

# LGO2222 Human Resource Management in LGO.

Collect and Rearrange By  
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## Organizational behavior

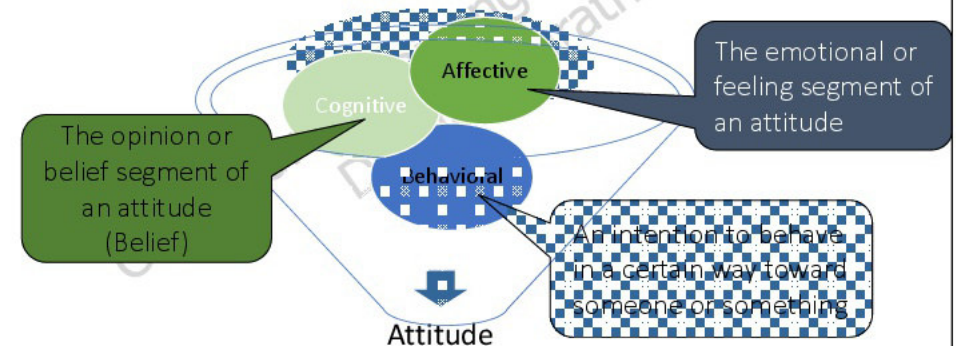
Chapter 6.

### Attitude

- Attitudes are evaluative statements—either favorable or unfavorable—about objects, people, or events. They reflect how we feel about something.
- When I say “I like my job,” I am expressing my attitude about work.
- Attitudes are complex.

### Three Components of an Attitude

Three components of an attitude:



## Summarize the Relationship Between Attitudes and Behavior

- The attitudes people hold determine what they do. Attitude leads to behavior.
- When attitudes and behaviors don't line up, individuals will experience cognitive dissonance. i.e. Product usage
- Cognitive Dissonance is incompatibility an individual might perceive between behavior and attitudes. i.e. smoking
- No individual, of course, can completely avoid dissonance. i.e. cheating in exam

## Compare and Contrast the Major Job Attitudes

- Job Satisfaction
  - A positive feeling about the job resulting from an evaluation of its characteristics
- Job Involvement
  - Degree of psychological identification with the job where perceived performance is important to self-worth
- Psychological Empowerment
  - Belief in the degree of influence over the job, competence, job meaningfulness, and autonomy

## Compare and Contrast the Major Job Attitudes

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

## Compare and Contrast the Major Job Attitudes

- 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.
  - High POS is related to higher OCBs and performance.

## Compare and Contrast the Major Job Attitudes

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

## Compare and Contrast the Major Job Attitudes

- Are These Job Attitudes Really Distinct?
  - No: these attitudes are highly related
  - Variables may be redundant (*measuring the same thing under a different name*)
  - While there is some distinction, there is also a lot of overlap
  - Overlap may cause confusion

## Define Job Satisfaction and Show How It Can Be Measured

- 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

## Summarize the Main Causes of Job Satisfaction

- Pay influences job satisfaction only to a point.
  - After about \$40,000 per year (in the U.S.), there is no relationship between amount of pay and job satisfaction.
  - Money may bring happiness, but not necessarily job satisfaction.

## Summary and Implications for Managers

- Satisfied and committed employees have lower rates of turnover, absenteeism, and withdrawal behaviors.
- Managers will also want to measure job attitudes effectively so they can tell how employees are reacting to their work.
- The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting.
- Although paying employees poorly will likely not attract high-quality employees to the organization or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment.