

Chapter 6

Robbins & Judge

Organizational Behavior

14th Edition

Attitude

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Chapter Learning Objectives

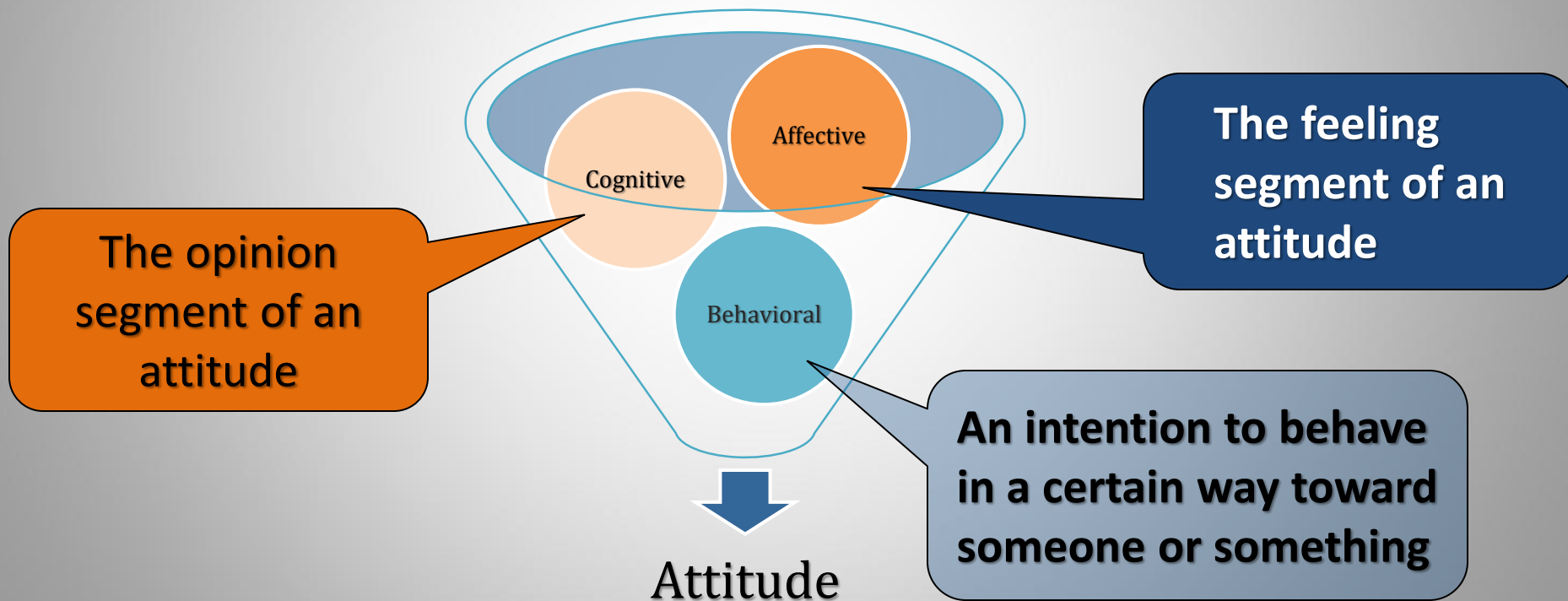
➤ **After studying this chapter, you should be able to:**

- Contrast the three components of an attitude.
- Summarize the relationship between attitudes and behavior.
- Compare and contrast the major job attitudes.
- Define job satisfaction and show how it can be measured.
- Summarize the main causes of job satisfaction.
- Identify four employee responses to dissatisfaction.

Attitudes

Evaluation or judgments of objects, people, or events

Three components of an attitude: Cognitive, Affective, and Behavioral



Three Components of Attitudes

- **Three components of attitude:**
- **Cognitive component:** *opinion of how things are*
 - E.g.: “My pay is low”
- **Affective component:** *feeling that is reflected from the opinion*
 - E.g.: “I am angry over how little I am paid”
- **Behavioral component:** *intention to behave in certain way based on emotion*
 - E.g.: “I am going to find another job”



Major Job Attitudes

- **The field of Organizational Behavior focuses on how attitudes will influence the workplace.**
- **Four major job attitudes:**
 1. Job Satisfaction
 2. Job Involvement
 3. Perceived Organizational Support (POS)
 4. Organizational Commitment

1. Job Satisfaction

➤ Job Satisfaction

- A positive feeling about the job resulting from an evaluation of its characteristics.
- A person with high job satisfaction holds positive feeling about his job while a person with low job satisfaction holds negative feeling about his job



2. Job Involvement

➤ Job Involvement

- Degree of psychological identification with the job where perceived performance is important to self-worth
- A person with high job involvement identifies with his job and actively participates in it



3. Perceived Organizational Support (POS)

➤ **Perceived Organizational Support (POS)**

- 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.

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4. Organizational Commitment

➤ Organizational Commitment

- Identifying with a particular organization and its goals, while wishing to maintain membership in the organization.
- Emotional attachment to organization
- Organizational commitment has been found to have some relationship to performance
- *Occupational commitment*, loyalty to profession rather than a given employer – this is different than organizational commitment.

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.

➤ Customer Satisfaction

- Satisfied frontline employees increase customer satisfaction and loyalty.

➤ Absenteeism

- Satisfied employees are moderately less likely to miss work.

More Outcomes of Job Satisfaction

➤ Turnover

- Satisfied employees are less likely to quit.
- Many moderating variables in this relationship.
 - Economic environment and tenure
 - Organizational actions taken to retain high performers and to weed out lower performers

➤ Workplace Deviance

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

Summary and Managerial Implications

- Managers should watch employee attitudes:
 - They give warnings of potential problems
 - They influence behavior
- Managers should try to increase job satisfaction and generate positive job attitudes
 - Reduces costs by lowering turnover, absenteeism, tardiness, theft
- Focus on the intrinsic parts of the job: *make work challenging and interesting*
 - Pay is not enough



Chapter Questions

- 1. There are three components of attitudes. Describe each one of them.**
- 2. Briefly explain the four major job attitudes.**
- 3. When employees are dissatisfied with their jobs, they have four basic responses they can utilize. Draw the diagram showing these four responses.**
- 4. In your own words, explain what employers can do to encourage positive job attitudes in the workplace.**