

LCDB7008 Visions for the Future : Theoretical Perspectives on Management

Week 4

Attitude & Job satisfaction

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Learning Objectives

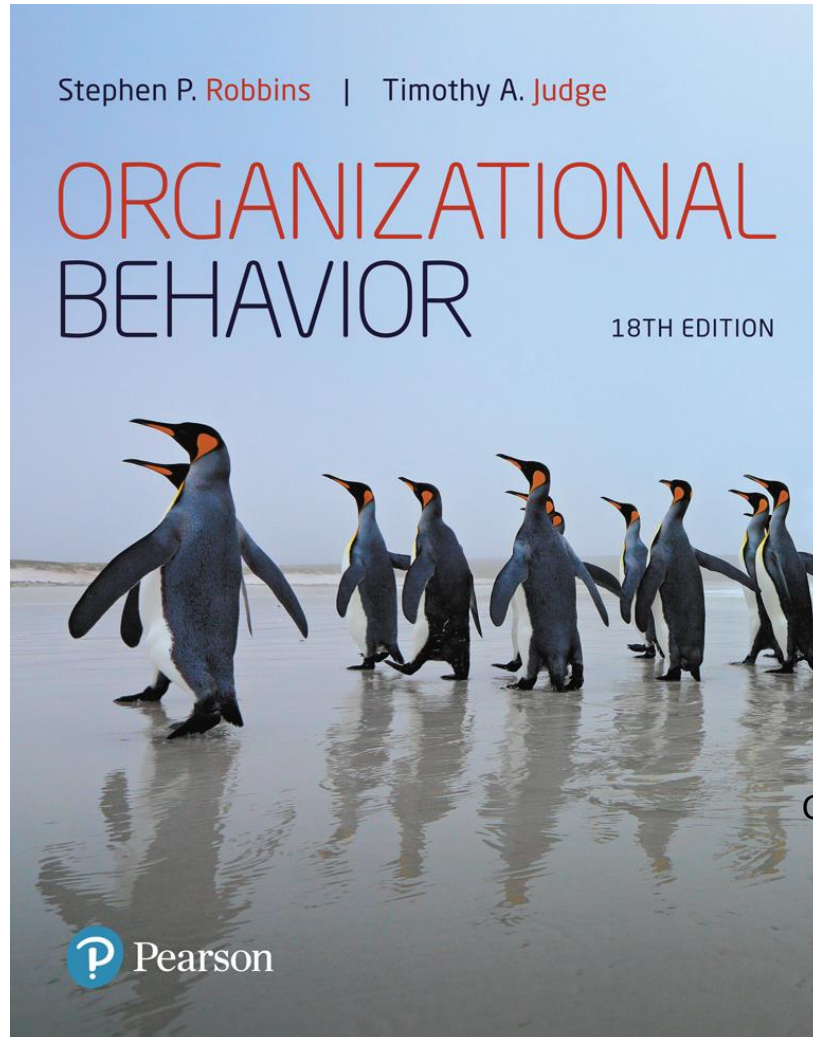
- 3.1 Contrast the three components of an attitude.
- 3.2 Summarize the relationship between attitudes and behavior.
- 3.3 Compare the major job attitudes.
- 3.4 Define *job satisfaction*.
- 3.5 Summarize the main causes of job satisfaction.
- 3.6 Identify three outcomes of job satisfaction.
- 3.7 Identify four employee responses to dissatisfaction.

Attitudes and Job Satisfaction



Organizational Behavior

Eighteenth Edition



Chapter 3

Attitudes and Job Satisfaction

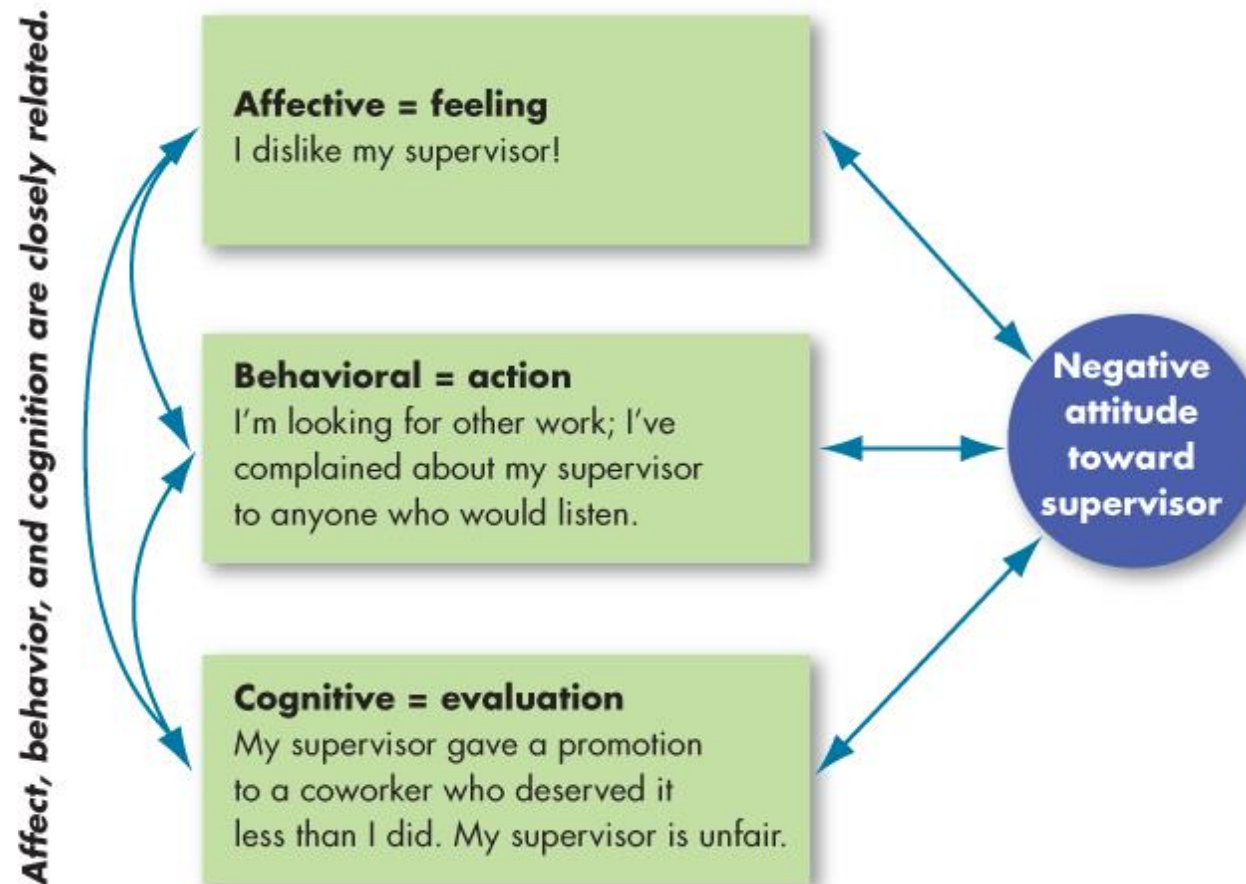
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Contrast the Three Components of an Attitude (1 of 2)

- **Attitudes** are evaluative statements—either favorable or unfavorable—about objects, people, or events.
 - They reflect how we feel about something.

Contrast the Three Components of an Attitude (2 of 2)

Exhibit 3-1 The Components of an Attitude

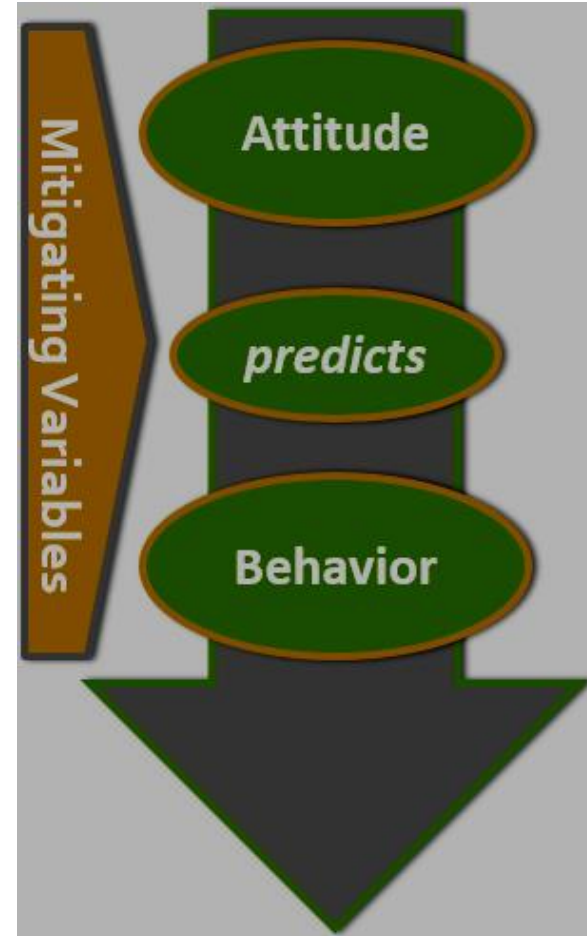


Summarize the Relationship Between Attitudes and Behavior (1 of 2)

- The attitudes that people hold determine what they do.
 - Festinger: cases of attitude following behavior illustrate the effects of cognitive dissonance.
 - **Cognitive dissonance** is any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes.
- Research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behavior.

Summarize the Relationship Between Attitudes and Behavior (2 of 2)

- Moderating Variables:
 - Attitude's importance
 - Correspondence to behavior
 - Accessibility
 - 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.



Compare the Major Job Attitudes (1 of 5)

- **Job Satisfaction**

- A positive feeling about the job resulting from an evaluation of its characteristics.

- **Job Involvement**

- Degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth.

- **Psychological Empowerment**

- Belief in the degree of influence over one's job, competence, job meaningfulness, and autonomy.

Compare the Major Job Attitudes (2 of 5)

- **Organizational Commitment**

- Identifying with a particular 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.

Compare the Major Job Attitudes (3 of 5)

- **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.
 - POS is important in countries where **power distance** is lower.

Compare the Major Job Attitudes (4 of 5)

- **Employee Engagement**

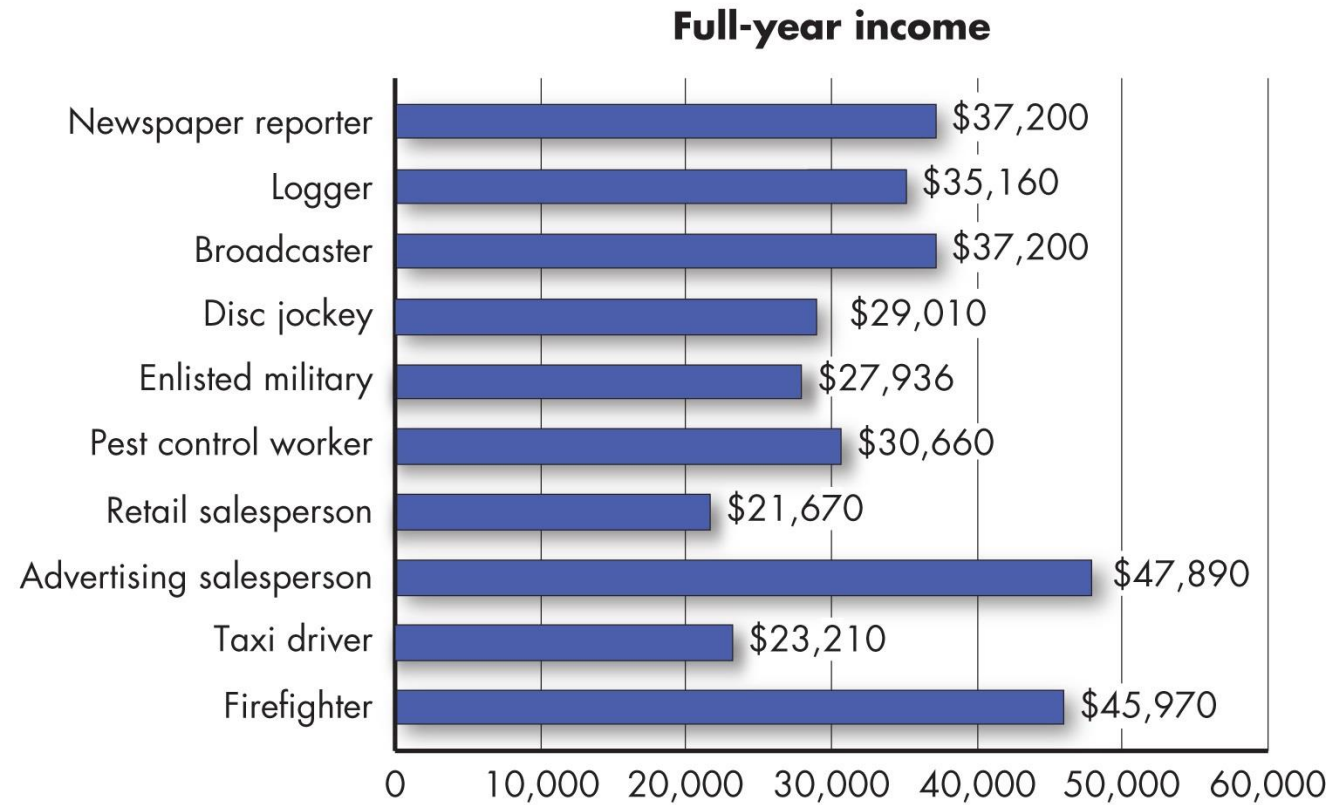
- The individual's involvement with, satisfaction with, and enthusiasm for the work.
- Engaged employees are passionate about their work and company.

Compare the Major Job Attitudes (5 of 5)

- Are these job attitudes really all that distinct?
 - No, these attitudes are highly related; and while there is some distinction, there is also a lot of overlap that may cause confusion.

Define Job Satisfaction (1 of 5)

Exhibit 3-2 Worst Jobs of 2016 for Job Satisfaction*



*Based on physical demands, work environment, income, stress, and hiring outlook.

Source: Based on CareerCast.com (2016), <http://www.careercast.com/jobs-rated/worst-jobs-2016>.

Define Job Satisfaction (2 of 5)

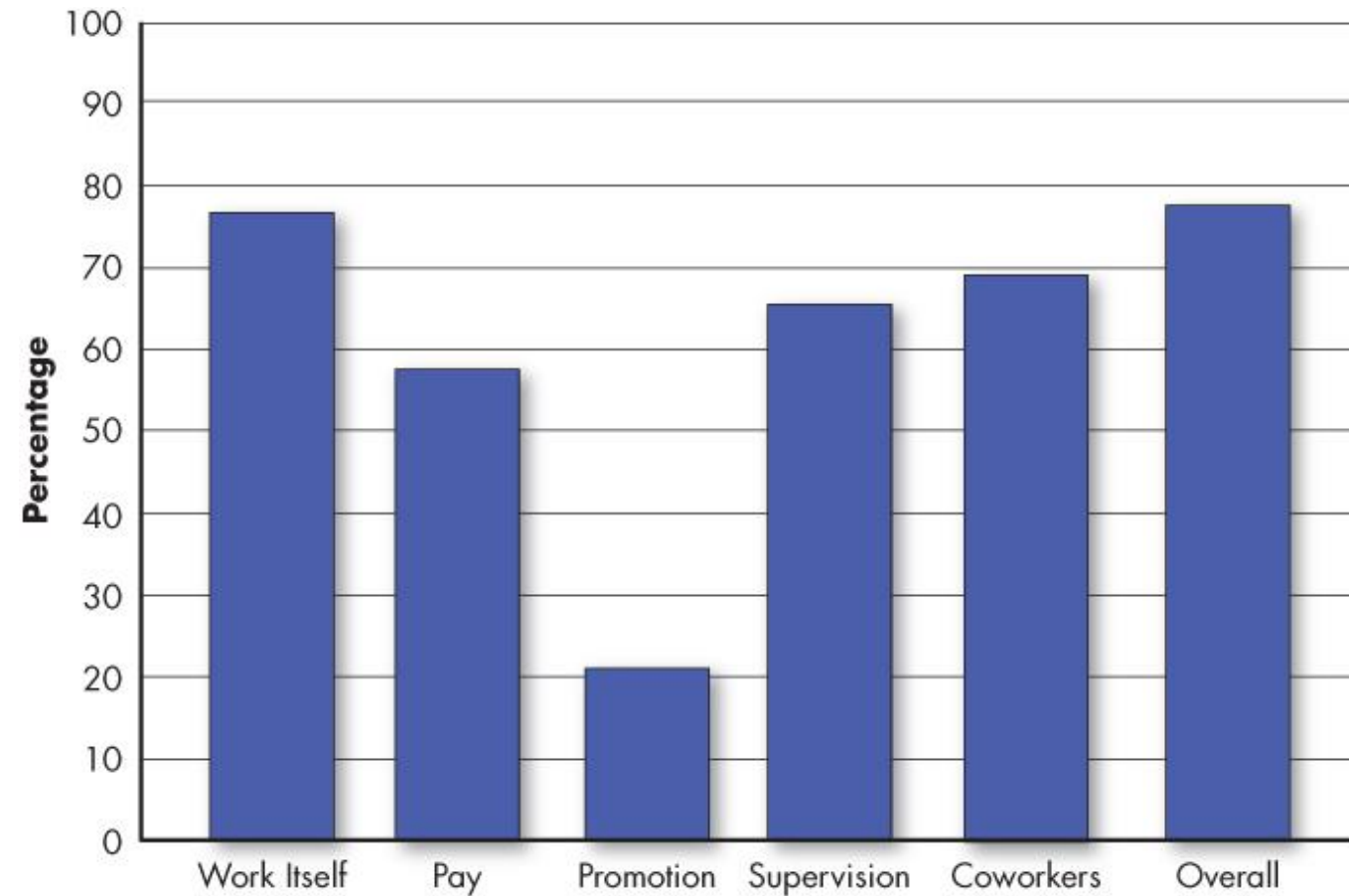
- **Job Satisfaction**
 - A positive feeling about a job resulting from an evaluation of its characteristics.
- Two approaches for measuring job satisfaction are popular
 - The single global rating.
 - The summation of job facets.

Define Job Satisfaction (3 of 5)

- How satisfied are people in their jobs?
 - Over the last 30 years, employees in the U.S. and most developed countries have generally been satisfied with their jobs.
 - With the recent economic downturn, more workers are less satisfied.
 - Satisfaction levels differ depending on the facet involved.
 - There are cultural differences in job satisfaction.

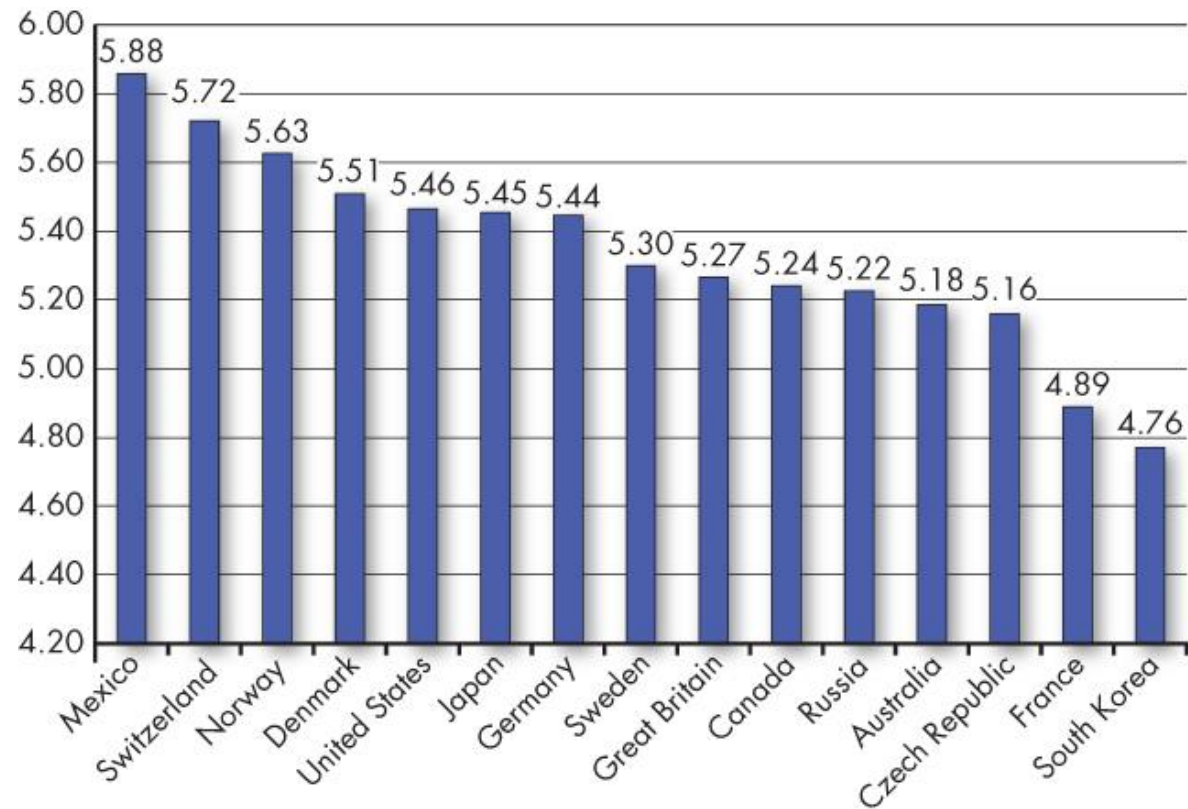
Define Job Satisfaction (4 of 5)

Exhibit 3-3 Average Job Satisfaction Levels by Facet



Define Job Satisfaction (5 of 5)

Exhibit 3-4 Average Levels of Employee Job Satisfaction by Country



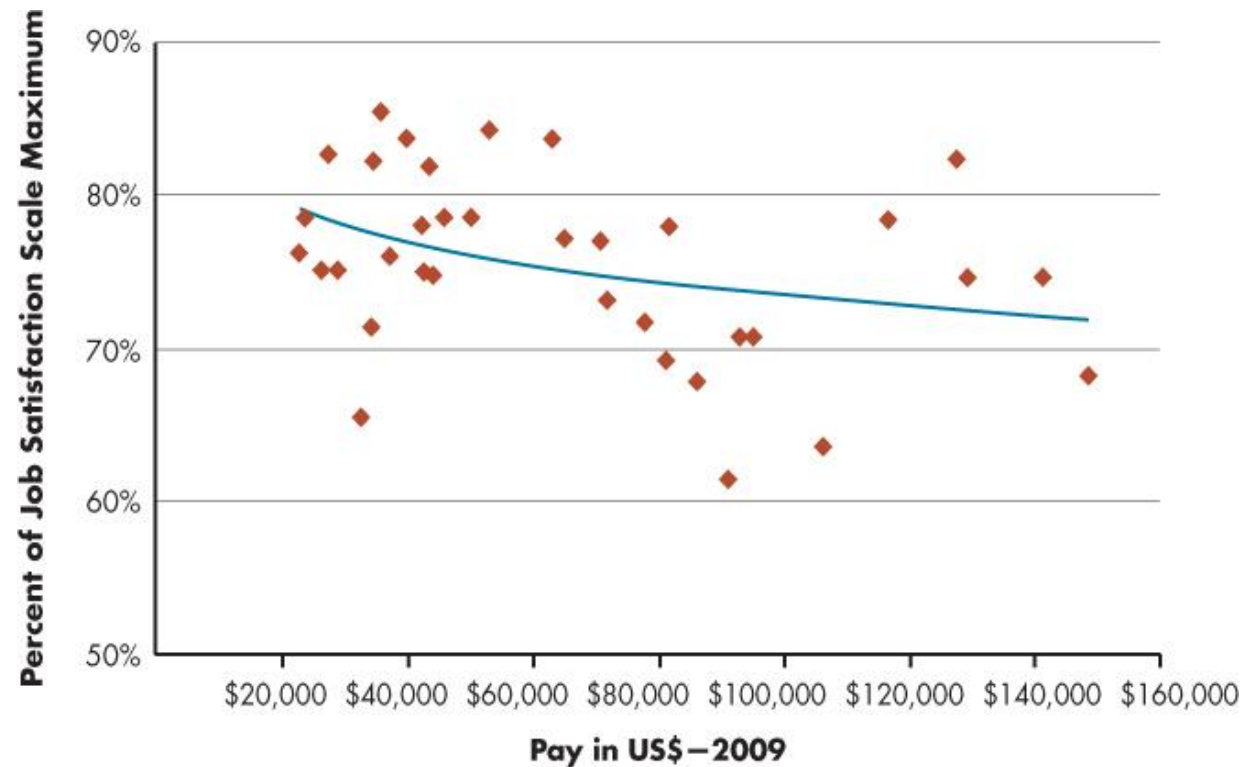
Source: Based on J. H. Westover, "The Impact of Comparative State-Directed Development on Working Conditions and Employee Satisfaction," *Journal of Management & Organization* 19, no. 4 (2013): 537–54.

Summarize the Main Causes of Job Satisfaction (1 of 3)

- What causes job satisfaction?
 - **Job conditions**
 - The intrinsic nature of the work itself, social interactions, and supervision are important predictors of satisfaction and employee well-being.
 - **Personality**
 - People who have positive **core self-evaluations**, who believe in their inner worth and basic competence, are more satisfied with their jobs than those with negative core self-evaluations.

Summarize the Main Causes of Job Satisfaction (2 of 3)

Exhibit 3-5 Relationship between Average Pay in Job and Job Satisfaction of Employees in That Job



Source: Based on T. A. Judge, R. F. Piccolo, N. P. Podsakoff, J. C. Shaw, and B. L. Rich, "The Relationship between Pay and Job Satisfaction: A Meta-Analysis of the Literature," *Journal of Vocational Behavior* 77, no. 2 (2010): 157-67.

Summarize the Main Causes of Job Satisfaction (3 of 3)

- Corporate Social Responsibility (CSR)
 - **Corporate social responsibility (CSR):** self-regulated actions to benefit society or the environment beyond what is required by law.
 - Includes environmental sustainability initiatives, nonprofit work, and charitable giving.
 - Increasingly affects employee job satisfaction.
 - CSR is particularly important for Millennials.
 - But, not everyone finds value in CSR.

Outcomes of Job Satisfaction

- **Job Performance**
 - Happy workers are more likely to be productive workers.
- **OCB**
 - People who are more satisfied with their jobs are more likely to engage in OCB.
- **Customer Satisfaction**
 - Satisfied employees increase customer satisfaction and loyalty.
- **Life Satisfaction**
 - Research shows that job satisfaction is positively correlated with life satisfaction.

Job Satisfaction Theories

- Herzberg (1959) two-factor theory

It emphasizes the motivator-hygiene factors sought to explain satisfaction and motivation in the organization.

The theory focuses on outcomes of satisfaction and dissatisfaction.

Components of the theory : Motivation & Hygiene



Job Satisfaction Theories

- Herzberg theory (1959) (Motivation-Hygiene theory)

Motivation - an inner force that drives individuals to attain personal and organizational goals.

