

# Attitudes and job satisfaction essay sample

[Psychology](#), [Behaviorism](#)



- To understand attitudes, their components and how they affect our behaviours
- Compare and contrast the major job attitudes.
- Define job satisfaction and show how it can be measured.
- Summarize the main causes of job satisfaction.

Attitudes are evaluative statements- either favourable or unfavourable- about objects, people or events. Jung's definition of attitude is a "readiness of the psyche to act or react in a certain way" (Jung, [1921] Most attitudes are the result of either direct experience or observational learning from the environment.

Mainly there are 3 components of Attitudes-Cognitive

Affective

The emotional or feeling segment of an attitude

The opinion or belief segment of an attitude

Behavioral

Attitude

An intention to behave in a certain way toward someone or something

Moderating Variables

☛ The most powerful moderators of the attitude-behavior

relationship are:

☛ Importance of the attitude-reflects fundamental values,

self interest or identification with groups or individuals have strong relation with behaviour

- Correspondence to behavior- closer the attitude and behaviour, stronger the relationship
- Accessibility- the more we talk, the more we remember and more its effect on behaviour

- Existence of social pressures- in accord with the attitude facilitates expression and vice versa
- Personal and direct experience of the attitude.

- Leon Festinger (1957)

- No, the reverse is sometimes true!

- Cognitive Dissonance: 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

- The stronger the dissonance, the greater the urge to reduce it or actively avoid situations and information that create awareness of dissonance existing

Ways to reduce dissonance

- Consistency is achieved

- by changing the attitude causing dissonance
- modifying or changing the behaviors,
- or through rationalization

Desire to reduce dissonance depends on:

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Importance of elements creating dissonance

Degree of individual influence over elements Rewards involved in dissonance

## Predicting Behavior from Attitudes

- Closer the match between attitude & behavior, stronger the relationship:
- Specific attitudes predict specific behavior
- General attitudes predict general behavior
- More frequently expressed an attitude, better predictor it is.
- High social pressures reduce the relationship and may cause dissonance.
- Attitudes based on personal experience are stronger predictors.

## What are the Major Job Attitudes?

- 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

- Belief in the degree of influence over the job, competence, job meaningfulness, and autonomy

## Another Major Job Attitude

- Organizational Commitment
- Identifying with a particular organization and its goals, while wishing to maintain membership in the organization.
- Three dimensions:
- Affective - emotional attachment to organization and belief in its values
- Continuance Commitment - economic value of staying
- Normative - moral or ethical obligations
- Has some relation to performance, especially for new employees.

### More Major Job Attitudes...

• 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. • High POS is related to higher OCBs and performance. • Employee Engagement • The degree of involvement with, satisfaction with, and enthusiasm for the job. • Engaged employees are passionate about their work and company.

### Job Satisfaction

• a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. • involves a complex individual summation of a number of discrete job elements. • How to measure? • Single global rating (one question/one answer) Best • Summation of job facets score (many questions/one average) - standardized scale

### Models of Job Satisfaction

• Affect Theory- Edwin A. Locke's (1976)-satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. - how much one values a given facet of work (e. g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met • Dispositional Model- Job Satisfaction is a relatively stable disposition of an individual -some individuals are likely to be consistently either dissatisfied or satisfied with their jobs

## Causes of 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. • Those with positive core self-evaluation are more satisfied with their jobs.

## Employee Responses to Dissatisfaction

### Active

Exit • Behavior directed toward leaving the organization  
Voice • Active and constructive attempts to improve conditions

### Destructive

Neglect • Allowing conditions to worsen  
Loyalty • Passively waiting for conditions to improve

### Constructive

### Passive

## Outcomes of Job Satisfaction

• Job Performance • Satisfied workers are more productive AND more productive workers are more satisfied! • 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.

### More Outcomes of Job Satisfaction

#### ☛ Turnover

☛ Satisfied employees are less likely to quit.

☛ Many moderating variables in this relationship.

Economic environment and tenure ☛ Workplace Deviance ☛ Dissatisfied workers are more likely to unionize, abuse substances, steal, and withdraw.

### 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, and increasing OCB

☛ Focus on the intrinsic parts of the job: make work challenging and interesting