

chapter 6

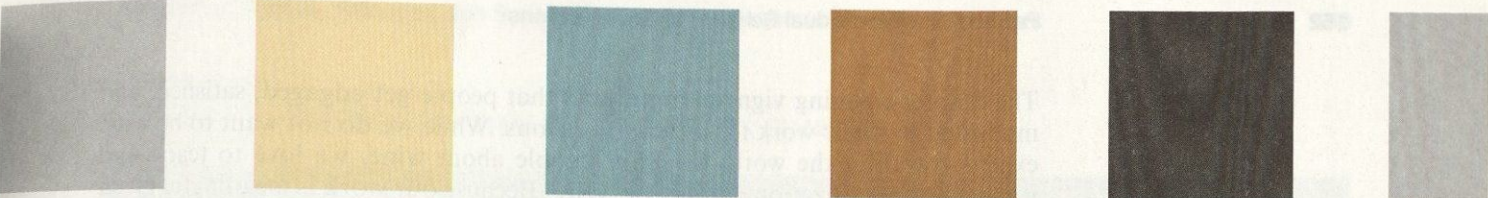
Values, Attitudes, Job Satisfaction, and Counterproductive Work Behaviors



Learning Objectives

When you finish studying the material in this chapter, you should be able to:

- LO.1** Explain Schwartz's value theory, and describe three types of value conflict.
- LO.2** Describe the values model of work-family conflict, and specify at least three practical lessons from work-family conflict research.
- LO.3** Identify the three components of attitudes and discuss cognitive dissonance.
- LO.4** Explain how attitudes affect behavior in terms of Ajzen's theory of planned behavior.
- LO.5** Describe the model of organizational commitment.
- LO.6** Define the work attitudes of employee engagement and job satisfaction.
- LO.7** Identify and briefly describe five alternative causes of job satisfaction.
- LO.8** Identify eight important correlates/consequences of job satisfaction, and summarize how each one relates to job satisfaction.
- LO.9** Identify the causes of counterproductive work behaviors and the measures used to prevent them.



Why Does Jennifer Simonetti-Bryan Love Her Work?

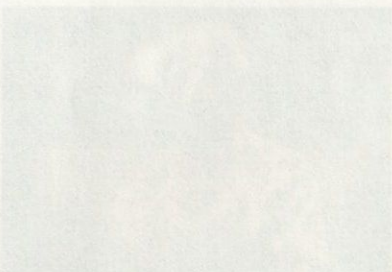
Jennifer Simonetti-Bryan is 37 and has a hard-driving and achievement-oriented personality. She graduated from the University of Denver in 1995 and accepted a job with Citicorp (now Citigroup) as a management associate. Her work involved "loan syndication and corporate finance." Unfortunately, her love for the job began to wane after a few years. She told an interviewer from *Fortune* that "working nights and weekends, staring at models on a computer screen, she felt bored and unsatisfied. Only 10 more years, a colleague told her, and she'd make managing director."

Jennifer continued to devote herself to her job until a business lunch in the corporate dining room in the company's London office caused her to stop and reflect on the direction of her life. Interestingly, it was the meal itself that led Simonetti-Bryan to pursue a new career. She was "served an herb-crusted salmon paired with a Sancerre, a crisp white wine from France's Loire Valley. The way the acid in the wine cut right through the oil from the fish sparked her curiosity. She began taking classes in wine

appreciation, and in the wake of Citi's merger with Smith Barney in 1998, she took the plunge, abandoning her six-figure salary for a wine shop, then becoming brand manager for Cakebread Cellars and Domaine Carneros while collecting industry certifications."

In 2008 Jennifer became the fourth woman in the United States to obtain the Master of Wine title, which is the wine industry's highest honor. This accomplishment took months of hard work and studying. She ultimately had to pass a four-day exam that entailed identifying 36 different wines. She also had to complete a research project that led to advances within the wine industry. She now runs her own company, JSB Consulting. The company trains and educates people in the wine and spirits industry. She also judges international wine competitions and serves as a spokesperson for the industry.

Is Simonetti-Bryan happy? She said that "if I had all the money in the world . . . I would be doing exactly what I'm doing right now."¹



The chapter-opening vignette highlights that people get engaged, satisfied, and motivated by their work for different reasons. While we do not want to be wine experts traveling the world teaching people about wine, we love to teach and write about organizational behavior. Why? Because our work is meaningful given our values and attitudes, just as her work is for Jennifer Simonetti-Bryan. The point to remember is that individual differences influence our values, attitudes, job satisfaction, and tendency to exhibit productive or counterproductive behaviors at work.

The overall goal of this chapter is to continue our investigation of individual differences from Chapter 5 so that you can get a better idea of how managers and organizations can use knowledge of individual differences to attract, motivate, and retain quality employees. We explore and discuss the impact of personal values and attitudes on important outcomes such as job satisfaction, performance, turnover, and counterproductive work behaviors.

TO THE POINT

Why is it important for managers to understand an employee's values?

Personal Values

When discussing organizational culture in Chapter 3, we defined *values* as desired ways of behaving or desired end-states. Our focus in Chapter 3 was on collective or shared values; here the focus shifts to *personal* values. Personal values essentially represent the things that have meaning to us in our lives. Values are important to your understanding of organizational behavior because they influence our behavior across different settings.

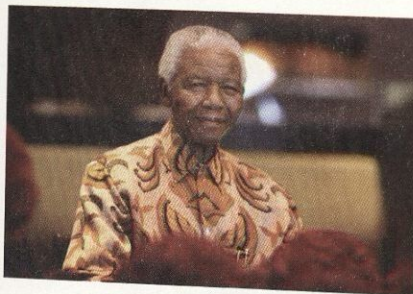
Shalom Schwartz has developed a comprehensive and well-accepted theory of personal values.² Let us learn more about personal values by exploring Schwartz's theory, discussing value conflicts, and examining the timely value-related topic of work versus family life conflicts.



LO.1

Schwartz's Value Theory

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Nelson Mandela is strongly driven by his values. He served as president of South Africa from 1994–1999 and was an active anti-apartheid activist before his presidency. His activist activities resulted in his being imprisoned for 27 years.

Schwartz believes that values are motivational in that they “represent broad goals that apply across contexts and time.”³ For example, valuing achievement will likely result in your working hard to earn a promotion at work just as it will drive you to compete against friends in a weekly golf game. Values also are relatively stable and can influence behavior outside of our awareness.

Schwartz proposed that there are 10 broad values that guide behavior. He also identified the motivational mechanisms that underlie each value (see Table 6–1). It is these motivational mechanisms that give values their ability to influence our behavior. For example, Table 6–1 shows that the desire for social power, authority, and wealth drive someone who values power. In contrast, the value of conformity is driven by motives related to politeness, obedience, self-discipline, and honoring one's parents and elders. Not only have these 10 values been found to predict behavior as outlined in the theory, but they also generalize across cultures.⁴

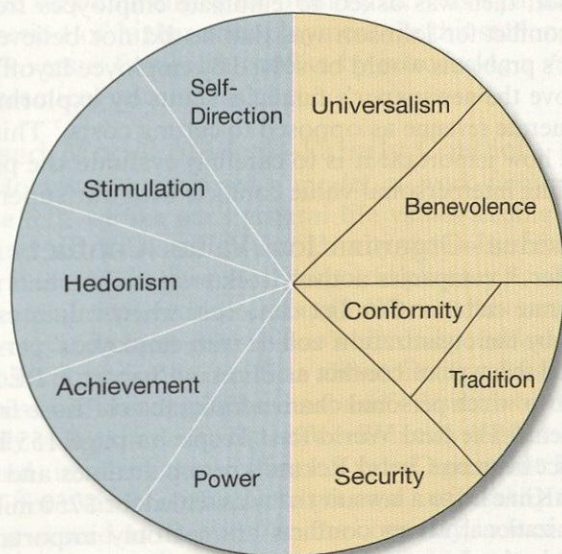
Figure 6–1 shows the proposed relationships among the 10 values. The circular pattern reveals which values are most strongly related and which ones are in conflict. In general, adjacent values like self-direction and universalism are positively related, whereas values that are further apart (e.g., self-direction and power) are less strongly related. Taking this one step further, Schwartz proposes that values that are in opposing directions from the center conflict with each other. Examples are power and universalism or stimulation and conformity/tradition. For instance, the drive to live a stimulating life by engaging in activities like skydiving or mountain climbing would conflict with the desire to live a moderate or traditional life. Research provides partial support for these predictions.⁵

table 6-1 Definition of Values and Motives in Schwartz's Theory

VALUE	DEFINITION AND UNDERLYING MOTIVES
Power	Social status and prestige, control or dominance over people and resources (social power, authority, wealth)
Achievement	Personal success through demonstrating competence according to social standards (successful, capable, ambitious, influential)
Hedonism	Pleasure and sensuous gratification for oneself (pleasure, enjoying life)
Stimulation	Excitement, novelty, and challenge in life (daring, a varied life, an exciting life)
Self-direction	Independent thought and action choosing, creating, exploring (creativity, freedom, independent, curious, choosing own goals)
Universalism	Understanding, appreciation, tolerance and protection of the welfare of all people and of nature (broadminded, wisdom, social justice, equality, a world at peace, a world of beauty, unity with nature, protecting the environment)
Benevolence	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact (helpful, honest, forgiving, loyal, responsible)
Tradition	Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provides the self (humble, accepting my portion in life, devout, respect for tradition, moderate)
Conformity	Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms (politeness, obedient, self-discipline, honoring parents and elders)
Security	Safety, harmony, and stability of society, of relationships, and of self (family security, national security, social order, clean, reciprocation of favors)

SOURCE: From Anat Bardi and Shalom H Schwartz, "Values and Behavior: Strength and Structure of Relations," *Personality & Social Psychology Bulletin*, October 2003, p 1208. Copyright © 2003 by Sage Publications.

figure 6-1 Relationship among Schwartz's Values



SOURCE: Anat Bardi and Shalom H Schwartz, "Values and Behavior: Strength and Structure of Relations," *Personality and Social Psychology Bulletin*, October 2003, p 1208. Copyright © 2003 by Sage Publications.

connect Go to
www.mcgrawhillconnect.com
for a video case on the values
at Patagonia.

Back to the Chapter-Opening Case

How would you rate Jennifer Simonetti-Bryan in terms of Schwartz's 10 values? Which ones contributed to her decision to change careers?

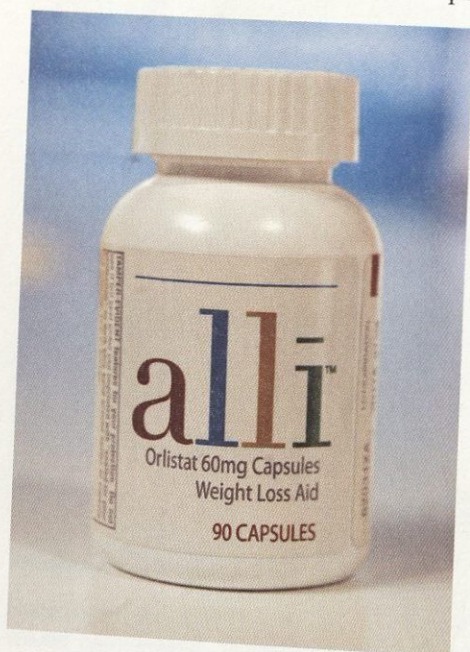
Value Conflicts

There are three types of value conflict that are related to an individual's attitudes, job satisfaction, turnover, performance, and counterproductive behavior. They are *intrapersonal* value conflict, *interpersonal* value conflict, and *individual-organization* value conflict. These sources of conflict are, respectively, from inside the person, between people, and between the person and the organization.

Intrapersonal Value Conflict Our discussion of Schwartz's theory of values revealed that people are likely to experience inner conflict and stress when personal values conflict with each other. For employees who want balance in their lives, a stressful conflict can arise when one values, for example, "achievement" and "tradition." Paul Wenske, a former investigative reporter for the *Kansas City Star*, is experiencing intrapersonal value conflict after being forced to take a buy-out from his employer. He was an award-winning journalist for 30 years who strongly identified with his work role. He told *The Wall Street Journal* that "Suddenly you're not the same person you used to be. You look in the mirror. Who are you?" Therapists suggest that this type of value conflict can be reduced by "taking pride in characteristics that can't be stripped away—virtue, integrity, honesty, generosity. They also recommend investing more time and pride in relationships with family, friends, and community."⁶ In general, people are happier and less stressed when their personal values are aligned.

Interpersonal Value Conflict This type of value conflict often is at the core of personality conflicts, and such conflicts can negatively affect one's career. Consider the case of Jeffrey Johnson. He was fired by the owner of the *Los Angeles Times*—the Tribune Company—when his values collided with those of senior management. Senior management wanted Johnson to improve the paper's financial results by cutting costs. Johnson then was asked to eliminate employees from the payroll. The conflict for Johnson was that he did not believe that the newspaper's problems would be solved by employee layoffs. He wanted to improve the newspaper's financial status by exploring creative ways to generate revenue as opposed to cutting costs.⁷ This example highlights how important it is to carefully evaluate the pros and cons of handling interpersonal value conflicts with our superiors.

Individual-Organization Value Conflict As we saw in Chapter 3, companies actively seek to embed certain values into their corporate cultures. Conflict can occur when values espoused and enacted by the organization collide with employees' personal values. We defined this type of conflict as PE fit in Chapter 3: PE fit represents the extent to which personal characteristics match those from a work environment.⁸ The Real World/Real People on page 155 highlights how a conflict between Cheryl Eckard's personal values and those of GlaxoSmithKline led to a lawsuit that was settled for \$750 million. Individual-organizational values conflicts are not only important because they might lead to lawsuits, but this type of conflict is related to positive outcomes such as satisfaction, commitment, performance, career success, reduced stress, and lower turnover intentions.⁹ It is important to consider the PE fit of your future job prospects before accepting a job.



This GlaxoSmith Kline weight loss product has been a big seller since its 2007 launch. Researchers have been examining the possibility that this drug is associated with kidney and liver damage.



real WORLD // real PEOPLE

Whistle-Blower at GlaxoSmithKline Receives \$96 Million Payout

Cheryl Eckard, 51 years old, was a global quality assurance manager for GlaxoSmithKline (GSK). She sued the company under the False Claims Act: The Act allows US citizens to sue a company that is committing fraud against the government and to receive proceeds of what is recovered. GSK settled the suit for \$750 million, and Eckard was awarded \$96 million.

"The case centered on a factory in Cidra, Puerto Rico, where GSK made a range of products including an antibiotic ointment for babies, and drugs to treat nausea, depression and diabetes. In August 2002, Eckard . . . led a team sent to the plant to investigate manufacturing violations that had been identified by the US Federal Drugs Administration (FDA)."

"Ms. Eckard made some strong recommendations to her supervisors: Stop shipping all products from the plant, suspend manufacturing for two weeks to allow time to resolve the problems, and notify the FDA about the product mix-ups." She told her boss that "she would not participate in a cover-up of the quality assurance and compliance problems at Cidra," according to the lawsuit.

Eckard's ex-husband noted that she was a company person and not a malcontent. He indicated that she really cared about her job and worked very hard for the company. Eckard was terminated in 2003 "in what the

company called a 'redundancy' related to the merger of Glaxo Wellcome and SmithKline Beecham PLC a couple years before, according to her suit."

"Eckard tried to alert GSK's management to the situation in Cidra even after she left the company. According to the lawsuit . . . Eckard tried to call GSK's chief executive JP Garnier in July 2003, but he declined to speak to her. She took her concerns to the FDA in August 2003 after concluding that GSK's compliance department lacked the authority to address her concerns."

The eight-year case finally ended in 2010 and Eckard concluded that "it's very difficult to survive this financially, emotionally you lose all your friends, because all your friends are people you have at work. . . . You really do have to understand that it's a very difficult process but very well worth it."

What was the source of Cheryl Eckard's value conflict?

SOURCE: Extracted from G Wearden, "GlaxoSmithKline Whistleblower Awarded \$96m Payout," *Guardian.co.uk*, October 27, 2010, <http://www.guardian.co.uk/business/2010/oct/27/glaxosmithkline-whistleblower-awarded>; and P Loftus, "Whistleblower's Long Journey," *The Wall Street Journal*, October 28, 2010, pp B1, B2.



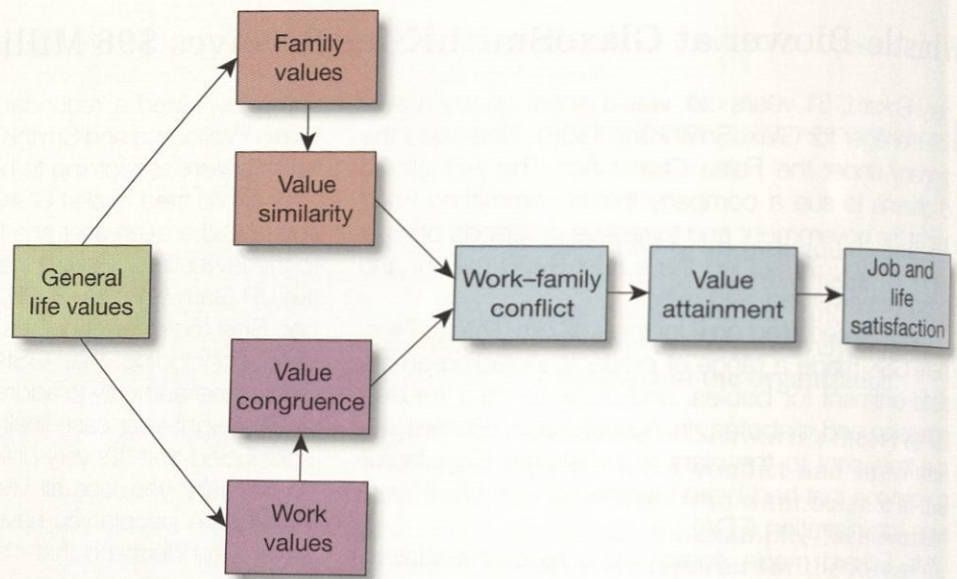
LO.2 Work versus Family Life Conflict

A complex web of demographic and economic factors makes the balancing act between job and life very challenging for most of us. This is particularly true during a recessionary period of higher unemployment. In this section, we seek to better understand work versus family life conflict by introducing a values-based model and discussing practical research insights.

A Values-Based Model of Work–Family Conflict Pamela L Perrewé and Wayne A Hochwarter proposed a model of work–family conflict (see Figure 6–2). On the left, we see one's general life values feeding into one's family-related values and work-related values. Family values involve enduring beliefs about the importance of family and who should play key family roles (e.g., child rearing, housekeeping, and income earning). Work values center on the relative importance of work and career goals in one's life. *Value similarity* relates to the degree of consensus among family members about family values. When a housewife launches a business venture despite her husband's desire to be the sole bread winner, lack of family value similarity causes work–family conflict. *Value congruence*, on the other hand, involves the amount of value agreement between employee and employer. If, for example, refusing to go on a business trip to stay home for a child's birthday is viewed as disloyalty to the company, lack of value congruence can trigger work–family conflict.

In turn, "work–family conflict can take two distinct forms: work interference with family and family interference with work."¹⁰ For example, suppose two managers in the same department have daughters playing on the same soccer team.

figure 6-2 A Values Model of Work-Family Conflict



SOURCE: From Pamela L. Perrewé and Wayne A. Hochwarter, "Can We Really Have It All? The Attainment of Work and Family Values," *Current Directions in Psychological Science*, February 2001, p. 30. Reprinted with permission of Wiley-Blackwell.

One manager misses the big soccer game to attend a last-minute department meeting; the other manager skips the meeting to attend the game. Both may experience work-family conflict, but for different reasons.¹¹

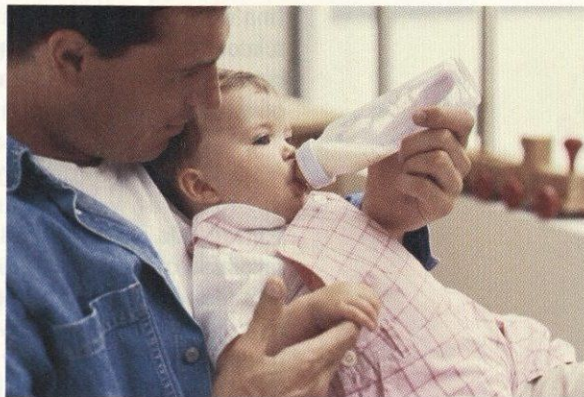
The last two boxes in the model—value attainment and job and life satisfaction—are a package deal. Satisfaction tends to be higher for those who live according to their values and lower for those who do not. Overall, this model reflects much common sense. How does *your* life track through the model? Sadly, it is a painful trip for many these days.

Practical Research Insights about Work-Family Conflict This is a new but very active area of OB research. Let us consider six practical conclusions derived from this research.

- *Work-family balance begins at home.* Case studies of successful executives reveal that family and spousal support is critical for reaching senior level positions.¹² This in turn suggests that both men and women need help with domestic responsibilities if there is any chance of achieving work-family balance. You are encouraged to hire domestic help if you need and can afford it.
- *An employer's family-supportive philosophy is more important than specific programs.* Many employers offer family-friendly programs today, including child and elder day care assistance, parental leave, telecommuting, and flexible work schedules. However, if employees are afraid or reluctant to take advantage of those programs because the organization's culture values hard work and long hours above all else, families will inevitably suffer. To be truly family-friendly, the organization needs to provide programs and back them up with a family-supportive philosophy, culture, and resources. For example, Baptist Health South Florida invested more than \$2 million in new benefits targeted toward helping employees with work-family balance issues.¹³
- *Informal flexibility in work hours and in allowing people to work at home is essential to promoting work-family balance.* Quite simply, flexibility allows people to cope more effectively with competing demands across their personal and work lives. This conclusion was supported by a recent study of 511 HR professionals. Ninety-one percent of respondents indicated that

flexible work arrangements positively influenced morale, and 58 percent said that work–family balance “is the most effective tactic for attracting, rewarding and retaining top employees.”¹⁴

- *Supportive bosses and colleagues can help.* Research demonstrated that work–family conflict was lower when employees had good relationships with their direct supervisor and work colleagues.¹⁵ It is important that you proactively discuss potential work–family conflicts with your boss and colleagues prior to their occurrence as opposed to after the fact.
- *The importance of work–family balance varies across generations.* A recent longitudinal study of work values across 16,000 people from different generational groups demonstrated that (1) Gen Ys and Gen Xs preferred more leisure time and had higher extrinsic values (e.g., desire for salary) than Baby Boomers, and (2) Gen Ys had lower altruistic values (e.g., desire to help others) and intrinsic values (e.g., desire to have an interesting job) than Boomers.¹⁶ These results suggest that organizations should consider implementing work policies that are targeted toward different generational groups. For example, flextime and compressed work programs may be used to attract and retain both Gen Ys and Gen Xers while job enrichment, which is discussed in Chapter 8, may be used to motivate Baby Boomers.
- *Take a proactive approach to managing work–family conflict.* A recent meta-analysis of research involving more than 32,000 people demonstrated that an individual’s personal life spills over to his or her work life and vice versa. This means that employees’ job satisfaction, organizational commitment, and intentions to quit are significantly related to the amount of work–family conflict that exists in their lives.¹⁷ Organizations thus are encouraged to train managers to use family-supportive supervisory behaviors because research shows that managers can be taught to help employees reduce their levels of work–family conflict.¹⁸



Great companies recognize that the ability to take care of family concerns is an important part of an employee’s job satisfaction. How can a company’s policies reflect a family-supportive philosophy?

Organizational Response to Work–Family Issues Organizations have implemented a variety of family-friendly programs and services aimed at helping employees to balance the interplay between their work and personal lives. For example, General Mills increased the size of its infant-care center at corporate headquarters by 43%, and it subsidized 25% of the cost. Intuit provided a \$650 match of funds for dependent care accounts and made a \$65 contribution for in-home care when a child is sick.¹⁹ Although these programs are positively received by employees, experts now believe that such efforts are partially misguided because they focus on balancing work–family issues rather than integrating them. Balance is needed for opposites, and work and family are not opposites. Rather, our work and personal lives should be a well-integrated whole.



LO.3 Attitudes

Hardly a day goes by without the popular media reporting the results of another attitude survey. The idea is to take the pulse of public opinion. What do we think about President Obama, terrorism, the war on drugs, gun control, or taxes? In the workplace, meanwhile, managers conduct attitude surveys to monitor such things as job satisfaction and employee engagement. All this attention to attitudes is based on the realization that our attitudes influence our behavior. For example, research demonstrated that seniors with a positive attitude about aging had better memory, had better hearing, and lived longer than those with negative attitudes.²⁰

TO THE POINT

Why is it important for managers to understand an employee’s attitudes, and how do attitudes influence employee behavior?

In a work setting, meta-analytic studies revealed that job attitudes were positively related to performance and negatively associated with indicators of withdrawal—lateness, absenteeism, and turnover.²¹ In this section, we discuss the components of attitudes and examine the connection between attitudes and behavior.

The Nature of Attitudes

An **attitude** is defined as “a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object.”²² Consider your attitude toward chocolate ice cream. You are more likely to purchase a chocolate ice cream cone if you have a positive attitude toward chocolate ice cream. In contrast, you are more likely to purchase some other flavor, say vanilla caramel swirl, if you have a positive attitude toward vanilla and a neutral or negative attitude toward chocolate ice cream. Let us consider a work example. If you have a positive attitude about your job (i.e., you like what you are doing), you would be more willing to extend yourself at work by working longer and harder. These examples illustrate that attitudes propel us to act in a specific way in a specific context. That is, attitudes affect behavior at a different level than do values. While values represent global beliefs that influence behavior across *all* situations, attitudes relate only to behavior directed toward *specific* objects, persons, or situations. Values and attitudes generally, but not always, are in harmony. A manager who strongly values helpful behavior may have a negative attitude toward helping an unethical co-worker. The difference between attitudes and values is clarified by considering the three components of attitudes: affective, cognitive, and behavioral. It is important to note that your overall attitude toward someone or something is a function of the combined influence of all three components.

Affective Component The **affective component** of an attitude contains the feelings or emotions one has about a given object or situation. For example, how do you *feel* about people who talk on cell phones in restaurants? If you feel annoyed or angry with such people, you are expressing negative affect or feelings toward people who talk on cell phones in restaurants. In contrast, the affective component of your attitude is neutral if you are indifferent about people talking on cell phones in restaurants.

Cognitive Component What do you *think* about people who talk on cell phones in restaurants? Do you believe this behavior is inconsiderate, productive, completely acceptable, or rude? Your answer represents the cognitive component of your attitude toward people talking on cell phones in restaurants. The **cognitive component** of an attitude reflects the beliefs or ideas one has about an object or situation.

Behavioral Component The **behavioral component** refers to how one intends or expects to act toward someone or something. For example, how would you intend to respond to someone talking on a cell phone during dinner at a restaurant if this individual were sitting in close proximity to you and your guest? Attitude theory suggests that your ultimate behavior in this situation is a function of all three attitudinal components. You are unlikely to say anything to someone using a cell phone in a restaurant if you are not irritated by this behavior (affective), if you believe cell phone use helps people to manage their lives (cognitive), and you have no intention of confronting this individual (behavioral).²³

What Happens When Attitudes and Reality Collide? Cognitive Dissonance

What happens when a strongly held attitude is contradicted by reality? Suppose you are extremely concerned about getting AIDS, which you believe is transferred from contact with body fluids, including blood. Then you find yourself

in a life-threatening accident in a foreign country and need surgery and blood transfusions—including transfusions of blood (possibly AIDS-infected) from a blood bank with unknown quality control. Would you reject the blood to remain consistent with your beliefs about getting AIDS? According to social psychologist Leon Festinger, this situation would create cognitive dissonance.

Cognitive dissonance represents the psychological discomfort a person experiences when his or her attitudes or beliefs are incompatible with his or her behavior.²⁴ Festinger proposed that people are motivated to maintain consistency between their attitudes and beliefs and their behavior. He therefore theorized that people will seek to reduce the “dissonance,” or psychological tension, through one of three main methods:

1. *Change your attitude or behavior, or both.* This is the simplest solution when confronted with cognitive dissonance. Returning to our example about needing a blood transfusion, this would amount to either (a) telling yourself that you can’t get AIDS through blood and take the transfusion or (b) simply refusing to take the transfusion.
2. *Belittle the importance of the inconsistent behavior.* This happens all the time. In our example, you could belittle the belief that you can get AIDS from the foreign blood bank. (The doctor said she regularly uses blood from that blood bank.)
3. *Find consonant elements that outweigh dissonant ones.* This approach entails rationalizing away the dissonance. You can tell yourself that you are taking the transfusion because you have no other options. After all, you could die if you don’t get the required surgery.

Back to the Chapter-Opening Case

Why was Jennifer Simonetti-Bryan experiencing cognitive dissonance, and how did she resolve it?

How Stable Are Attitudes?

In one landmark study, researchers found the *job* attitudes of 5,000 middle-aged male employees to be very stable over a five-year period. Positive job attitudes remained positive; negative ones remained negative. Even those who changed jobs or occupations tended to maintain their prior job attitudes.²⁵

More recent research suggests the foregoing study may have overstated the stability of attitudes because it was restricted to a middle-aged sample. This time, researchers asked, What happens to attitudes over the entire span of adulthood? *General* attitudes were found to be more susceptible to change during early and late adulthood than during middle adulthood. Three factors accounted for middle-age attitude stability: (1) greater personal certainty, (2) perceived abundance of knowledge, and (3) a need for strong attitudes. Thus, the conventional notion that general attitudes become less likely to change as the person ages was rejected.

attitude Learned predisposition toward a given object.

affective component The feelings or emotions one has about an object or situation.

cognitive component The beliefs or ideas one has about an object or situation.

behavioral component How one intends to act or behave toward someone or something.

cognitive dissonance Psychological discomfort experienced when attitudes and behavior are inconsistent.

Elderly people, along with young adults, can and do change their general attitudes because they are more open and less self-assured.²⁶

Because our cultural backgrounds and experiences vary, our attitudes and behavior vary. Attitudes are translated into behavior via behavioral intentions. Let us examine an established model of this important process.



LO.4 Attitudes Affect Behavior via Intentions

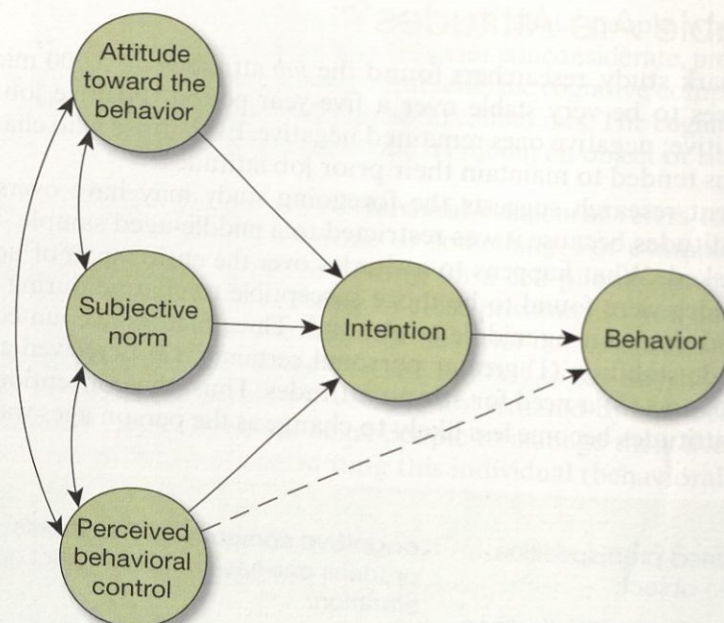
Building on Leon Festinger's work on cognitive dissonance, Icek Ajzen and Martin Fishbein further delved into understanding the reason for discrepancies between individuals' attitudes and behavior. Ajzen ultimately developed and refined a model focusing on intentions as the key link between attitudes and planned behavior. His theory of planned behavior in Figure 6-3 shows three separate but interacting determinants of one's intention (a person's readiness to perform a given behavior) to exhibit a specific behavior.

Importantly, this model only predicts behavior under an individual's control, not behavior due to circumstances beyond one's control. For example, this model can predict the likelihood that Egyptian citizens would protest against President Hosni Mubarak in 2011. But it would be a poor model for predicting whether or not a specific individual would arrive at a specific protesting site at a designated time and date because of uncontrolled circumstances such as traffic delays or the amount of military blocking the route to the site.²⁷

Determinants of Intention Ajzen has explained the nature and roles of the three determinants of intention as follows:

The first is the *attitude toward the behavior* and refers to the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question. The second predictor is a social factor termed *subjective norm*; it refers to the perceived social pressure to perform or not to perform the behavior. The third antecedent of intention is the degree of *perceived behavioral control*, which . . . refers to the perceived ease or difficulty of performing the behavior and it is assumed to reflect past experience as well as anticipated impediments and obstacles.²⁸

figure 6-3 Ajzen's Theory of Planned Behavior



SOURCE: From I Ajzen, "The Theory of Planned Behavior," *Organizational Behavior and Human Decision Processes*, Figure 1, p 182. Copyright © 1991, with permission from Elsevier Science.

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real WORLD // real PEOPLE

The Physicians Committee for Responsible Medicine Creates an Ad to Change People's Attitudes about Eating at McDonald's

Attitudes among members of the Physicians Committee for Responsible Medicine (PCRM) prompt the organization to make negative ads about McDonald's. The PCRM released a television commercial that "blames the burger giant for heart disease." The commercial features a woman crying "over a dead man lying in a morgue. In his hand is a hamburger. At the end, the golden arches appear over his feet, followed by the words, 'I was lovin' it,' a play on McDonald's long-time ad slogan, 'I'm lovin' it.' A voiceover says, 'High cholesterol, high blood pressure, heart attacks. Tonight, make it vegetarian.'"

"PCRM is airing the commercial to draw attention to heart-disease-related deaths in Washington. It says that the city has the second-highest rate of such deaths in the country . . . and that heart disease kills more than 1,500 Washingtonians each year. It also says the district has more McDonald's, Burger King and KFC restaurants per square mile than eight other similar-sized cities."

The PCRM is considering running the ad in other cities such as Los Angeles and Chicago and is planning to write Washington's Mayor Adrian Fenty about creating a moratorium on building any more fast-food restaurants in the city. A member of the city council is taking the charge one step further by proposing an ordinance that limits fast-food restaurants from being within a quarter mile of another restaurant.

A McDonald's spokesperson responded by saying that McDonald's "is committed to providing balanced menu choices and a variety of options to meet our customers' needs and preferences." Scott DeFife, an executive at the National Restaurant Association, stated that the ad was "irresponsible" and that it focused on scaring consumers into making bad choices based on "a limited view of good nutrition."

What beliefs are driving the PCRM's actions?

SOURCE: Excerpted from J Jargon, "New Ad Targets McDonald's," *The Wall Street Journal*, September 14, 2010, p B8.

To bring these three determinants of intention to life, let us consider the example of an advertisement made by the nonprofit Physicians Committee for Responsible Medicine (PCRM). The ad targeted McDonald's as a bad place to eat (see Real World/Real People above). PCRM members have a positive attitude about making and showing the ad because they believe McDonald's food contributes to heart disease. There also appears to be a strong subjective norm within the PCRM to promote healthy eating and to discourage people from eating at fast-food restaurants. Regarding perceived behavior control, the PCRM has control of how it spends its money.

Intentions and Behavior Research Lessons and Implications

According to the model of planned behavior, someone's intention to engage in a given behavior is a strong predictor of that behavior. For example, the quickest and possibly most accurate way of determining whether an individual will quit his or her job is to have an objective third party ask if he or she intends to quit. A meta-analysis of 34 studies of employee turnover involving more than 83,000 employees validated this direct approach. The researchers found stated behavioral intentions to be a better predictor of employee turnover than job satisfaction, satisfaction with the work itself, or organizational commitment.²⁹ Another study took these findings one step further by considering whether or not job applicants' intention to quit a job before they were hired would predict voluntary turnover six months after being hired. Results demonstrated that intentions to quit significantly predicted turnover.³⁰



Volunteer Duane Dixon, on the left, cuts through a stud while other volunteers look on. These individuals volunteered to help build and furnish a home in five days for a wheelchair-bound woman in Alabama.

Research has demonstrated that Ajzen's model accurately predicted intentions to buy consumer products, to search for a new job, to have children, to vote for specific political candidates, to recycle, and engage in volunteer activities. Attitudes and behaviors regarding affirmative action programs, weight-loss intentions, and behavior, using Internet services to facilitate the shipping of products, nurses' willingness to work with older patients, and reenlisting in the National Guard also have been predicted successfully by the model.³¹ From a practical standpoint, the theory of planned behavior has important managerial implications. Managers are encouraged to use prescriptions derived from the model to implement interventions aimed at changing employees' behavior.

According to this model, changing behavior starts with the recognition that behavior is modified through intentions, which in turn are influenced by three different determinants (see Figure 6-3). Managers can thus influence behavioral change by doing or saying things that affect the three determinants of employees' intentions to exhibit a specific behavior: attitude toward the behavior, subjective norms, and perceived behavioral control.³²

It is important to remember that employee beliefs can be influenced through the information management provides on a day-by-day basis, the organization's culture, the content of training programs, the behavior of key employees, and the rewards that are targeted to reinforce certain beliefs. Consider how H C Jackson, founder of Jackson's Hardware in San Rafael, California, used these ideas to change employees' beliefs about taking over ownership of the company.

Example. As part of creating an ownership culture, Jackson's spends ample time teaching employees about the benefits of ownership. . . . The company has a committee whose role is to educate employees about stock ownership and how their work is directly related to the success of the business—and thus their own financial well-being. Jackson's also puts out an annual ownership plan newsletter and selects an "Employee Owner for the Month" who receives a gas card and \$600 toward a weekend getaway and dinner or store purchase.³³

On a personal level, you also can use this model to influence your own behavior.

If you want to increase the amount of time you spend studying, for example, you might begin by trying to influence your attitude toward studying. You could tell yourself that more studying leads to better grades, which in turn can help you find a rewarding job after graduation. You also can reward yourself for reaching a target score on the next exam. Subjective norms to study can be influenced by arranging to study with other students who are doing well in the class or by talking with your parents about what is going on in the class. Finally, it is important to remember that the amount of time you have for studying might be somewhat outside of your control. Our advice: control what you can and plan for contingencies.

TO THE POINT

What is the meaning of organizational commitment, job involvement, and employee engagement?

Key Work Attitudes

Work attitudes such as organizational commitment, employee engagement, and job satisfaction have a dual interest to managers. On the one hand, they represent important outcomes that managers may want to enhance. On the other hand, they are symptomatic of other potential problems. For example, low employee engagement or job satisfaction may be a symptom of an employee's intention to quit. It thus is important for managers to understand the causes and consequences of key work attitudes.

What is your attitude toward work? Is work something meaningful that defines and fulfills you, or is it just a way to pay the bills? Interestingly, attitudes toward work have changed significantly throughout recorded history. For the early Greeks, for instance, work was something done by enslaved people. Today,

in contrast, work is viewed by many as a source of satisfaction and enjoyment, and there is growing sentiment that work should be fun. While everyone does not agree about having fun at work, organizations such as Southwest Airlines have turned it into a strategic competitive advantage. Key employee selection factors at Southwest Airlines are a keen sense of humor and a general positive attitude. Consider how CEO Bob Pike's positive attitude toward work would set the tone for his employees at Creative Training Techniques International:

Example. It is not a choice between fun and work, it is a choice for fun and work. I find it depressing that so many people spend 8 hours a day at work and 16 hours trying to forget that they did! It's time for us to replace the common definition of work: if it is not dull and boring then it can't be work! Work should be about passion, it should have a sense of purpose, it should be about involvement and participation. High-performing teams who do challenging work also know how to have fun. They have an attitude that says they enjoy what they do and that they belong to a diverse group of committed individuals who know the mission, values, and vision of the team. And they look forward to making a contribution.

Understand that there will always be both fun-loving and fun-killing people. Fun-killers don't actually object to the fun; they feel that the fun isn't relevant to the work and therefore not important.³⁴

How would you like to work for Bob Pike?

People have a multitude of attitudes about things that happen to them at work, but OB researchers have focused on a limited number of them. This section specifically examines two work attitudes—organizational commitment and employee engagement—that have important practical implications. Job satisfaction, the most frequently studied work attitude, is thoroughly discussed in the next section of this chapter.



LO.5 Organizational Commitment

Before discussing a model of organizational commitment, it is important to consider the meaning of the term *commitment*. What does it mean to commit? Common sense suggests that commitment is an agreement to do something for yourself, another individual, group, or organization. Formally, OB researchers define commitment as “a force that binds an individual to a course of action of relevance to one or more targets.”³⁵ This definition highlights that commitment is associated with behavior and that commitment can be aimed at multiple targets or entities. For example, an individual can be committed to his or her job, family, girl- or boyfriend, faith, friends, career, organization, or a variety of professional associations. Let us now consider the application of commitment to a work organization.

