts organisational schedules and disrupts the production process.

- Sometimes organisation encourage absenteeism by providing liberal sick leave benefit.
- The idea is to allow employees to take days off to follow their other interests and passions.
- This in turn makes work more satisfying.



- Absenteeism levels are high when employees have alternative jobs available.

4.9 Job Satisfaction and Employee Turnover

- Employee turnover is the rate at which people leave an organisation.
- There is a negative correlation between satisfaction and turnover.
- That is, lower the individual's level of satisfaction with his job, the more likely he will resign and seek other opportunities.
- However, If the employee is satisfied then he is unlikely to search for a new job and will remain longer with the organisation

Two other factors that influence employee turnover are:

- 1) Employment opportunities: When employees have alternative employment opportunities, those who are dissatisfied with their current job are more likely to quit.
- 2) Human capital: Employees who are high in education and ability (high human capital) are more likely to quit when they are dissatisfied with their jobs and they feel that they have other job opportunities available.

4.10

Job Satisfaction and Workplace Deviance

- A number of unpleasant consequences follow when employees are dissatisfied with their jobs.
- Dissatisfaction is often the root cause of a variety of deviant behaviour in the workplace.
- Such behaviours are also called employee withdrawal behaviour.

The exact nature of deviant behaviour is very difficult to predict. It may take different forms such as:

1. Reporting late to work.
2. Damaging company property.
3. Surfing on the Internet during work hours.
4. Hostility to coworkers and sometime escalates into violence.
5. Theft in the form of stealing company stationary equipment, use of company services (such as telephone, car) without permission and so on.
6. Substance abuse (use of alcohol and drugs) in the organisations premises.

The reasons for search deviant behaviour may be dissatisfaction resulting from:

- a) The feeling that they are being exploited by the organisation.
- b) The feeling that they are being overworked and are not adequately compensated for the same.
- c) Frustration on account of the cold and impersonal treatment given to them in the organisation.
- d) The supervisor is ill treating them and using them as tools to attain organisational objectives.

- Employ deviant behaviour are the employees way of gaining revenge. it is a way of getting even with the organisation.
- The manager must pay attention to the cause of the deviant behaviour rather than the different expressions of it if he is serious about eliminating them.

THANK YOU!