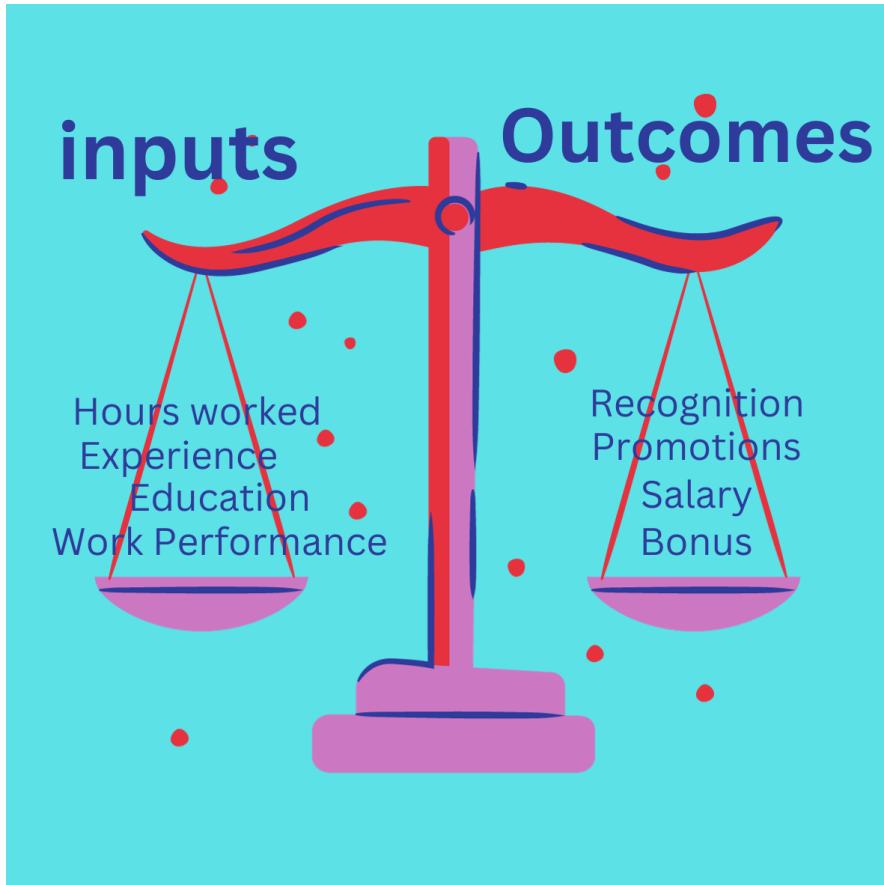
Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction.

Source : Duggu & Dennis (2014)

[Week 2 Job satisfaction theories Traceability.pdf](#)



Equity Theory



- Equity theory, as reviewed by Walster, Berscheid & Walster (1973) an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal.

Dugguh, 2Ayaga, Dennis (2014) [Week 2 Job satisfaction theories Traceability.pdf](#)

Job Satisfaction Theories



(Motivation-Hygiene theory)

https://www.youtube.com/watch?v=S5XZi_7IL4g

Equity Theory and employee motivation

Equity theory, as reviewed by Walster, Berscheid & Walster (1973). It indicates how a person perceives fairness in regard to social relationships.

Based on Adam (1965) theory, Huseman, Hatfield & Miles (1987) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal.

[Dugguh & Dennis \(2014\)](#). Job satisfaction theories: Traceability to employee performance in organizations,

Equity Theory and employee motivation

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[Dugguh & Dennis \(2014\)](#). Job satisfaction theories: Traceability to employee performance in organizations,

[Week 2 Job satisfaction theories Traceability.pdf](#)

Four Employee Responses to Dissatisfaction (1 of 2)

Exhibit 3-6 Responses to Dissatisfaction from

	Constructive	Destructive
Active	VOICE	EXIT
Passive	LOYALTY	NEGLECT

Four Employee Responses to Dissatisfaction (2 of 2)

- Counterproductive Work Behavior (CWB)
 - **Counterproductive work behavior:** actions that actively damage the organization, including stealing, behaving aggressively toward coworkers, or being late or absent.
 - Absenteeism: the more satisfied you are, the less likely you are to miss work.
 - Turnover: a pattern of lowered job satisfaction is the best predictor of intent to leave.
- Managers Often “Don’t Get It”

Implications for Managers (1 of 2)

- Of the major job attitudes – job satisfaction, job involvement, organizational commitment, perceived organizational support (POS), and employee engagement – remember that an employee's job satisfaction level is the best single predictor of behavior.
- Pay attention to your employees' job satisfaction levels as determinants of their performance, turnover, absenteeism, and withdrawal behaviors.

Implications for Managers (2 of 2)

- Measure employee job attitudes objectively and at regular intervals to determine how employees are reacting to their work.
- To raise employee satisfaction, evaluate the fit between the employee's work interests and the intrinsic parts of his/her job to create work that is challenging and interesting to the individual.
- Consider the fact that high pay alone is unlikely to create a satisfying work environment.

Contemporary Leadership

- There is a growing demand for leadership theories that can adapt to and thrive in today's context of constant disruption brought on by rapid technological innovations, expanding globalisation, and other factors.
- This marked a departure from the aforementioned traditional theories of leadership, which considered leadership a hierarchical, top-down influencing process (Van Seters & Field, 1990) and drew clear lines between leaders and followers.

[https://www.researchgate.net/profile/Rachel-Konyefa-](https://www.researchgate.net/profile/Rachel-Konyefa-Dickson/publication/375463748_Analysis_of_The_Traditional_Leadership_Theories_A_Review_of_Contemporary_Leadership_Approaches_and_Management_Effectiveness/links/654b7743b86a1d521bc76449/Analysis-of-The-Traditional-Leadership-Theories-A-Review-of-Contemporary-Leadership-Approaches-and-Management-Effectiveness.pdf)

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Contemporary Leadership

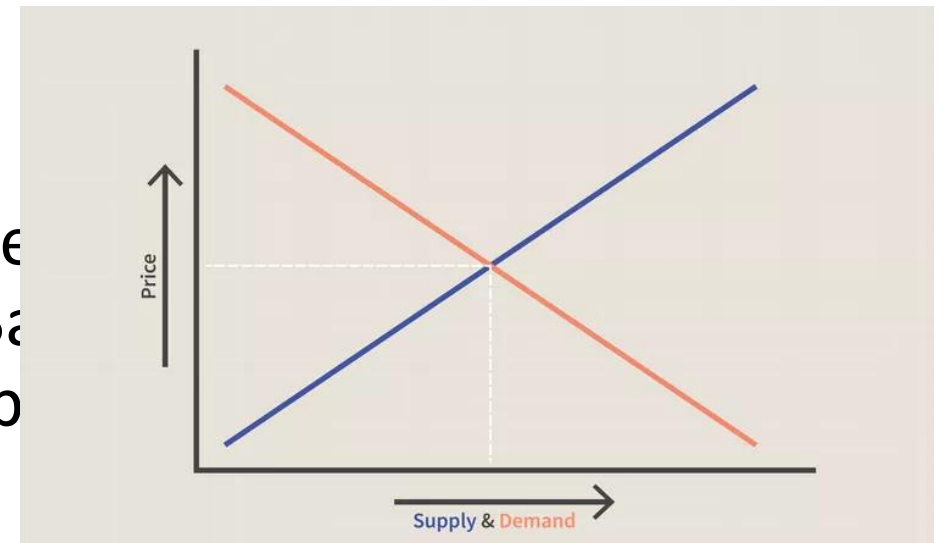
- Instead, researchers began to investigate the relationships between the leader, the followers, the situation, and the **system as a whole**, with a focus on the underlying leadership abilities of the followers.
- Several theories of contemporary leadership have been significant in developing this line of thought or have made distinctive contributions.
- These theories highlight leadership's relational and collaborative aspects. The following is not exhaustive, nor can it portray the complexity and comprehensiveness of these theories.

Contemporary Leadership

- 4.1 The Transactional Theory

The transactional leadership theory assumes that a transaction between a leader and followers is mutually beneficial. Burns (1978) theorised, in describing transactional leadership, that leaders derive their influence from understanding and satisfying the needs and motivations of their followers.

