

Organizational Human Behavior management

Lecturer: Dr. Shukhrat Otajonov

Lecture 3

Attitudes and Job Satisfaction

Values

Values

Basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

Value System

A hierarchy based on a ranking of an individual's values in terms of their intensity.

Importance of Values

- Provide understanding of the attitudes, motivation, and behaviors of individuals and cultures.
- Influence our perception of the world around us.
- Represent interpretations of “right” and “wrong.”
- Imply that some behaviors or outcomes are preferred over others.

Types of Values -- Rokeach Value Survey

Terminal Values

Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime.

Instrumental Values

Preferable modes of behavior or means of achieving one's terminal values.

Hofstede's Framework for Assessing Cultures

Power Distance

The extent to which a society accepts that power in institutions and organizations is distributed unequally.

low distance: relatively equal distribution

high distance: extremely unequal distribution

Hofstede's Framework (cont'd)

Individualism

The degree to which people prefer to act as individuals rather than a member of groups.

Collectivism

A tight social framework in which people expect others in groups of which they are a part to look after them and protect them.

Hofstede's Framework (cont'd)

Achievement

The extent to which societal values are characterized by assertiveness, materialism and competition.

Nurturing

The extent to which societal values emphasize relationships and concern for others.

Hofstede's Framework (cont'd)

Uncertainty Avoidance

The extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.

Hofstede's Framework (cont'd)

Long-term Orientation

A national culture attribute that emphasizes the future, thrift, and persistence.

Short-term Orientation

A national culture attribute that emphasizes the past and present, respect for tradition, and fulfilling social obligations.

Attitudes

Attitudes

Evaluative statements or judgments concerning objects, people, or events.

Cognitive component

The opinion or belief segment of an attitude.

Affective Component

The emotional or feeling segment of an attitude.

Behavioral Component

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

Types of Attitudes

Job Satisfaction

A collection of positive and/or negative feelings that an individual holds toward his or her job.

Job Involvement

Identifying with the job, actively participating in it, and considering performance important to self-worth.

Organizational Commitment

Identifying with a particular organization and its goals, and wishing to maintain membership in the organization.

The Theory of Cognitive Dissonance

Cognitive Dissonance

Any incompatibility between two or more attitudes or between behavior and attitudes.

Desire to reduce dissonance

- Importance of elements creating dissonance
- Degree of individual influence over elements
- Rewards involved in dissonance

Measuring the A-B Relationship

- Recent research indicates that attitudes (A) significantly predict behaviors (B) when moderating variables are taken into account.

Moderating Variables

- Importance of the attitude
- Specificity of the attitude
- Accessibility of the attitude
- Social pressures on the individual
- Direct experience with the attitude

Self-Perception Theory

Attitudes are used after the fact to make sense out of an action that has already occurred.

An Application: Attitude Surveys

Attitude Surveys

Eliciting responses from employees through questionnaires about how they feel about their jobs, work groups, supervisors, and the organization.

Attitudes and Workforce Diversity

- Training activities that can reshape employee attitudes concerning diversity:
 - Participating in diversity training that provides for self-evaluation and group discussions.
 - Volunteer work in community and social service centers with individuals of diverse backgrounds.
 - Exploring print and visual media that recount and portray diversity issues.

Job Satisfaction

- Measuring Job Satisfaction
 - Single global rating
 - Summation score
- How Satisfied Are People in Their Jobs?
 - Job satisfaction declined to 50.4% in 2002
 - Decline attributed to:
 - Pressures to increase productivity and meet tighter deadlines
 - Less control over work

The Effect of Job Satisfaction on Employee Performance

- Satisfaction and Productivity
 - Satisfied workers aren't necessarily more productive.
 - Worker productivity is higher in organizations with more satisfied workers.
- Satisfaction and Absenteeism
 - Satisfied employees have fewer avoidable absences.
- Satisfaction and Turnover
 - Satisfied employees are less likely to quit.
 - Organizations take actions to retain high performers and to weed out lower performers.

How Employees Can Express Dissatisfaction

Exit

Behavior directed toward leaving the organization.

Loyalty

Passively waiting for conditions to improve.

Voice

Active and constructive attempts to improve conditions.

