Organizational Behavior

Meeting-6

VALUES, ATTITUDE
AND WORK SATISFACTION

Values

Values

Values:

✓ Values are beliefs about the behavior that an individual wants and is used as a principle or standard in his life.

✓ Basic convictions about what is *right, good, or desirable*

Value system

Ranks values in terms of intensity

The Importance of Values

- Understand the attitudes, motivations and behavior of an individual and culture

- It effects perceptions about everything that is around us

- The description of the "right" and "wrong"

- It shows that certain behaviors or outputs are more preferred than others

Classification of Values
(*Rokeach Values Survey)*

- **Terminal Values**
  - **Desirable end-states of existence**, *the goals that a person would like to achieve during his or her lifetime*
  - Ex: *Health & well-being, prosperity, success, freedom*

- **Instrumental Values**
  - **Preferred modes of behavior or the way in achieving terminal values**
  - *Ex; Self development, discipline, goal orientation*

- *People in same occupations or categories tend to hold similar values*
  - *Values vary between groups*
  - *Values differences make it difficult for groups to negotiate and may create conflict*

Tipe Nilai (*Survei Nilai Rokeach*)

Terminal Value; The desired final state of existence; *goals to be achieved someone during his life*

**Instrumental Value;** The preferred way of behaving *in achieving one terminal value*

> Main Value Rankings of Executives, Union Members, and Activists

Executives		Union Members		Activists	
Terminal	**Instrumental**	**Terminal**	**Instrumental**	**Terminal**	**Instrumental**
1. Self-respect	1. Honest	1. Family security	1. Responsible	1. Equality	1. Honest
2. Family security	2. Responsible	2. Freedom	2. Honest	2. A world of peace	2. Helpful
3. Freedom	3. Capable	3. Happiness	3. Courageous	3. Family security	3. Courageous
4. A sense of accomplishment	4. Ambitious	4. Self-respect	4. Independent	4. Self-respect	4. Responsible
5. Happiness	5. Independent	5. Mature love	5. Capable	5. Freedom	5. Capable

Cohort	Entered the Workforce	Approximate Current Age	Dominant Work Values
Veterans	1950s or early 1960s	60+	Hard working, conservative, conforming; loyalty to the organization
Boomers	1965–1985	40–60	Success, achievement, ambition, dislike of authority; loyalty to career
Xers	1985–2000	25–40	Work-life balance, team-oriented, dislike of rules; loyalty to relationships
Nexters	2000 to present	Under 25	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships
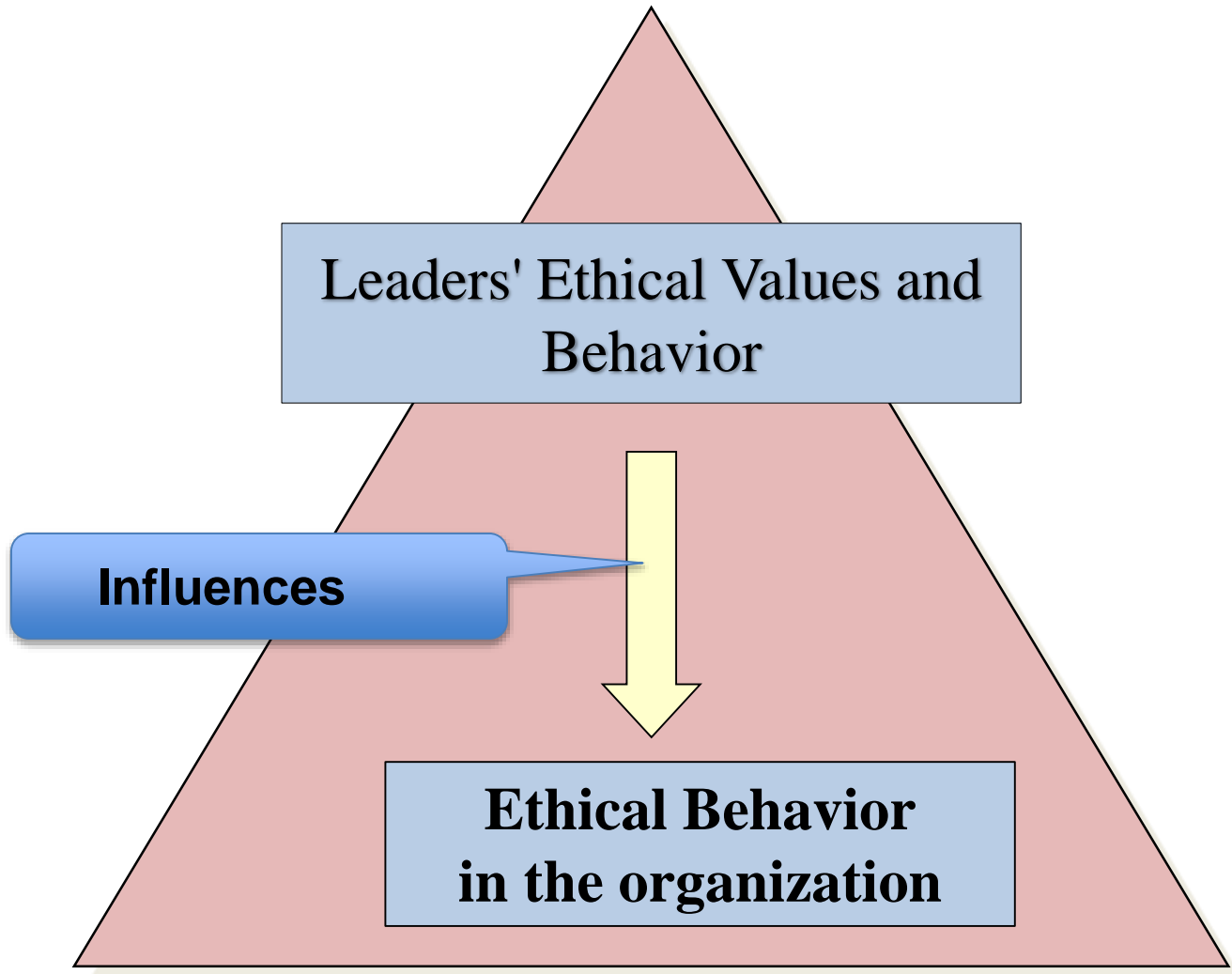
Attitude