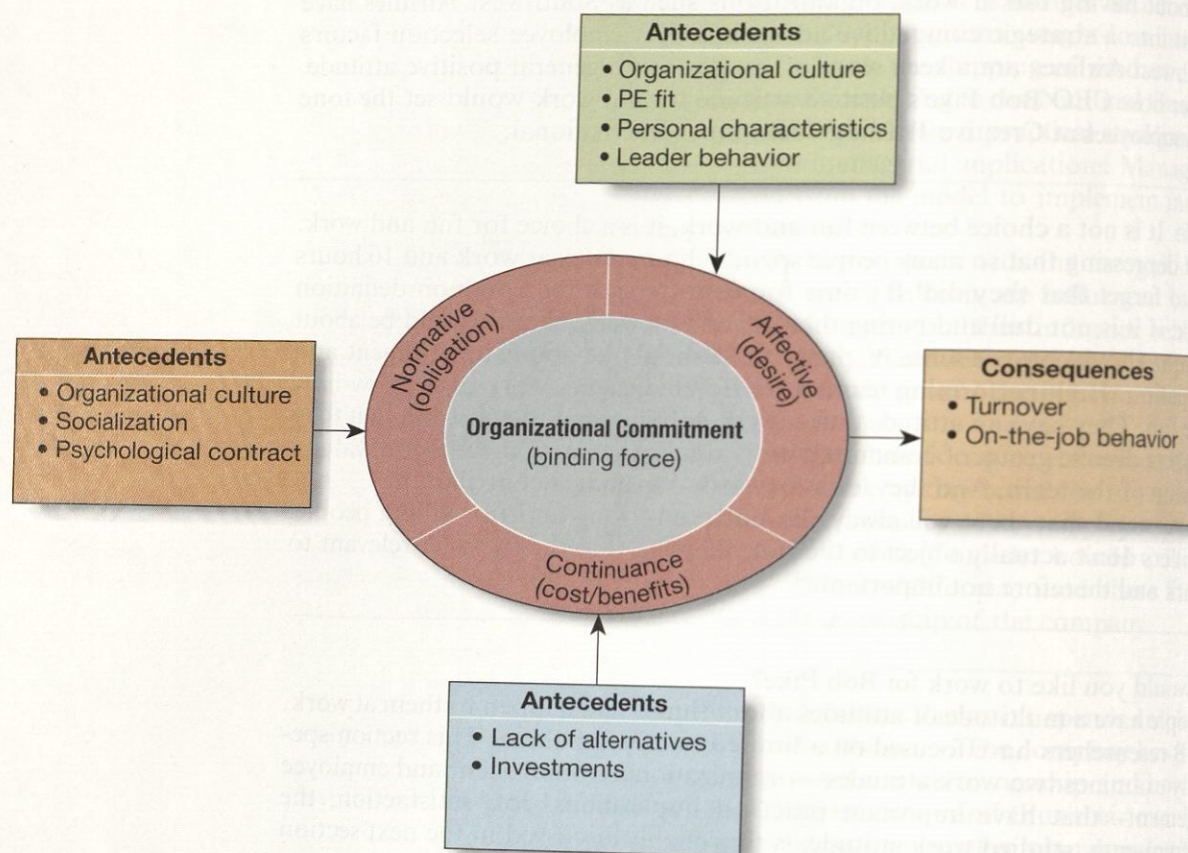
Organizational commitment reflects the extent to which an individual identifies with an organization and is committed to its goals. It is an important work attitude because committed individuals are expected to display a willingness to work harder to achieve organizational goals and a greater desire to stay employed at an organization. Figure 6-4 presents a model of organizational commitment that identifies its causes and consequences.

A Model of Organizational Commitment Figure 6-4 shows that organizational commitment is composed of three separate but related components: affective commitment, normative commitment, and continuance commitment. John

organizational commitment
Extent to which an individual

identifies with an organization and
its goals.

figure 6-4 A Model of Organizational Commitment



SOURCE: Adapted from J P Meyer and L Herscovitch, "Commitment in the Workplace: Toward a General Model," *Human Resource Management Review*, Autumn 2001, p 317.

Meyer and Natalie Allen, a pair of commitment experts, define these components as follows:

Example. *Affective commitment* refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with an organization because they *want* to do so. *Continuance commitment* refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they *need* to do so. Finally, *normative commitment* reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they *ought* to remain with the organization.³⁶

Figure 6-4 also reveals that these three components combine to produce a binding force that influences the consequences of employee turnover and on-the-job behavior such as performance, absenteeism, and organizational citizenship, which is discussed later in this chapter.

Each component of commitment is influenced by a separate set of antecedents (see Figure 6-4). In the current context, an antecedent is something that causes the component of commitment to occur. For example, affective commitment is related to organizational culture and PE fit, which were discussed in Chapter 3, a variety of personal characteristics such as personality (recall our discussion in

Chapter 5), and leader behavior, which is reviewed in Chapter 16.³⁷ Because continuance commitment reflects a ratio of the costs and benefits associated with leaving an organization, antecedents are anything that affects the costs and benefits of leaving. Examples are a lack of job/career alternatives and the amount of real and psychological investments a person has in a particular organization or community. Continuance commitment would be high if an individual has no job alternatives, is actively involved in his or her church, has many friends in the community, owns shares of the company stock, and needs medical benefits for a family of five. Nancy Kramer, CEO of Resource Interactive, implemented a creative approach toward enhancing employees' continuance commitment.

Example. She launched the Resource Employee Equity Fund, or Reef. Here's how it works: The company buys stock in each of its 20 or so publicly held company clients. On employees' first anniversary, they each get one share of the Reef, which includes one share of each client's stock and 1/100th of a share of Warren Buffett's Berkshire Hathaway Inc. Class A shares. Each Reef share is worth about \$1,900 right now, she says.³⁸

Finally, normative commitment is influenced by organizational culture and the socialization process discussed in Chapter 3, as well as what is termed a psychological contracts. **Psychological contracts** represent an individual's perception about the terms and conditions of a reciprocal exchange between him- or herself and another party.³⁹ In a work environment, the psychological contract represents an employee's beliefs about what he or she is entitled to receive in return for what he or she provides to the organization. Research shows that an employer breach of the psychological contract is associated with lower organizational commitment, job satisfaction, and performance, and greater intentions to quit.⁴⁰

Back to the Chapter-Opening Case

How would you evaluate Jennifer Simonetti-Bryan's commitment to Citicorp based on Figure 6-4?

Research and Practical Applications Organizational commitment matters. A meta-analysis of 183 studies uncovered a significant and strong positive relationship between organizational commitment and job satisfaction.⁴¹ This finding encourages managers to increase job satisfaction in order to elicit higher levels of commitment. In turn, another meta-analysis involving 26,344 individuals revealed organizational commitment was significantly correlated with job performance.⁴² This is an important finding because it implies managers can increase productivity by enhancing employees' organizational commitment.

Finally, a third meta-analysis summarizing results across 27,500 people uncovered a significant, negative relationship between organizational commitment and turnover.⁴³ This finding underscores the importance of paying attention to employees' organizational commitment because high commitment helps reduce the costs of employee turnover. In summary, managers are encouraged to focus on improving employees' organizational commitment.

psychological contract An individual's perception about the terms and conditions of a reciprocal exchange with another party.

Interestingly, companies use a variety of methods to increase employees' organizational commitment. KPMG offers employees a sabbatical that allows them to take a leave of absence of 4 to 12 weeks at 20% of their pay. Google encourages engineers to spend 20% of their time on projects of their choosing.⁴⁴ All told, people are more likely to be committed to their organizations when they believe that the organization truly cares about their welfare and well-being. Managers also can increase the components of employee commitment through the following activities:

- Affective commitment is enhanced by hiring people whose personal values are consistent with the organization's values. A positive, satisfying work environment also should increase employees' desire to stay. Harley-Davidson is following this advice. "Employee surveys show 90% strongly identify with the company's riding culture. Some employees get to work at biker rallies at Harley's expense."⁴⁵
- Continuance commitment is enhanced by offering employees a variety of progressive benefits and human resource programs. At Mattel, for instance, perks include "13 paid holidays, two paid days to volunteer in schools, two onsite child-care centers, five paid days of parental leave . . . half-days on Fridays all year long, and onsite toy stores that offer discounts."⁴⁶
- Normative commitment can be increased by making sure that management does not breach its psychological contracts and by trying to enhance the level of trust throughout the organization. We provide specific recommendation for building and maintaining trust in Chapter 11.



LO.6 Employee Engagement



Bill Gates, chairman of Microsoft, is a good example of someone engaged with his work. His engagement has also spilled over into his personal life as he now focuses much time and effort into philanthropic activities. He is co-chair of the Bill & Melinda Gates Foundation.

Employee engagement is a relatively new concept to the field of organizational behavior. It was defined in 1990 by William Kahn on the basis of two qualitative studies of people at work. Based on his observations of workers at a summer camp and architecture firm, Kahn defined **employee engagement** as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance."⁴⁷ The essence of this definition is the idea that engaged employees "give it their all" at work. Further study of this attitudinal variable reveals that it contains four components: (1) feelings of urgency, (2) feelings of being focused, (3) feelings of intensity, and (4) feelings of enthusiasm.⁴⁸ Have you ever felt like this at work or school? If yes, then you understand why academics, consultants, and managers want to understand how they can harness the power of employee engagement. We now unravel the performance-enhancing potential of employee engagement by considering its causes and consequences.

What Contributes to Employee Engagement? Employee engagement is caused by a host of variables that can be separated into two categories: personal factors and contextual or work-environment factors. Personal characteristics found or thought to influence employee engagement include positive or optimistic personalities, proactive personality, conscientiousness, PE fit, and being present or mindful.⁴⁹ Mindfulness represents the extent to which someone is focused on a moment in time and what is happening rather than daydreaming about something or somewhere else.

There are a broad set of contextual factors that potentially impact employee engagement. One clearly involves organizational culture. For example, employees are more likely to be engaged when an organization has a clan culture (see Chapter 3) that promotes employee development, recognition, and trust between management and employees.⁵⁰ For example, Scripps Health, ranked by *Fortune* as the 37th best place to work in the United States in 2011, provides all employees with



real WORLD // real PEOPLE

UnitedHealth Group Focuses on Improving Employee Engagement

Lori Sweere, executive vice president of human capital at the Minneapolis-based headquarters, was given the charge of developing a strategy to boost employee engagement. She began the effort by studying results from an employee engagement survey and conducting focus groups with managers and employees. She decided to implement the following initiatives based on this input.

"Manager's performance, communication and understanding of how each employee's job contributes to the business strategy were identified as areas for improvement that could enhance employee engagement. Now, 'I have personal and monthly communications with our 6,000 managers about how to engage employees, such as how to talk to employees about personal and business challenges in the economic downturn,'" according to Sweere.

"Another way United Health Group drives engagement is by using a Facebook-style tool called U-Link to help

people connect. Employees form groups, and Sweere writes a blog and answers questions. 'People become engaged by promoting their brands and having access to people they never had access to before,' Sweere says. 'We have 15,000 telecommuters who need this technology to connect with others. We list name, title, where they work. People can volunteer to add more to their profiles. And people can search for expertise.'"