A transactional relationship will occur if the needs are understood and fulfilled. Burns (1978) described transactional leadership as the exchange of b





- The Transactional Theory

A transactional relationship will occur if the leader's motivations and needs are understood and fulfilled. Bass (1990) characterised transactional leadership as the exchange of benefits.

Contemporary
Leadership

Laissez-faire leadership (Non Leadership style)

- When using this leadership approach, the leader gets involved only when things go wrong or the team is not progressing.
- The laissez-faire leader abdicates responsibilities, delays decisions, provides no feedback, and exerts minimal effort to assist followers in meeting their needs (Northouse, 2019).



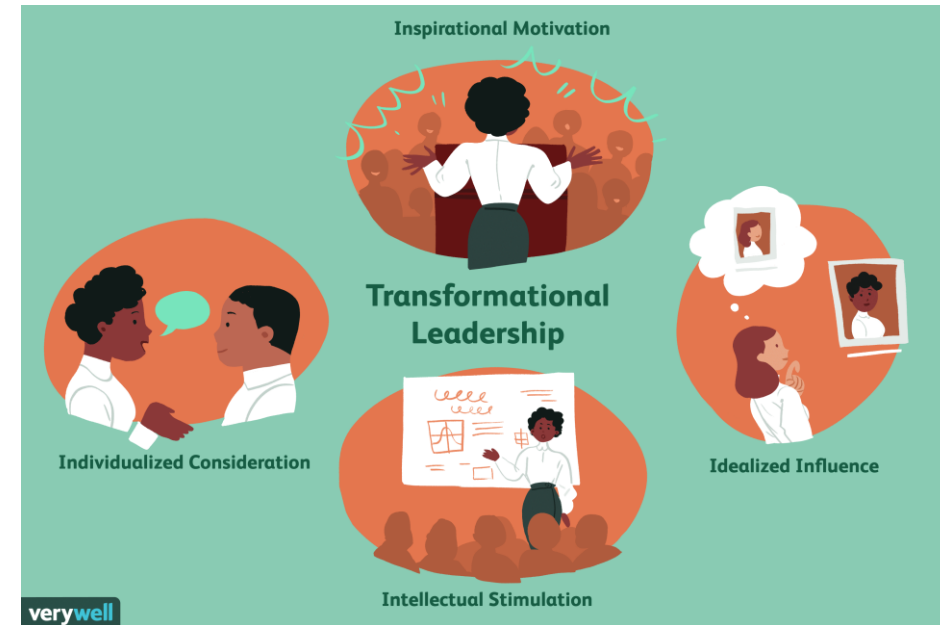
Laissez-faire leadership (Non Leadership style) Cont'd



- 4.2 Laissez-faire leadership (Non Leadership style)
- A leader with a laissez-faire approach assumes that followers are self-driven and can be trusted to achieve set goals with minimal oversight.
- Despite its negative reputation, (Yang, 2015) argues that leaders can strategically choose to defer to their followers' abilities by adopting a laissez-faire leadership style. This allows followers to feel more in control of their lives and reduces dependency. The leader would then deliberately employ laissez-faire leadership by giving their followers increased

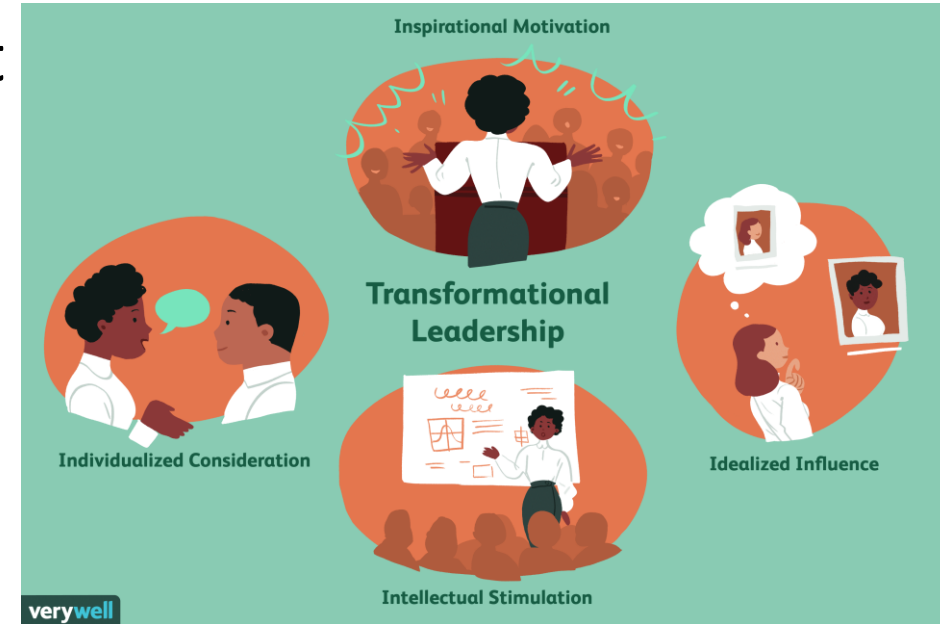
Contemporary approaches to leadership

- The Transformational Theory
- Transformational leadership is based on the premise that people will follow an **inspiring and motivating** leader.
- Transformational leadership is the process by which an individual engages with others and establishes a connection that increases motivation and morale in both the leader and the followers. (Northouse, 2019).



Contemporary approaches to leadership

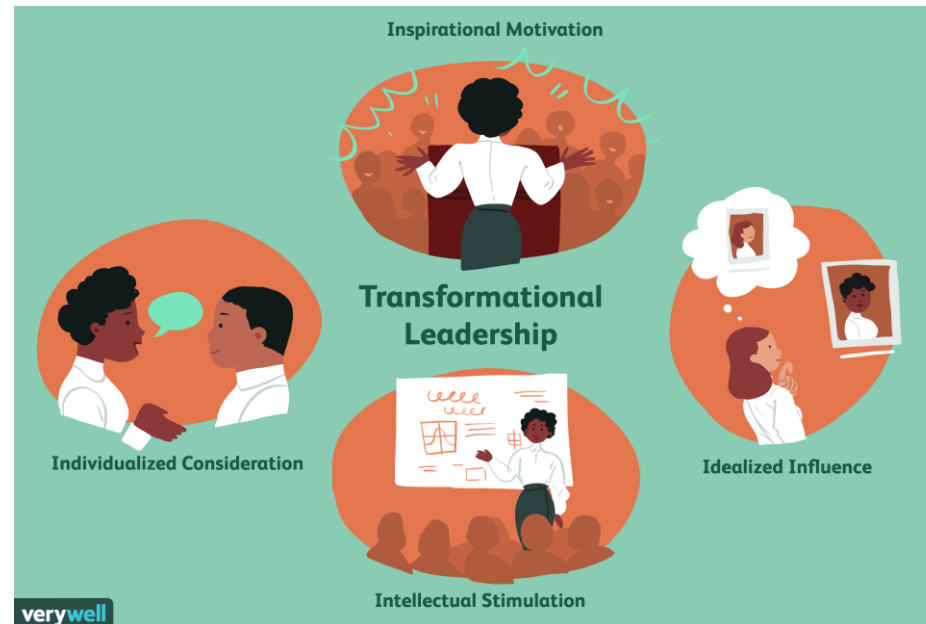
- The Transformational Theory (Cont'd)
- This type of leader is attentive to the needs and motivations of followers and endeavours to assist them in reaching their maximum potential. The origins of transformational leadership can be traced to the work of James McGregor Burns (1978), who is widely regarded as the founder of modern leadership theory (Bass, 1990).