Attitude

Attitudes

Evaluative statements – either favorable or unfavorable – about objects, people, or events

✓ They reflect how we feel about something

➢ **Cognitive Components**

An opinion or belief segment of an attitude

➢ **Affective Components**

The emotional or feeling segment of an attitude

➢ **Behavior Component**

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

Attitude is influenced by:

- ✓ Values system,

- ✓ Friends,

- ✓ Teachers,

- ✓ Parents,

- ✓ Role models, and

- ✓ Culture

Components of Attitude

Cognititive

- Opinion or belief in the way things are
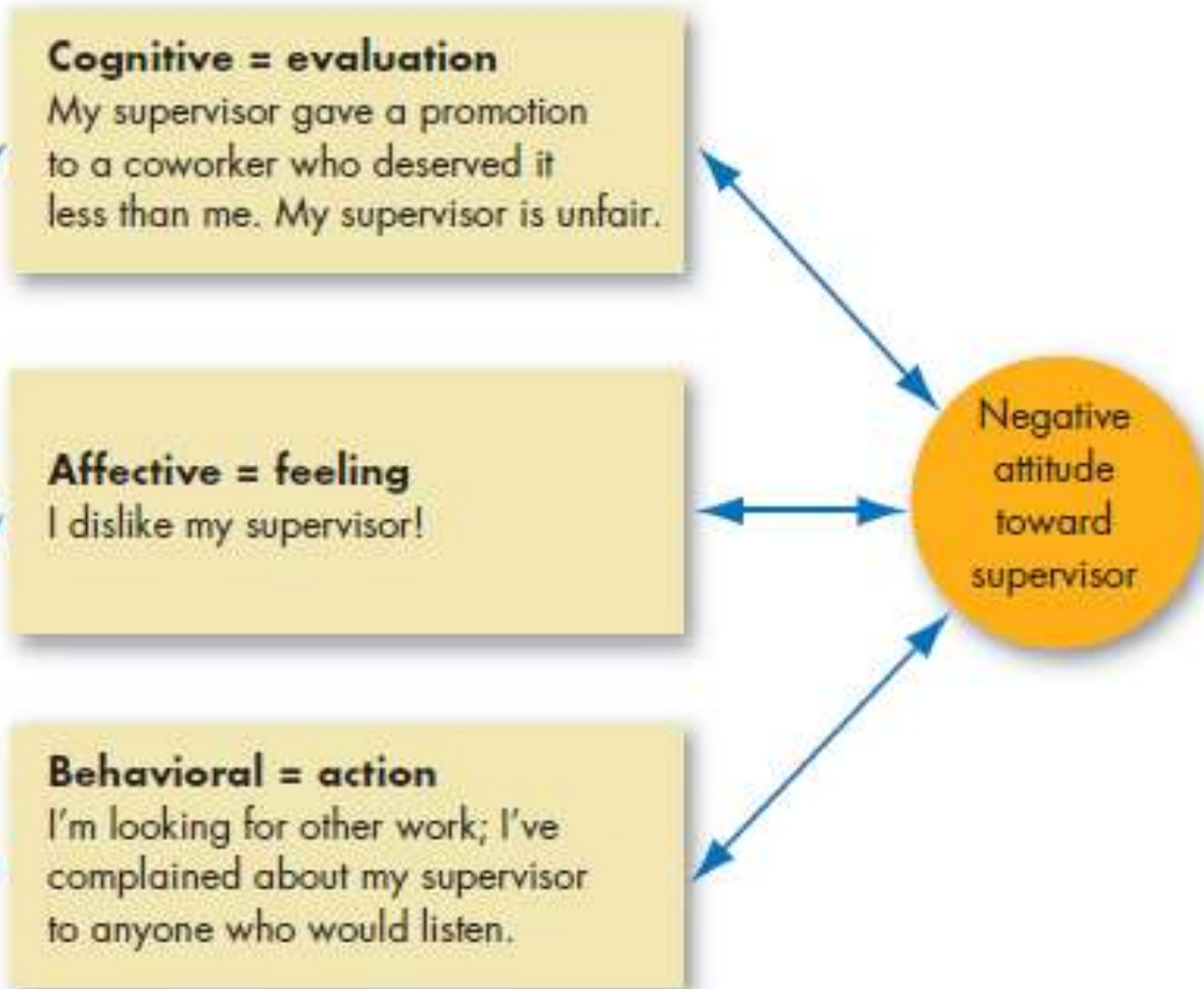- Ex : my pay is low

Affective

- Reflection of the emotional or feeling segment of an attitude
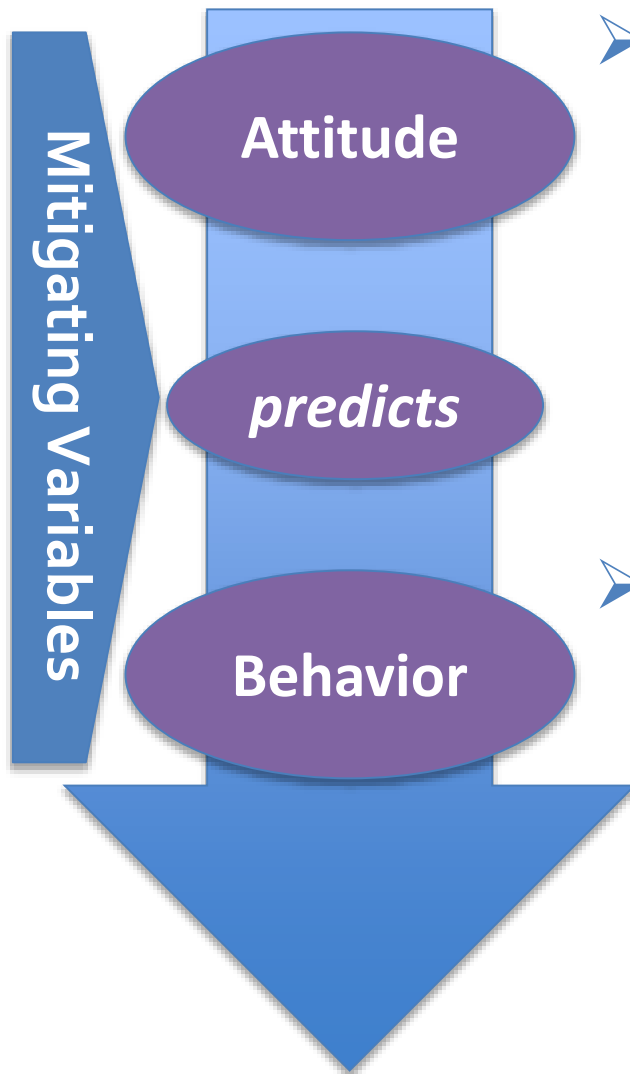- Ex : my pay is low and it's make me angry