The above initiatives were successful. Employee engagement scores from the survey increased over time, employee turnover decreased, customer satisfaction increased, and revenues were higher.

What contextual factors contributed to employee engagement?

SOURCE: Excerpted from A. Fox, "Raising Engagement," *HR Magazine*, May 2010, p 38.

at least one training class per year. The company spent \$30 million in training and development programs in 2010.⁵¹

Job security and feelings of psychological safety also propel employee engagement. Psychological safety occurs when people feel safe to display engagement. In other words, employees must be free of any fears associated with trying new, innovative ideas or behaviors at work.⁵² Leader behavior is another key contextual variable, particularly transformational leadership.⁵³ Transformational leadership is discussed in Chapter 16. Finally, employee engagement is higher when people feel that they are being supported by both their direct supervisor and the company as a whole and when they have a line of sight with the organization's vision, strategies, and goals: Line of sight represents the extent to which employees understand how their jobs influence the achievement of broader strategic goals.⁵⁴ Consider how AtlantiCare creates line of sight.

Example. New hires at AtlantiCare receive a strategy map showing how specific corporate goals such as building customer loyalty, increasing patient volume and maintaining a favorable bond rating related to corporate values that include safety, team spirit and treating others with respect. All employees are urged to review the map frequently and to jot down ways they can personally contribute to performance excellence."⁵⁵

UnitedHealth Group is a good example of a company that is using several contextual factors to increase employee engagement (see Real World/Real People above).

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employee engagement Extent to which employees give it their all at work.

What Are the Consequences of Employee Engagement? Consulting firms such as Gallup, Hewitt Associates, and Watson Wyatt have been in the forefront of collecting proprietary data supporting the practical value of employee engagement. For example, Gallup researchers conducted a meta-analysis involving 198,514 individuals from 7,930 business units and found that employee engagement was significantly associated with organizational-level customer satisfaction/loyalty, profitability, productivity, turnover, and safety outcomes.⁵⁶ Gallup estimates that organizations can achieve 12% higher customer satisfaction/loyalty, 18% more productivity, and 12% greater profitability when their employees are highly engaged.⁵⁷ Other recent studies similarly showed a positive relationship between employee engagement and employees' performance and physical and psychological well-being, and corporate-level financial performance and customer satisfaction.⁵⁸

Practical Takeaways While academic research still is needed to validate measures of employee engagement, we believe that organizations can find value in measuring, tracking, and responding to surveys of employee engagement. The Ritz-Carlton, for instance, was able to significantly lower employee turnover (18% versus an industry average of 158%) and increase both customer satisfaction and customer spending by following this recommendation.⁵⁹

TO THE POINT

What are the causes, correlates, and consequences of job satisfaction?

Job Satisfaction

Job satisfaction essentially reflects the extent to which an individual likes his or her job. Formally defined, **job satisfaction** is an affective or emotional response toward various facets of one's job. This definition implies job satisfaction is not a unitary concept. Rather, a person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects. For example, a recent survey of 11,000 people indicated that Gen Ys were more satisfied with their managers than Gen Xers or Boomers. In contrast, overall job satisfaction was higher for Boomers than it was for Gen Ys and Gen Xers.⁶⁰

Researchers at Cornell University developed the Job Descriptive Index (JDI) to assess one's satisfaction with the following job dimensions: work, pay, promotions, co-workers, and supervision.⁶¹ Researchers at the University of Minnesota concluded there are 20 different dimensions underlying job satisfaction. Although researchers do not have consensus about the exact number of dimensions that constitute job satisfaction, they do agree that it has five predominant causes. We believe that knowledge about the causes of job satisfaction can assist managers in trying to increase this key work attitude. Let us now examine the causes of job satisfaction.



LO.7 The Causes of Job Satisfaction

Five predominant models of job satisfaction focus on different causes. They are need fulfillment, discrepancy, value attainment, equity, and dispositional/genetic components. A brief review of these models provides insight into the variety of methods that can be used to increase employees' job satisfaction.

Need Fulfillment These models propose that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her needs. For example, a survey by the Society for Human Resource Management asked employees to choose the aspects of their job that were very important to their job satisfaction. Their top four choices were compensation, benefits, job security, and work-life balance—all directly related to employees' ability to meet a variety of basic needs.⁶² We suspect that the need for job security will become more important for employees during our current recession. Although need fulfillment models generated a great degree of controversy, it is generally accepted that need fulfillment is correlated with job satisfaction.⁶³

Discrepancies These models propose that satisfaction is a result of met expectations. **Met expectations** represent the difference between what an individual expects to receive from a job, such as good pay and promotional opportunities, and what he or she actually receives. When expectations are greater than what is received, a person will be dissatisfied. In contrast, this model predicts that an individual will be satisfied when he or she attains outcomes above and beyond expectations. A meta-analysis that included 17,241 people demonstrated that met expectations were significantly related to job satisfaction.⁶⁴ Many companies use employee attitude or opinion surveys to assess employees' expectations and concerns, even during bad economic conditions.

Value Attainment The idea underlying **value attainment** is that satisfaction results from the perception that a job allows for fulfillment of an individual's important work values. For example, New Belgium Brewing Company, brewers of Fat Tire, attracts employees who value bicycling and environmental sustainability. The company gives each employee a cruiser bike after working for the company for one year and it established on-site recycling centers. Almost 50% of employees working at the corporate headquarters in Fort Collins, Colorado, commute by bike during the summer.⁶⁵ In general, research consistently supports the prediction that value fulfillment is positively related to job satisfaction. Managers can thus enhance employee satisfaction by structuring the work environment and its associated rewards and recognition to reinforce employees' values.

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Equity In this model, satisfaction is a function of how "fairly" an individual is treated at work. Satisfaction results from one's perception that work outcomes, relative to inputs, compare favorably with a significant other's outcomes/inputs. A meta-analysis involving 64,757 people supported this model. Employees' perceptions of being treated fairly at work were highly related to overall job satisfaction.⁶⁶ Managers thus are encouraged to monitor employees' fairness perceptions and to interact with employees in such a way that they feel equitably treated. Chapter 8 explores how this can be accomplished.

Dispositional/Genetic Components Have you ever noticed that some of your co-workers or friends appear to be satisfied across a variety of job circumstances, whereas others always seem dissatisfied? This model of satisfaction attempts to explain this pattern. Specifically, the dispositional/genetic model is based on the belief that job satisfaction is partly a function of both personal traits and genetic factors. As such, this model implies that stable individual differences are just as important in explaining job satisfaction as are characteristics of the work environment. Although there are a limited number of studies that tested these propositions, a recent meta-analysis revealed that dispositional factors were not significantly associated with all aspects of job satisfaction. Dispositions had stronger relationships with intrinsic aspects of a job (e.g., having autonomy) than with extrinsic aspects of work (e.g., receipt of rewards).⁶⁷ Genetic factors also were found to significantly predict life satisfaction, well-being, and general job satisfaction.⁶⁸ Overall, researchers estimate that 30% of an individual's job satisfaction is associated with dispositional and genetic components.⁶⁹ Pete and Laura Wakeman, founders of Great Harvest Bread Company, have used this model of job satisfaction while running their company for more than 25 years.

job satisfaction An affective or emotional response to one's job.

met expectations The extent to which one receives what he or she expects from a job.

value attainment The extent to which a job allows fulfillment of one's work values.

Example. Our hiring ads say clearly that we need people with “strong personal loves as important as their work.” This is not a little thing. You can’t have a great life unless you have a buffer of like-minded people all around you. If you want to be nice, you can’t surround yourself with crabby people and expect it to work. You might stay nice for a while, just because—but it isn’t sustainable over years. If you want a happy company, you can do it only by hiring naturally happy people. You’ll never build a happy company by “making people happy”—you can’t really “make” people any way that they aren’t already. Laura and I want to be in love with life, and our business has been a good thing for us in that journey.⁷⁰

Although Pete and Laura’s hiring approach is consistent with the dispositional and genetic model of job satisfaction, it is important to note that hiring “like-minded” people can potentially lead to discriminatory decisions. Managers are advised not to discriminate on the basis of race, gender, religion, color, national origin, and age.

Example. These employees appear to be enjoying their jobs. Research suggests that they are more likely to enjoy their job based on genetic factors and personal traits.

Back to the Chapter-Opening Case

Which of the five models of job satisfaction best explains Jennifer Simonetti-Bryan’s job satisfaction at Citicorp?



LO.8 Major Correlates and Consequences of Job Satisfaction

This topic has significant managerial implications because thousands of studies have examined the relationship between job satisfaction and other organizational variables. Because it is impossible to examine them all, we will consider a subset of the more important variables from the standpoint of managerial relevance.

Table 6–2 summarizes the pattern of results. The relationship between job satisfaction and these other variables is either positive or negative. The strength of the relationship ranges from weak (very little relationship) to strong. Strong relationships imply that managers can significantly influence the variable of interest by increasing job satisfaction. Let us now consider seven key correlates of job satisfaction.

Motivation A recent meta-analysis of nine studies and 1,739 workers revealed a significant positive relationship between motivation and job satisfaction. Because satisfaction with supervision also was significantly correlated with motivation, managers are advised to consider how their behavior affects employee satisfaction.⁷¹ Managers can potentially enhance employees’ motivation through various attempts to increase job satisfaction.