Contemporary approaches to leadership

4.4 The Transformational Theory

- Bass and Avolio (1990) identify four characteristics of transformational leadership: inspirational motivation, intellectual stimulation, individualised consideration, and idealised influence. The Four I's, as they are referred to, are crucial to transformational leadership.





Transformational Leadership



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- 4.4 The Transformational Theory (Cont'd)
 - Four characteristics

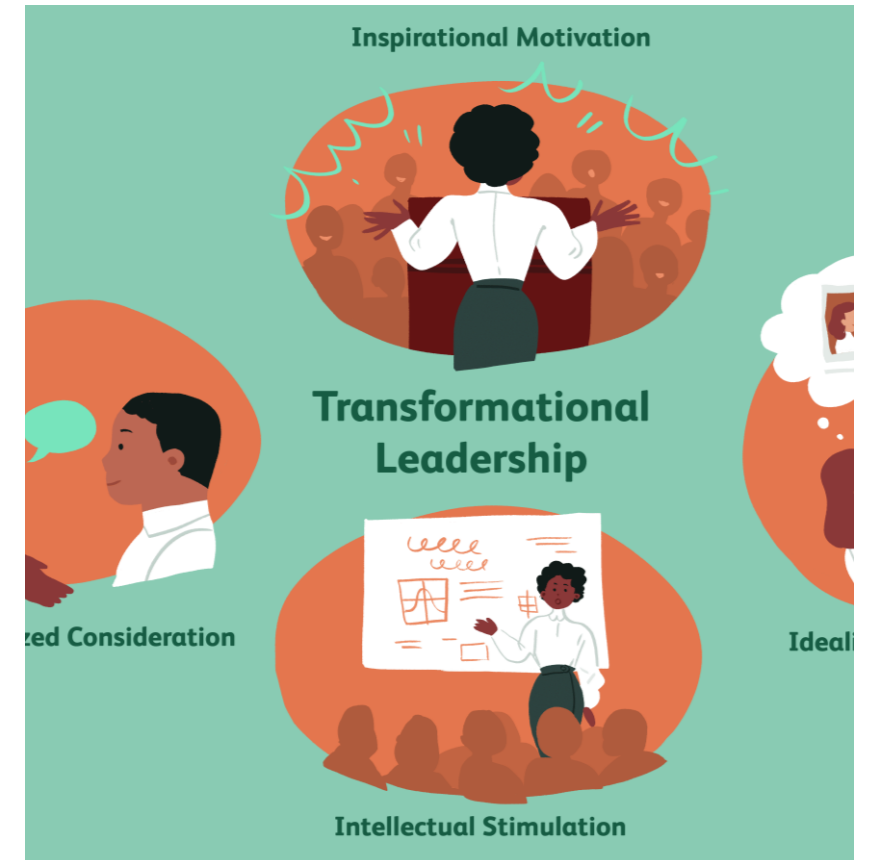
- i) Inspirational motivation: This element occurs using persuasive and communicative approaches to influence. Leadership provides people with purpose and challenge, motivating and encouraging them to do their best. through meaningful work and challenging assignments (Bass & Avolio, 1994).
- II) Intellectual stimulation: This factor emphasises creativity and innovation. Transformational leaders provide intellectual stimulation for their followers, prompting them to question their own beliefs, assumptions, and values as well as the leader's, which may be obsolete or ineffective in addressing contemporary issues (Bass & Avolio, 2004; Elkins & Keller, 2013; Sundi, 2013; Stone, Russell & Patterson, 2003).

Contemporary
approaches to
leadership

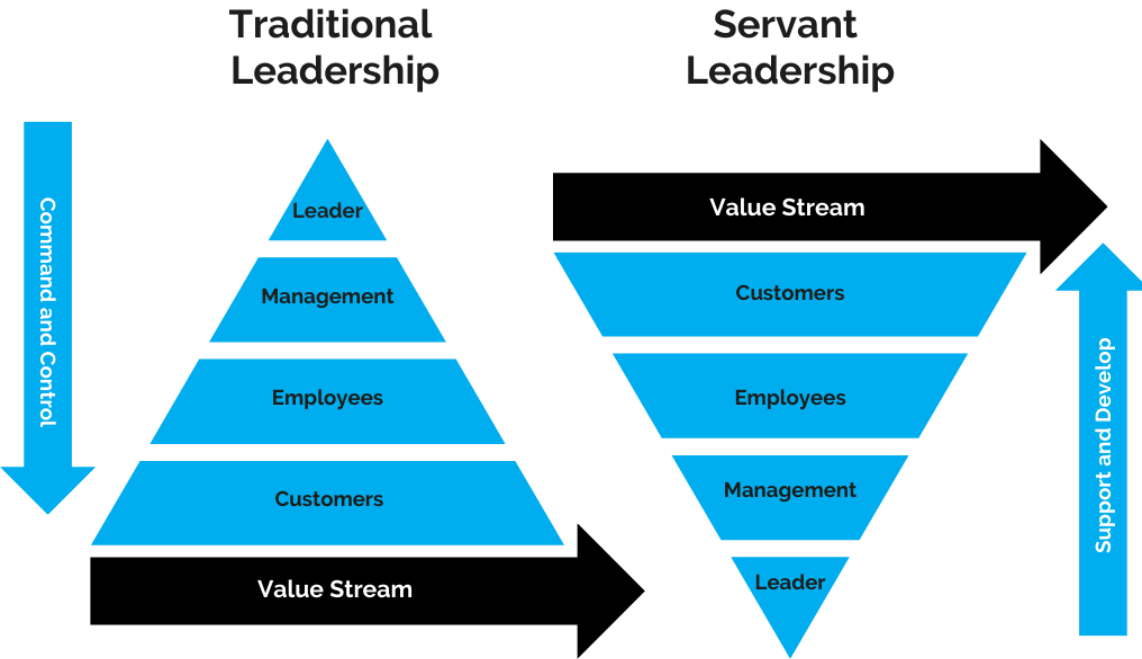
Contemporary approaches to leadership

III) Individualised consideration: Consideration of employees as valuable assets to the company is key to this aspect of transformative leadership. Coaching, mentoring, and instructing are all ways in which leaders who care about their employees and who can help their employees develop needed workplace behaviours can help shape the careers of those who look up to them (Kirkbride, 2006; Hoffman & Frofst, 2006; Sarros & Santora, 2001).