Behavior

- Intention to behave in a certain way toward someone or something
- Ex : my pay is low, I am angry, I should find another job which pay better

Example:

Cognition, affect, and behavior are closely related.

Cognitive = evaluation
My supervisor gave a promotion to a coworker who deserved it less than me. My supervisor is unfair.

Affective = feeling
I dislike my supervisor!

Behavioral = action
I'm looking for other work; I've complained about my supervisor to anyone who would listen.

Negative attitude toward supervisor

Summarize the Relationship Between Attitudes and Behavior

Attitude

predicts

Behavior

Mitigating Variables

➢ **Moderating/ Mitigating Variables:**
  - ✓ **Importance of the attitude**
  - ✓ **Its correspondence to behavior**
  - ✓ **Its accessibility**
  - ✓ **The presence of social pressures**
  - ✓ **Whether a person has direct experience with the attitude**

➢ **The attitude-behavior relationship is likely to be much stronger if *an attitude refers to something with which we have direct personal experience***

3-15

How to Change Attitude:

Barriers to change attitudes, because:
1. Previous commitments (keep the old decisions even that's wrong)
2. Inadequate or lack of information

How to change attitude:
1) Provide adequate information
2) Using of fear (medium threat)
3) Solving the problem of difference between attitude and behavior (ex: feeling wrong to choose the workplace → must be corrected)
4) Using Influence of friends / coworkers
5) Co-opting approach (involving him/her in developing program where his/her attitude is negative)

• Job Satisfaction

– *A positive feeling* about the job resulting from an evaluation of its characteristics

Dimensions of Job Satisfaction (Luthans):

1) **The work itself** *(interesting assignments, learning opportunities, chance taking responsibility)*

2) **Salary** *(appropriate and fair)*

3) **Promotional opportunities** *(opportunities to advance)*

4) **Supervision** *(technical assistance and behavior support)*

5) **Coworkers** *(technically and socially skilled partners)*

- **Organizational Commitment**
  - Identifying his/ her self with an organization and its goals, and wishing to maintain membership in the organization
  - Employees who are committed will be less likely to engage in work withdrawal, even if they are dissatisfied, because they have a sense of organizational loyalty

Dimensions of Organizational Commitment:

1) **Affective commitment** *(emotional attachment, identification, involved)*

2) **Continuation Commitment** *(He/ she will loss when leaving: seniority, promotion opportunity, and benefits)*

3) **Normative Commitment** *(feeling obligated not to come out)*

- **Job Involvement**
  - Degree of psychological identification with the job where perceived performance is important to self-worth

- **Employee Engagement**
  - The degree of involvement with, satisfaction with, and enthusiasm for the job.
  - Engaged employees are passionate about their work and company

- **Perceived Organizational Support (POS)**
  - Degree to which employees believe the organization values their contribution and cares about their well-being.
  - It 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.

Job Satisfaction

Effect of Job Satisfaction on Employee Performance

➢ **Satisfaction and Productivity**
   ✓ Satisfied employees are not always productive workers. But dissatisfaction employees must not be productive workers

➢ **Satisfaction and Absence**
   ✓ Dissatisfaction employees tend to be *more likely to be absent*

➢ **Satisfaction and Turnover of employees**
   ✓ Satisfied employees are *more likely to remain in the organization*.

Outcome of Job satisfaction

Job Performance
- Satisfied workers are more productive → more satisfied.

Organizational Citizenship Behaviors
- Satisfaction influences commitment, engagement, loyalty through perceptions of fairness.

Customer Satisfaction
- Satisfied employees increase customer satisfaction and loyalty.