Job Involvement Job involvement, which is a component of employee engagement, represents the extent to which an individual is personally involved with his or her work role. A meta-analysis involving 27,925 individuals demonstrated that job involvement was moderately related with job satisfaction.⁷² Managers are thus encouraged to foster satisfying work environments in order to fuel employees’ job involvement.

table 6-2 Correlates of Job Satisfaction

VARIABLES RELATED WITH SATISFACTION	DIRECTION OF RELATIONSHIP	STRENGTH OF RELATIONSHIP
Motivation	Positive	Moderate
Job involvement	Positive	Moderate
Organizational commitment	Positive	Moderate
Organizational citizenship behavior	Positive	Moderate
Withdrawal cognitions	Negative	Strong
Turnover	Negative	Moderate
Heart disease	Negative	Moderate
Perceived stress	Negative	Strong
Pro-union voting	Negative	Moderate
Job performance	Positive	Moderate
Life satisfaction	Positive	Moderate
Mental health	Positive	Moderate
Customer satisfaction	Positive	Moderate

Organizational Citizenship Behaviors (OCBs) consist of employee behaviors that are beyond the call of duty. Examples include “such gestures as constructive statements about the department, expression of personal interest in the work of others, suggestions for improvement, training new people, respect for the spirit as well as the letter of housekeeping rules, care for organizational property, and punctuality and attendance well beyond standard or enforceable levels.”⁷³ Managers certainly would like employees to exhibit these behaviors. A meta-analysis involving 21 separate studies revealed a significant and moderately positive correlation between organizational citizenship behaviors and job satisfaction.⁷⁴ Moreover, two recent and more extensive meta-analytic studies indicated that OCBs were significantly related to both individual-level consequences (e.g., performance appraisal ratings, intentions to quit, absenteeism, and turnover) and organizational-level outcomes (e.g., productivity, efficiency, lower costs, customer satisfaction, and unit-level satisfaction and turnover).⁷⁵ These results are important for two reasons. First, exhibiting OCBs is likely to create positive impressions about you among your colleagues and manager. In turn, these impressions affect your ability to work with others, your manager’s evaluation of your performance, and ultimately your promotability. Second, the aggregate amount of employees’ OCBs affects important organizational outcomes. It thus is important for managers to foster an environment that promotes OCBs. Managers are encouraged to make and implement employee-related decisions in an equitable fashion in order to foster OCBs. More is said about this in Chapter 8.

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organizational citizenship behaviors (OCBs) Employee behaviors that exceed work-role requirements.

Withdrawal Cognitions Although some people quit their jobs impulsively or in a fit of anger, most go through a process of thinking about whether or not they should quit. **Withdrawal cognitions** encapsulate this thought process by representing an individual's overall thoughts and feelings about quitting. What causes an individual to think about quitting his or her job? Job satisfaction is believed to be one of the most significant contributors. For example, a study of managers, salespersons, and auto mechanics from a national automotive retail store chain demonstrated that job dissatisfaction caused employees to begin the process of thinking about quitting. In turn, withdrawal cognitions had a greater impact on employee turnover than job satisfaction in this sample.⁷⁶ Results from this study imply that managers can indirectly help to reduce employee turnover by enhancing employee job satisfaction.

Turnover Let us consider the pros and cons of turnover before discussing the relationship between job satisfaction and turnover. Yes, turnover can be a good thing when a low-performing person like George Costanza from the *Seinfeld* show quits or is fired. This situation enables managers to replace the Georges of the world with better or more diverse individuals or to realign the budget. In contrast, losing a good employee is bad because the organization loses valuable human and social capital (recall our discussion in Chapter 1) and it can be costly.⁷⁷ Costs of turnover fall into two categories: separation costs and replacement costs.

Example. Separation costs may include severance pay, costs associated with an exit interview, outplacement fees, and possible litigation costs, particularly for involuntary separation. Replacement costs are the well-known costs of a hire, including sourcing expenses, HR processing costs for screening and assessing candidates, the time spent by hiring managers interviewing candidates, travel and relocation expenses, signing bonuses, if applicable, and orientation and training costs.⁷⁸

Experts estimate that the cost of turnover for an hourly employee is roughly 30% of annual salary, whereas the cost can range up to 150% of yearly salary for professional employees.⁷⁹

Although there are various things a manager can do to reduce employee turnover, many of them revolve around attempts to improve employees' job satisfaction. This trend is supported by results from a meta-analysis of 67 studies covering 24,556 people. Job satisfaction obtained a moderate negative relationship with employee turnover.⁸⁰ Given the strength of this relationship, managers are advised to try to reduce employee turnover by increasing employee job satisfaction. This recommendation is even more important for high performers.⁸¹ For example, a recent survey of 20,000 high-potential employees indicated that 27% plan to find another job within a year.⁸² Google seems to be aware of this issue in light of its decision to give all employees a 10% raise in 2010 despite a poor economy. Google obviously wanted to reduce defections of its talented workforce.⁸³

Perceived Stress Stress can have very negative effects on organizational behavior and an individual's health. Stress is positively related to absenteeism, turnover, coronary heart disease, and viral infections. Based on a meta-analysis covering 11,063 individuals, Table 6-2 reveals that perceived stress has a strong, negative relationship with job satisfaction.⁸⁴ Perceived stress also was found to be negatively associated with employee engagement. We recommend that managers attempt to reduce the negative effects of stress by improving job satisfaction and encouraging employees to detach from work during off-job time (i.e., stop thinking about work).⁸⁵

Job Performance One of the biggest controversies within OB research centers on the relationship between job satisfaction and job performance. Although researchers have identified eight different ways in which these variables are related,

the dominant beliefs are either that satisfaction causes performance or performance causes satisfaction.⁸⁶ A team of researchers recently attempted to resolve this controversy through a meta-analysis of data from 312 samples involving 54,417 individuals.⁸⁷ There were two key findings from this study. First, job satisfaction and performance were moderately related. This is an important finding because it supports the belief that employee job satisfaction is a key work attitude managers should consider when attempting to increase employees' job performance. Second, the relationship between job satisfaction and performance was much more complex than originally thought. It is not as simple as satisfaction causing performance or performance causing satisfaction. Rather, researchers now believe both variables indirectly influence each other through a host of individual differences and work-environment characteristics. There is one additional consideration to keep in mind regarding the relationship between job satisfaction and job performance.

Researchers believe the relationship between satisfaction and performance is understated due to incomplete measures of individual-level performance. For example, if performance ratings used in past research did not reflect the actual interactions and interdependencies at work, inaccurate measures of performance served to lower the reported correlations between satisfaction and performance. Examining the relationship between *aggregate* measures of job satisfaction and organizational performance is one solution to correct this problem. In support of these ideas, a team of researchers conducted a recent meta-analysis of more than 5,000 business units. Results uncovered significant positive relationships between business-unit-level employee satisfaction and business-unit outcomes of productivity, turnover, absenteeism, and customer satisfaction.⁸⁸ It thus appears managers can positively affect a variety of important organizational outcomes such as performance and customer satisfaction by increasing employee job satisfaction.

Example. Occurrences of counterproductive work behavior like this generally increase during a recession.



LO.9 Counterproductive Work Behaviors

In our discussion of job satisfaction, we noted that an absence of satisfaction may be associated with some types of undesirable behavior, such as low employee engagement and higher employee turnover. These costly behaviors, along with some that are even more disturbing, are part of a category of behavior known as **counterproductive work behaviors (CWBs)**, types of behavior that harm employees, the organization as a whole, or organizational stakeholders such as customers and shareholder. Examples of CWBs include theft, gossiping, backstabbing, drug and alcohol abuse, destroying organizational property, violence, purposely doing bad or incorrect work, surfing the Net for personal use, excessive socializing, tardiness, sabotage, and sexual harassment.⁸⁹ Consider the following three examples:

Example. Recently, a Maryland man swiped 32 laptops from his nonprofit health-care employer and put them on eBay. A chief financial officer changed the color of the type on some spreadsheet data from black to white so as to render the fake

TO THE POINT

What are the causes of counterproductive work behaviors and how can managers prevent them?

withdrawal cognitions Overall thoughts and feelings about quitting a job.

counterproductive work behaviors (CWBs) Types of behavior

that harm employees and the organization as a whole.

numbers invisible while juicing the totals—and his bonus. One regional vice president for sales billed his corporate card \$4,000 for Victoria's Secret lingerie—and not for his wife, either.⁹⁰

Experts expect incidents like this to increase during the current recession.

Mistreatment of Others

Most forms of CWBs involve mistreatment of co-workers, subordinates, or even customers. For example, employees engage in harassment, bullying, or blatant unfairness. Unfortunately, a recent Zogby poll indicated that more than 50% of American adults had been bullied or witnessed bullying at work. Another poll of 12,000 people from 24 countries indicated that about 10% were harassed either sexually or physically at work.⁹¹ Abuse by supervisors is especially toxic because employees report that when they feel they have been intimidated, humiliated, or undermined by an abusive supervisor, they are more likely to retaliate with counterproductive behavior aimed at the supervisor or their co-workers.⁹² This type of response is especially likely when the organization does not provide channels through which employees can complain and find a resolution to the problem of mistreatment.

Violence at Work

Terrifying images of the shootings at Virginia Tech and that of US Representative Gabrielle "Gabby" Giffords and innocent bystanders in Tucson, Arizona, have brought home the urgency of protecting people in organizations from sudden acts of violence committed by insiders or outsiders. Often, co-workers are first to notice that an employee explodes in anger or seems depressed or troubled. Psychiatrist and consultant Roger Brunswick says, "Violence rarely begins with someone walking in and shooting others. Violence usually builds slowly and starts with bullying, intimidation and threats."⁹³ A first line of defense should be for the organization to set up and publicize how employees can report troubling behavior to their supervisor or human resource department. Pitney Bowes set up a hotline that employees can call anonymously to report any concerns, and it has trained managers to identify signs that something is wrong with an employee.⁹⁴

Causes and Prevention of CWBs

Employers obviously want to prevent CWBs, so they need to know the causes of such behavior. A study that followed the work behaviors of more than 900 young adults for 23 years found that a diagnosis of conduct disorder in adolescence was associated with CWBs, but criminal convictions before entering the workforce were not associated with CWBs.⁹⁵ Personality traits and job conditions also could make CWBs more likely.⁹⁶ For example, young adults who scored higher on compulsion to adhere to norms, control their impulses, and avoid hostility tended not to use CWBs. They also were less likely to engage in CWBs if they had satisfying jobs that offered autonomy—and more likely to engage in CWBs if they had more resource power (such as more people to supervise). Intelligence may play a role, too. A study of applicants for law enforcement jobs found that higher scores for cognitive ability were associated with fewer reports of CWBs such as violence and destruction of property after candidates were hired.⁹⁷

These findings suggest the following implications for management:

- Organizations can limit CWBs by hiring individuals who are less prone to engage in this type of behavior. Cognitive ability is associated with many measures of success, so it is a logical quality to screen for in-hiring decisions. Personality tests also may be relevant.

- Organizations should ensure they are motivating desired behaviors and not CWBs, for example, by designing jobs that promote satisfaction and by preventing abusive supervision. A study of 265 restaurants found that CWBs were greater in restaurants where employees reported abuse by supervisors and where managers had more employees to supervise.⁹⁸ CWBs in these restaurants were associated with lower profits and lower levels of customer satisfaction, so adequate staffing and management development could not only make employees' lives more pleasant but also improve the bottom line.
- If an employee does engage in CWBs, the organization should respond quickly and appropriately, defining the specific behaviors that are unacceptable and the requirements for acceptable behavior. Chapter 9 describes guidelines for giving effective feedback.

