

**STUDY UNIT 3
THE INDIVIDUAL
ATTITUDES AND JOB SATISFACTION**

LEARNING OUTCOMES

- On successful completion of this study unit, students will be able to:
 - Describe the nature of attitudes
 - Explain what determines job satisfaction
 - Explain the relationship between job satisfaction and behaviour

ATTITUDES

- An attitude is an evaluative statement - favourable or unfavourable - concerning objectives, individuals or events.
 - Attitudes are far more specific than values, but less stable
 - Attitudes are comprised of the following components:
 - Cognitive, which is reflected through value statements
 - Affective, which is the emotional or feeling element
 - Behavioural, which creates the intention to behave in a certain way

Types

- Three work-related attitudes can be identified:
 - Job satisfaction, which refers to a person's general attitude to his / her job.
 - Job involvement, which is the degree to which a person psychologically identifies with his / her job.
 - Organisational commitment, which is a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation.

JOB SATISFACTION

Factors that influence job satisfaction

- Job dimensions that contribute to job satisfaction are:
 - The work itself
 - The extent to which a job provides the individual with stimulating tasks, opportunities for learning and personal growth.
 - Promotional opportunities
 - The extent to which a job provides chances for promotion and advancement.
 - Not necessarily associated with hierarchical progress but includes opportunities for lateral movement and growth
 - Supervision
 - Abilities of the supervisor to provide emotional and technical support and guidance with work-related tasks
 - Co-workers
 - The extent to which fellow workers are technically, emotionally and socially supportive

- Working conditions
 - The extent to which the general work context facilitates job satisfaction.
 - The context may refer to the psychological as well as the physical conditions.
- Pay
 - The remuneration received and the degree to which this is viewed as equitable compared to that of another person in a similar position within or outside the organisation.

Satisfaction and Productivity

- Happy workers aren't necessarily productive workers at the individual level and the evidence suggests the reverse to be more accurate.
 - Productivity is likely to lead to satisfaction if we move from the individual level to that of the organisation.
 - When satisfaction and productivity data are gathered for the organisation as a whole rather than at the individual level we find that organisations with more satisfied employees tend to be more effective than organisations with less satisfied employees.

Satisfaction and absenteeism

- Dissatisfied employees are more likely to miss work.
 - Organisations that provide liberal sick leave benefits compound the problem as these benefits seem to encourage all employees including those who are highly satisfied to take days off.

Satisfaction and staff turnover

- Satisfaction is also inversely related to turnover but the correlation is stronger to that found for absenteeism.
- Other constraining factors which tend to see employees stay in their current job are:
 - Labour market conditions
 - Expectations about alternative job opportunities
 - Length of tenure with the organisation
- Evidence indicates that an important moderator of the satisfaction turnover relationship is the employee's level of performance.
 - Specifically the level of satisfaction is less important in predicting turnover for superior performers.
 - Organisations typically make considerable effort to keep these people through initiatives like pay raises, praise, recognition, increased promotional opportunities and so on.