Absenteeism
- Satisfied employees are rarely miss work schedule.
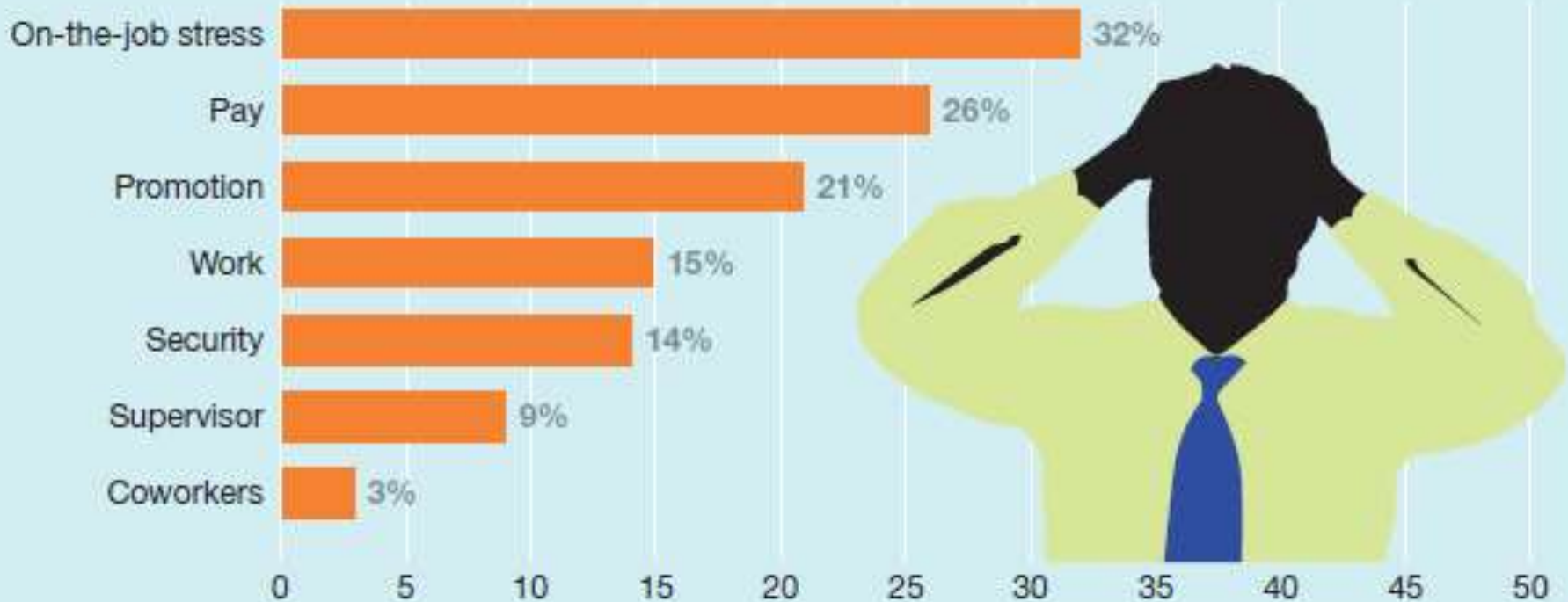
Turnover
- Satisfied employees are less likely to quit.