Summary of Key Concepts

1. *Explain Schwartz's value theory, and describe three types of value conflict.* Schwartz proposed that 10 core values guide our behavior across contexts and time (see Table 6-1). Each value possesses motivational mechanisms that drive behavior. Figure 6-1 further shows the relationships among the 10 values. Some are consistent and positively related, whereas others are inconsistent and conflict with each other. Three types of value conflict are intrapersonal, interpersonal, and individual-organization.
2. *Describe the values model of work-family conflict, and specify at least three practical lessons from work-family conflict research.* General life values determine one's values about family and work. Work-family conflict can occur when there is a lack of value similarity with family members. Likewise, work-family conflict can occur when one's own work values are not congruent with the company's values. When someone does not attain his or her values because of work-family conflicts, job or life satisfaction, or both, can suffer. Six practical lessons from work-family conflict research are the following: (a) work-family balance begins at home, (b) an employer's family-supportive philosophy is more important than specific programs, (c) informal flexibility in work hours and in allowing people to work at home is essential to promoting work-family balance, (d) supportive bosses and colleagues can help, (e) the importance of work-family balance varies across generations, and (f) one should take a proactive approach to managing work-family conflict.
3. *Identify the three components of attitudes and discuss cognitive dissonance.* The three components of attitudes are affective, cognitive, and behavioral. The affective component represents the feelings or emotions one has about a given object or situation. The cognitive component reflects the beliefs or ideas one has about an object or situation. The behavioral component refers to how one intends or expects to act toward someone or something. Cognitive dissonance represents the psychological discomfort an individual experiences when his or her attitudes or beliefs are incompatible with his or her behavior. There are three main methods for reducing cognitive dissonance: change an attitude or behavior, belittle the importance of the inconsistent behavior, and find consonant elements that outweigh dissonant ones.
4. *Explain how attitudes affect behavior in terms of Ajzen's theory of planned behavior.* Intentions are the key link between attitudes and behavior in Ajzen's model. Three determinants of the strength of an intention are one's attitude toward the behavior, subjective norm (social expectations and role models), and the perceived degree of one's control over the behavior. Intentions, in turn, are powerful determinants of behavior.
5. *Describe the model of organizational commitment.* Organizational commitment reflects how strongly a person identifies with an organization and is committed to its goals. Organizational commitment is composed of three related components: affective commitment, continuance commitment, and normative commitment. In turn, each of these components is influenced by a separate set of antecedents: An antecedent is something that causes the component of commitment to occur.
6. *Define the work attitudes of employee engagement and job satisfaction.* Employee engagement occurs when employees give it their all at work. It contains feelings of urgency, feelings of being focused, feelings of intensity, and feelings of enthusiasm. Job satisfaction reflects how much people like or dislike their jobs.
7. *Identify and briefly describe five alternative causes of job satisfaction.* They are need fulfillment (the degree to which one's own needs are met), discrepancies (satisfaction depends on the extent to which one's expectations are met), value attainment (satisfaction depends on the degree to which one's work values are fulfilled), equity (perceived fairness of input/outcomes determines one's level of satisfaction), and dispositional/genetic (job satisfaction is dictated by one's personal traits and genetic makeup).
8. *Identify eight important correlates/consequences of job cognitive dissonance, satisfaction, and summarize how each one relates to job satisfaction.* Table 6-2 reviews the correlates of job satisfaction.
9. *Identify the causes of counterproductive work behaviors and the measures used to prevent them.* Counterproductive

work behaviors (CWBs) may result from personal characteristics coupled with a lack of autonomy and job satisfaction. CWBs are more likely in situations where supervisors are abusive and responsible for many employees. Organizations can limit CWBs by hiring individuals

with appropriate cognitive skills and personality traits. They can design jobs to promote satisfaction. They can develop managers to supervise effectively without abuse and should deliver immediate feedback and discipline if anyone engages in CWBs.

Key Terms

Attitude, 158

Affective component, 158

Cognitive component, 158

Behavioral component, 158

Cognitive dissonance, 159

Organizational commitment, 163

Psychological contract, 165

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Value attainment, 169

Organizational citizenship behaviors (OCBs), 171

Withdrawal cognitions, 172

Counterproductive work behaviors (CWBs), 173

OB in Action Case Study

Companies Are Trying to Improve Employee Attitudes during the Recession⁹⁹

CEOs may have cut back sharply on management consulting in the last downturn, but that's not stopping Bain & Company's worldwide managing director, Steve Ellis, from doing the same thing Bain did during the dot-com bust: hiring. He's adding consultants in hot-growth areas such as emerging markets and corporate turnarounds, and he's more aggressively targeting former consultants who went to financial-services firms and are now "stranded." "This is a huge opportunity to grab very talented people," says Ellis.

For many managers, recessions prompt a near-automatic reflex: Hunker down, reduce head count, and cut every cost you can. While a certain dose of those bitter pills is unavoidable, smart leaders see downturns as having plenty of upside, too. Talent is cheaper. Companies can gain market share as others cut back. And savvy investments give bold players a head start when the economy picks up.

Nowhere is that more true than in the care and feeding of employees. Even amid a hiring freeze or a workforce reduction, there are ways to engage top workers. As the housing market crumbled, Home Depot cut jobs in its corporate offices. It also closed 15 locations. Still, Chairman and Chief Executive Frank Blake wanted to boost morale and set realistic goals. In addition to extending restricted stock grants to assistant store managers, he lowered sales and profit targets that hourly employees have to meet to receive bonuses. As a result, says Marvin Ellison, Home Depot's new executive vice president for US stores, the highest percentage ever of in-store employees got bonuses in the first half of this year. "We still challenged people to hit some pretty tough numbers," Ellison says.

Keeping people focused amid mounting layoffs often requires a more emotional approach. Talking about the company's nonfinancial goals can help prevent productivity from grinding to a halt as anxious employees await their fate. And once cuts are made, managers need to take time

to discuss them and why they happened. Ignoring the matter, says Christopher Rice, president and CEO of leadership consulting firm BlessingWhite, creates an atmosphere that's "like the most awkward Thanksgiving dinner. And it doesn't go away."

Amid pressure to downsize, it's easy to forget that talent retention is a critical concern during a recession. Michael Kesner, a principal at Deloitte Consulting's human capital practice, notes that "companies who took advantage of employees in past downturns were rewarded with people bailing when things turned around." To avoid that, some of Kesner's clients are adding more weight to factors employees can control—such as customer satisfaction scores or production levels—when deciding on bonuses. Others are creating discretionary bonus pools to reward poachable stars. And with some 63% of companies reporting that all or most of the stock options they've been granted in the past five years are underwater, according to a Deloitte survey of 151 companies, a few are considering the controversial step of repricing or exchanging them. Compensation research firm Equilar reports that 23 companies have done so since the beginning of the year, including R. H. Donnelley and software maker VMware.

Plain, Unvarnished Communication

There are other ways to make employees feel valued. Consider Best Buy, which has watched its stock plummet 40% over the past month and announced it will hire fewer seasonal employees amid a dismal holiday shopping outlook. One way the company has also tried to keep employees engaged is by setting up online surveys to solicit ideas for cutting costs. Some 900 ideas have emerged since the surveys were sent out three weeks ago. A couple of them: save shipping costs by consolidating distribution of in-store signs and use a computerized phone system to schedule service

calls. As John Pershing, Best Buy's executive vice president for human capital, says: "When you know you can make a difference and you're part of a solution, it can change your mind completely."

Indeed the best strategy for managing talent, in good times and bad, remains plain, unvarnished communication. "People are looking for reassurances, for transparency, and they're not looking for surprises," says Edward E. Lawler III, director of the Center for Effective Organizations at the University of Southern California. A CEO town hall meeting is fine, but it's no substitute for reassurances from managers further down the line. Says Jon R. Katzenbach, a senior partner and founder at consultant Katzenbach Partners: "If you're scared and you're worried about your job, hearing the CEO telling you things are good isn't nearly as effective as (hearing it from) the person you have respect for because you've worked with them all along."

That said, symbolic gestures from CEOs can help employees feel that everyone is sharing the pain. JetBlue Airways CEO David Barger has cut back across the board over the past year—delaying aircraft orders, trimming head count through voluntary unpaid leaves, even shedding the free pillows from his planes. In July he cut his own

salary, from \$500,000 to \$375,000 for the year. "There's an awful lot of pain that's taking place across the industry," says Barger. "It was just the right thing to do."

Questions for Discussion

1. Which of Schwartz's 10 values are driving the behavior of managers at Bain & Company, Home Depot, and Best Buy? Provide examples to support your conclusions.
2. How would you describe Steve Ellis's affective, cognitive, and behavioral components of his attitude toward managing in a recession? Be specific.
3. How are Home Depot and Best Buy trying to increase employee involvement?
4. Use Ajzen's theory of planned behavior (Figure 6-3) to analyze how managers can increase employee performance during a recession. Be sure to explain what managers can do to affect each aspect of the theory.
5. Based on what you learned in this chapter, what advice would you give to managers trying increase employees' organizational commitment and job satisfaction in a recession? Be specific.

Legal/Ethical Challenge

How Would You Handle a School District That May Have Used Webcams to Spy on Students?¹⁰⁰

A recent lawsuit claimed that a Philadelphia school district "used the webcams in school-issued laptops to spy on students at home." School-district officials have not commented on the allegations. "Plaintiffs Michael and Holly Robbins suspect the cameras captured students and family members as they undressed and in other embarrassing situations, according to the suit."

District spokesperson Doug Young said that "we can categorically state that we are and have always been committed to protecting the privacy of our students."

"The Robbinses said they learned of the alleged webcam images when Lindy Matsko, an assistant principal at Harriton High School, told their son Blake that school officials thought he had engaged in improper behavior at home."

"(Matsko) cited as evidence a photograph from the webcam embedded in minor plaintiff's personal laptop issued by the school district," the suit states. "The Robbinses, however, have not actually seen any photographs that may have been captured by school officials."

"Matsko later confirmed to Michael Robbins that the school had the ability to activate the webcams remotely."

What would you do if you were an educational official for the State of Pennsylvania?

1. Take a proactive approach and fire the superintendent of the school district and the principal at Harriton High School.
2. Get ahead of this case by putting the superintendent of the school district and the principal at Harriton High School on administrative leave until the case is resolved.
3. Admitting guilt could cost the school district a lot of needed money. Deny that you knew anything about spying on students with webcams and let the case run its course in the courts.
4. Invent other options.

Web Resources

For study material and exercises that apply to this chapter, visit our website at www.mhhe.com/kreitner10e