IV) Idealised influence: In this aspect of transformational leadership, leaders are role models for their followers through their actions. The leader is willing to take risks to attain organisational or personal goals but embraces ethical and moral conduct (Gomes, 2014), and the followers recognise the leader's outstanding qualities, perseverance, and commitment



Contemporary approaches to leadership



Source: The Servant as a Leader by Robert K. Greenleaf

- 4.4 Servant Leadership Theory
- Servant leadership is a theory in which leaders prioritise serving their followers over amassing power for themselves. Greenleaf (1977) viewed servant leadership as a leadership style and a lifestyle.
- Servant leadership aims to incorporate ethics, virtues, and morality for the benefit of the group, the success of the organisation, and the happiness of those who follow the leader (Parris and Peachey, 2013).

Emerging leadership theories



Emerging leadership theories

Authentic Leadership

- In response to the current economic and political climate, authentic leadership is an emerging leadership theory that provides a 'moral compass' to combat the effects of unethical management, promote social responsibility, and ensure the welfare and development of employees (Algera & Lips-Wiersma, 2014).
- Authentic leadership is an act of self-expression that arises from being genuine to oneself instead of pursuing status, prestige, or other personal benefits (Shamira & Eilam, 2005).



Emerging leadership theories

- Strategic Leadership Theory
- According to Shoemaker and Krupp (2015), strategic leadership requires the ability to assimilate and learn new information and ideas and the flexibility to respond to the ever-changing conditions of the external environment effectively



Emerging leadership theories - Team Leadership

- Team leadership theory posits that leadership is a function of team supervision, in which the leader is responsible for doing whatever is necessary to ensure the team's success



Emerging leadership theories - Shared Leadership

- Shared Leadership
- Bergman et al. (2012) define shared leadership as "having multiple people within a group assume leadership roles to increase the group's performance." Carson et al. (2007, p. 1218) defined shared leadership as "an emergent team attribute that develops from the distribution of leadership influence across several team members."



Emerging leadership theories - Complexity Leadership

- Complexity Leadership
- According to Uhl-Bien and Arena (2018), the complexity leadership theory framework stresses the importance of actions that can connect ideas, information, people, resources, and technology to increase the rate of uniqueness and innovation.
- Leadership in complexity theory results from a dynamic interplay between multiple factors, including administration, empowerment, and adaptation (Marion & Uhl-Bien, 2001; Uhl-Bien et al., 2007).



Emerging leadership theories - Global Leadership Theory

- Global Leadership Theory
- Mendenhall et al. (2017) assert that global leadership is a multidisciplinary outcome comprised of fundamental elements that prospective leaders in all fields of expertise must earn to comprehend globalisation's psychological, physiological, topographic, geopolitical, anthropological, and social effects.



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Activity

1. Leadership, job satisfaction and job attitude in organizational settings : Literature-based discussion.

2. Role of leadership in business contemporary

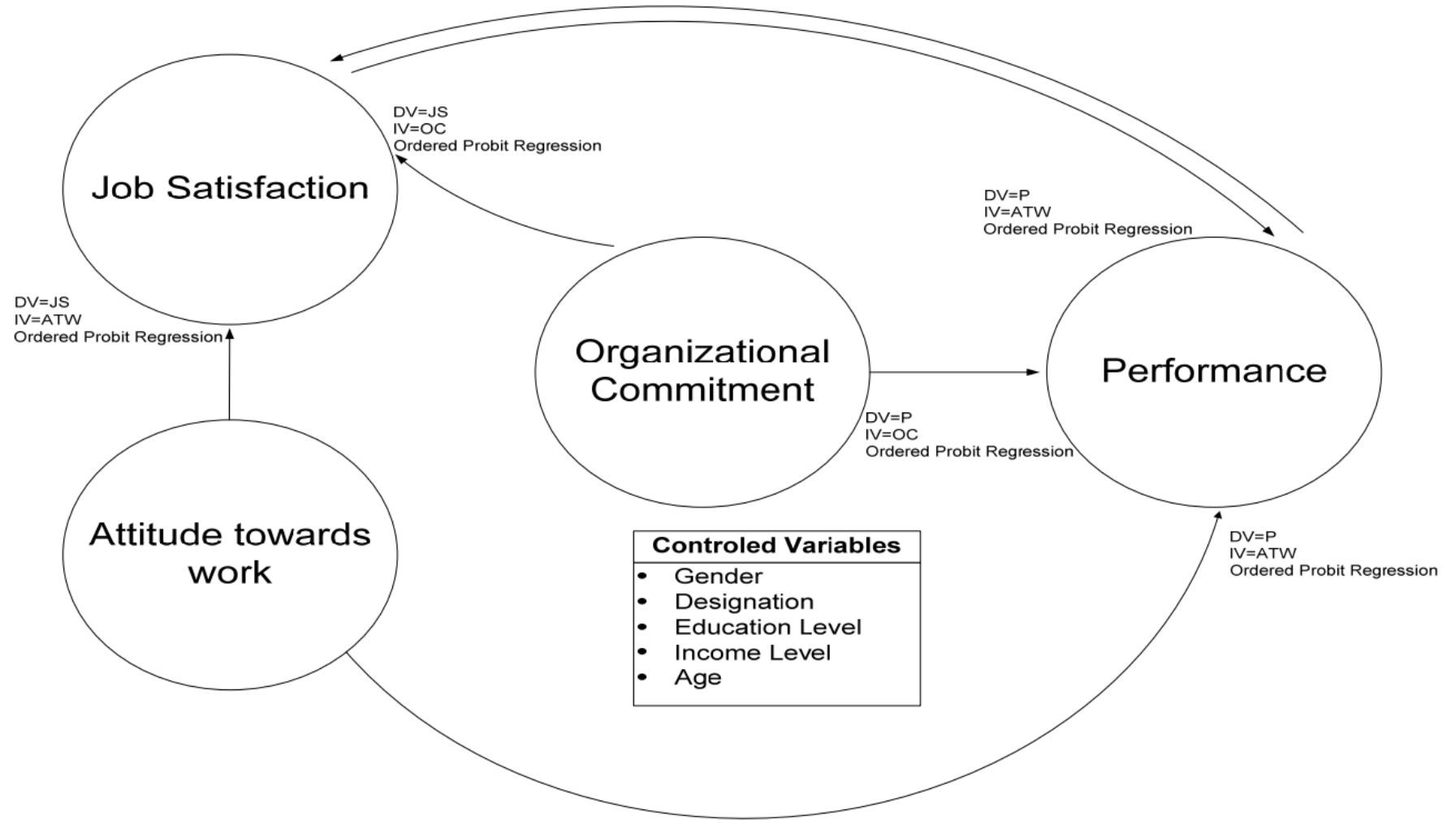
Please produce a excel file with relevant literature incorporated

I) 2 journals per student

II) Find those factors influencing leadership, job satisfaction or job attitude

III) Please draw a diagram to show your results.

Example



Way Forward / Discussion

Identify the trend from scholarly paradigm

Journals, Conferences, Call for paper

Examples

Extending the Boundaries of Women's Entrepreneurshi

<https://www.emeraldgrouppublishing.com/publish-with-us/calls-for-papers>

Remote Working as a Driver for Rural Transformation?

<https://www.sciencedirect.com/special-issue/327188/remote-working-as-a-driver-for-rural-transformation>

Literature Reading



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Q&A !



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Thank You!



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