Workplace Deviance
- Dissatisfied workers are more likely to unionize, abuse substances, steal, be tardy, and show withdraw behavior
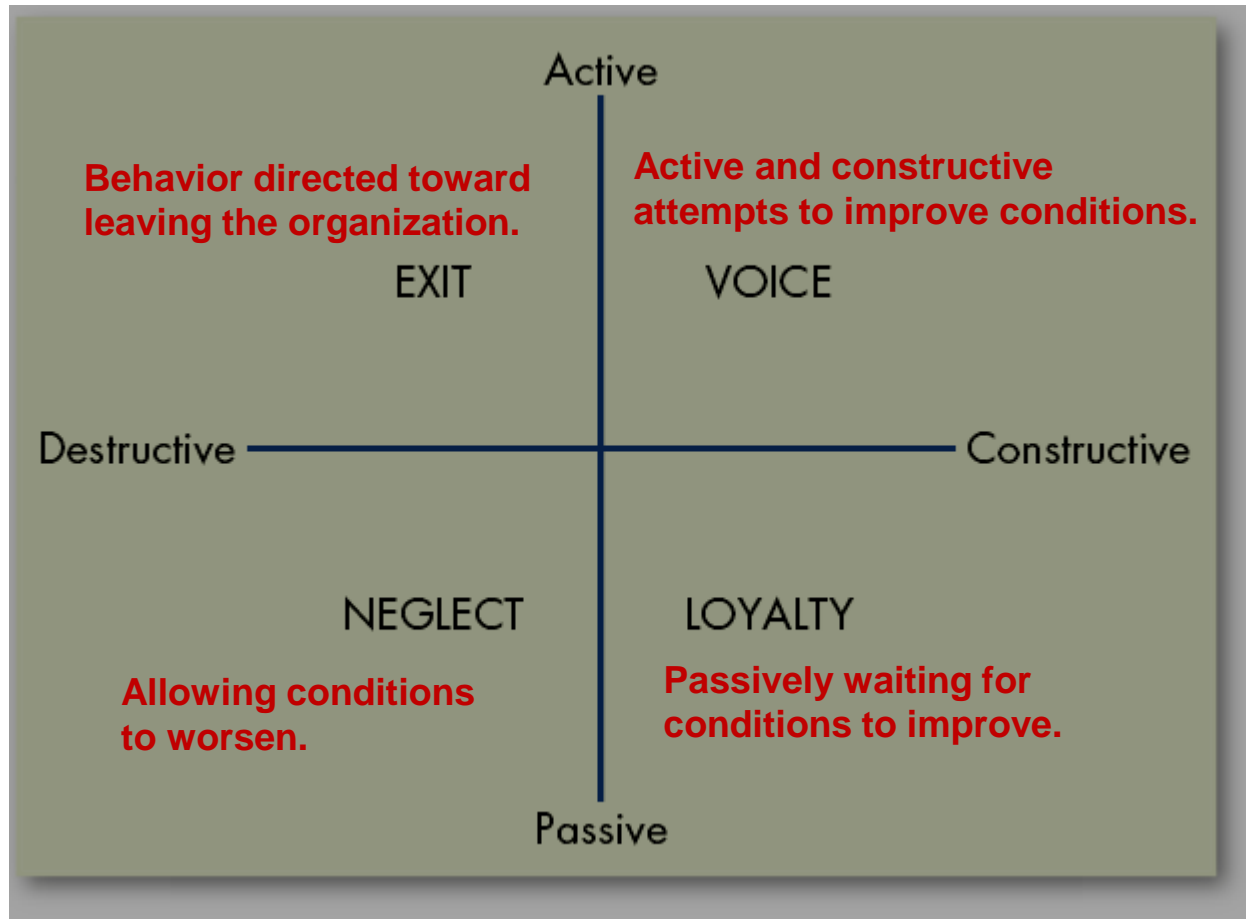
% Dissatisfied with Aspect of Job

Aspect	Percentage
On-the-job stress	32%
Pay	26%
Promotion	21%
Work	15%
Security	14%
Supervisor	9%
Coworkers	3%

Source: L. Saad, "On-the-Job Stress Is U.S. Workers' Biggest Complaint," *Gallup Poll* (August 30, 2010), www.gallup.com/.

Response to Job Dissatisfaction

Source: C. Rusbult and D. Lowery, "When Bureaucrats Get the Blues,"
Journal of Applied Social Psychology. 15, no. 1, 1985:83. Reprinted with
permission.

Identify Four Employee Responses to Dissatisfaction

1. **Job Satisfaction and Job Performance**
   - Happy workers are more likely to be productive workers

2. **Job Satisfaction and OCB**
   - People who are more satisfied with their jobs are more likely to engage in OCB
   - The satisfied employee who feels treated fairly by organization and he trusts it will be willing to be involved in work that exceeds the organization's expectations of him.

3. Job Satisfaction and Customer Satisfaction

- Satisfied employees increase customer satisfaction and loyalty.
  - They are more friendly, cheerful, and responsive.
  - They tend to help build long-term customer relationships.
  - They are experienced
- Dissatisfied customers increase employee job dissatisfaction

4. Job Satisfaction and Absenteeism

- There is *a consistent negative relationship* between satisfaction and absenteeism, but it is moderate to weak.