

Class: TY BSc

Subject : Psychology of Human behaviour at work

Chapter: Unit 1 Chapter 3

Chapter Name: Attitudes and Job Satisfaction

Today's Agenda

1. Define attitude
 1. Components of attitude
2. Major job related attitudes
 1. Job involvement
 2. Organizational commitment
 3. Perceived organizational support
 4. Employee engagement
 5. Job satisfaction

1 Define Attitude



Robbins & Judge, 2012:

- Attitudes are “evaluative statements - either favourable or unfavourable - concerning objects, people or events. They reflect how one feels about something.”
- OR
- Attitudes are the feelings and beliefs an individual has towards a particular object, place, thing, or another person.

1.1 Components of attitude

Attitudes are complex. In order to fully understand them, we must consider their properties.

- **Cognitive component** - how we think about someone or something. It is the description or belief aspect. Eg. My pay is low.
- **Affective component** - how we feel about someone or something. It is the emotional aspect. Eg. I am angry over how little I am paid.
- **Behavioral component** - how each towards someone or something. Eg. I am going to look for another job that pays better.

2 Major job related attitudes

Understanding work related attitudes is important to improve job performance and reduce management - worker conflicts.

5 important job related attitudes are :-

1. Job involvement
2. Organizational commitment
3. Percieved organizational support
4. Employee engagement
5. Job satisfaction

2.1 Job involvement



The degree to which a person identifies with a job, actively participates in it and considers performance important to self worth. - ROBBINS AND JUDGE (2013)

Characteristics of job involvement:-

1. Identity

Strongly identify with and care about the work they do. High level of belongingness to the organization.

2. Psychological empowerment

Employees feel they make a difference to their organization and hence experience a sense of competence and autonomy.

3. Participation

Enjoy participating in decision making and have high growth needs.

4. High performance and low absenteeism

Rarely late or absent at work and have a strong desire to be high performers.

2.2 Organizational commitment



The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.. -ROBBINS AND JUDGE (2013)

- Employees accept the goals of the organization.
- Emotional attachment to the organization and a sense of loyalty.
- Strong desire to remain with the organization.
- Willing to exert effort and make sacrifices for the organization.

2.2 Organizational commitment

Research facts about organizational commitment:-

1. Higher productivity

Higher the Organizational commitment greater is employee productivity and performance.

2. Lower absenteeism and turnover

Higher the Organizational commitment lower the employee absenteeism and turnover.

3. Creativity suffers

Creativity suffers as employees doesn't readily challenge the organization's existing pattern.

2.3 Perceived organizational support



The degree to which employees believe that the organization values their contributions and cares about their well-being. -ROBBINS AND JUDGE, 2013

Eg. Child care support, covering medical expenses, etc.

POS is considered high, when:-

1. Reward system in the organization is considered fair.
2. Allowed to participate in expressing opinions, ideas and decision making.
3. Managers or immediate superiors are thought to be supportive, empathetic and understanding.

2.4 Employee engagement



An individual's involvement with, satisfaction with and enthusiasm for the work he or she does. -ROBBINS AND JUDGE, 2013

Employee engagement is developed if:

1. Jobs are important and meaningful.
2. Provides opportunities and resources to learn new skills.
3. Giving clear guidelines.
4. Fruitful interactions with co workers and supervisors.
5. Employees have control over performance.
6. Jobs are consistent with their identity and training.

2.4 Employee engagement

Benefits of employee engagement:-

1. Higher level of customer satisfaction
2. Sharp drop in customer grievances
3. More productivity and higher profits.
4. Giving clear guidelines.
5. Reduced employee turnover and lesser accidents at work.

2.5 Job Satisfaction



A positive feeling about one's job resulting from an evaluation of its characteristics. -ROBBINS AND JUDGE, 2013

Measurement of job satisfaction

Job satisfaction is multidimensional in nature.

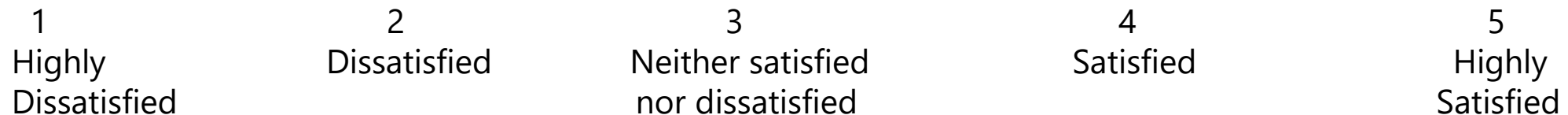
Factors that influence job satisfaction are pay, supervisor, types of task, working conditions, co workers, etc.

2.5 Job Satisfaction

2 Methods used to measure job satisfaction are:-

i) **SINGLE GLOBAL RATING**

A response to one question, such as "All things considered, how satisfied are you with your job?"
Respondents circle a number between a scale of 1 to 5.



2.5 Job Satisfaction

ii) FACET RATING

- Key elements of the job are identified, like pay, nature of work, supervision, culture, promotion opportunities, etc.
- Employees rates his feelings for each of the job elements/facets on a standardised scale
- All the ratings are added to obtain the overall job satisfaction score.

2.5 Job Satisfaction

3 Major determinants of job satisfaction are:-

i) Work

- Jobs that provide with training, task variety, positive interactions with coworkers and/or customers, independence lead to high level of satisfaction.
- Jobs that are stimulating and challenging rather than routine and predictable are more satisfying
- Jobs that provide feedback and social support are more satisfying.

ii) Pay

- For poor people, pay has a strong impact on their job satisfaction. However, when one reaches a standard level of comfortable living, the impact of pay reduces.
- Therefore, one can conclude that money can be a motivator but it does not guarantee job satisfaction.

2.5 Job Satisfaction

The impact of job dissatisfaction

EXIT-VOICE-LOYALTY-NEGLECT
FRAMEWORK differs along two dimensions
of employee reaction

- i) constructive/destructive
- ii) active/passive

	Constructive	Deconstructive
Active	VOICE	EXIT
Passive	LOYALTY	NEGLECT

2.5 Job Satisfaction

- EXIT- Employee either quits the organization or looks for new positions inside or outside the organization. ACTIVE-DESTRUCTIVE RESPONSE
- VOICE - Employee attempts to improve conditions in the organization through discussion with superior, engaging in union activity. Employee has a problem solving behaviour. ACTIVE-CONSTRUCTIVE RESPONSE
- LOYALTY - Employee has full faith in the management and therefore does nothing but waits for conditions to improve. PASSIVE-CONSTRUCTIVE RESPONSE
- NEGLECT - Employee gradually withdraws himself from the job, remains absent , puts less effort, reports late to work and allows conditions to go from bad to worse. PASSIVE-DESTRUCTIVE RESPONSE