Organizational attitudes

Goals
- Define key job attitudes
- Describe major models
- Discuss major research findings

Job satisfaction
- A “multidimensional psychological response” to a job
  - Has affective, behavioral, cognitive components
- Can include satisfaction with specific job facets
  - Pay
  - Promotions
  - Coworkers
  - Supervision
  - Work tasks
- Can also include more global job satisfaction (e.g., overall attitude towards your job)
Job satisfaction

- Problematic early research on job satisfaction and performance
  - Everyone assumed a link, but little empirical support

Job satisfaction

- Potential explanations for results of earlier job sat→performance studies
  - Artifact of focus on specific facets of satisfaction
    - The “correspondence principle”: match specificity of predictors and outcomes
  - Narrow range of performance measures
  - Wrong level of analysis
    - “Macro” instead of “micro” relationship?

Job satisfaction

- Other correlates
  - Withdrawal (lateness, absenteeism, turnover)
  - Commitment to the organization
Thibault & Kelley (1959)

- (Job) satisfaction and behavior is a function of:
  1) Current outcomes
  2) Comparison level (CL)
  3) Comparison level for alternatives (CLalt)

\[
\begin{array}{c|c|c|c|c}
\text{Situation} & \text{CL} & \text{CLalt} & \text{Satisfaction} & \text{Turnover} \\
\hline
1 & > CL & > CLalt & + & - \\
2 & > CL & < CLalt & + & + \\
3 & < CL & > CLalt & - & - \\
4 & < CL & < CLalt & - & + \\
\end{array}
\]

Adapted from Hulin & Judge (2003)

Job Characteristics Model
(Hackman & Oldham, 1976)

- Satisfaction determined by the characteristics of work being done
  - Task identity
  - Task significance
  - Skill variety
  - Autonomy
  - Feedback
Affective Events Theory
(Weiss & Cropanzano, 1996)

Features of job environment

Affective work events

Affective reactions

Attitudes

Dispositions

Affect-driven behaviors

Organizational commitment

- Commitment is a multidimensional, psychological state of attachment to the organization
  - Affective commitment
  - Continuance commitment
  - Normative commitment

Organizational commitment

- Relationships to other variables
  - Withdrawal, counterproductive work behaviors
  - Contextual performance, organizational citizenship behaviors
  - Supervisor ratings of job performance
  - Perceptions of work-family conflict
  - Job involvement and job satisfaction
Organizational commitment

- Other predictors
  - Locus of control
  - Work experiences
    - Organizational support
    - Leadership
    - Ambiguity or conflict in organizational roles
    - Organizational justice

Organizational justice

- Three primary types
  - Distributive justice
  - Procedural justice
    - Voice
  - Interactional justice
    - Interpersonal justice
    - Informational justice

Organizational justice

- Aspects of justice related to
  - Job performance
  - Job satisfaction
  - Organizational commitment
  - Counterproductive work behaviors
  - Withdrawal/turnover
Organizational attitudes