Neglect

Allowing conditions to worsen.

Job Satisfaction and OCB

- Satisfaction and Organizational Citizenship Behavior (OCB)
 - Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job.

Job Satisfaction and Customer Satisfaction

- Satisfied employees increase customer satisfaction because:
 - They are more friendly, upbeat, and responsive.
 - They are less likely to turnover which helps build long-term customer relationships.
 - They are experienced.
- Dissatisfied customers increase employee job dissatisfaction.

Diversity Management Versus Equal Employment Opportunity

- **Equal employment opportunity** means treating people fairly and equitably and taking actions that do not discriminate against people in protected classes on the basis of some illegal criterion.
- **Diversity management** places a much heavier emphasis on recognizing and appreciating differences among people at work and attempting to provide accommodations for those differences to the extent that is feasible and possible.

Identical Treatment Versus Equitable Treatment

- An employer who provides Christian holidays off should also be sensitive to the need to provide important religious holidays off for various employees of different beliefs and faiths.
- On average, men have greater muscle mass than do women and therefore lift heavier weight.
- Since women bear children, they may need longer periods of time off after childbirth.

Age Distributions

- The average age of the U.S. workforce is gradually increasing.
- Declining birth rates among post-baby-boom generations simultaneously account for smaller percentages of new entrants into the labor force.
- Due to limits on mandatory retirement, more and more people are working beyond the age at which they might have retired just a few years ago.

Dimensions of Diversity

- **Gender:** as more and more females have entered the workforce, organizations have subsequently experienced changes in the relative proportion of male and female employees.
 - The **glass ceiling** describes a barrier that keeps many females from advancing to top management positions in many organizations.



Disability

- Disabilities range from hearing impairments to missing fingers or limbs, blindness, or paralysis.
 - **Origin**: if the disability is perceived as being avoidable (example, one injured while DUI), coworkers are likely to react more negatively.
 - **Aesthetic**: disabilities that are more disfiguring are perceived more negatively.
 - A third and critical dimension refers to the nature of the disability itself, and how it is revealed to and perceived by coworkers.
 - **Not physically obvious** disabilities such as back injuries are granted accommodation, but may raise resentment from coworkers.

Diversity and Social Change

- Diversity in organizations both facilitates and is facilitated by social change in the environment.
- Another way that organizations affect social change is through the images they use to promote themselves and their products.
- Organizations that use diverse groups as representatives convey a message of their sensitivity toward diversity.

Diversity and Competitiveness

There are 6 issues on how diversity can be the source of a competitive advantage:

1. Cost
2. Resource acquisition
3. Marketing
4. Creativity
5. Problem solving
6. Systems flexibility

The Bottom Line on Diversity



- Studies indicate:
 - Diversity leads to positive outcomes such as better firm performance.
 - The key is that when a firm reaches true diversity, subgroup conflict dynamics disappear as everyone begins to view themselves as members of the same organization.

Individual Strategies for Dealing with Diversity

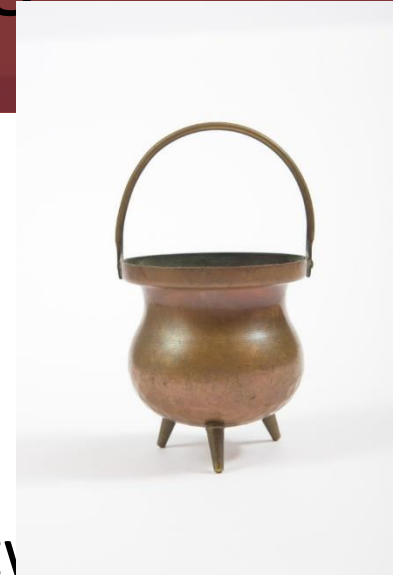
- **Understanding:** one must be clear on the nature and meaning of diversity.
- **Empathy:** in an organization, one should try to understand the perspectives of others.
- **Tolerance:** in an organization, one should be willing to tolerate cultural differences.
- **Communication:** it can only work if it is two-way.



Toward the Multicultural Organization

- Basic Characteristics

- Pluralism
- Full structural integration
- Full integration of the informal network
- Absence of prejudice and discrimination
- No gap in organizational identification
- Low levels of intergroup conflict



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