

WEEK 4

Values, Attitudes,
And
Job Satisfaction

The logo for Stamford Online features a stylized orange and blue swirl on the left, followed by the text 'stamfordonline' in blue and orange, and the tagline 'EDUCATION BEYOND BORDERS' in grey below it.

Learning Outcomes

- Define values
- Contrast the terminal and instrumental value
- Identify Hofstede's five value dimensions of national culture
- Contrast the three components of an attitude
- Summarize the relationship between attitudes and behaviour
- Identify the role consistency plays in attitudes
- State the relationship between job satisfaction and behaviour
- Identify four employee responses to dissatisfaction

Values

- **Values** - represent basic convictions that 'a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence'
- They contain a judgmental element in that they carry an individual's ideas as to what is right, good, or desirable
- Values have both content and intensity attributes, the content attribute says that mode of conduct or end-state of existence is important
- **Values systems** - A hierarchy based on a ranking of an individual's values in terms of their intensity
- This system is identified by the relative importance we assign to values such as freedom, pleasure, self-respect, honesty, obedience, and equality

Values

- Values tend to be relatively stable and enduring
- A significant portion of the values we hold is established in our early years from:
 - ✓ Parents
 - ✓ Teachers
 - ✓ Friends
 - ✓ Peers
- For instance, we were told to be honest by our teachers. However, in real life we can't be honest. We tend to believe what our teachers told us when we were children
- It is absolutely a 'gray area' of learning of values. More often, we act to reinforce our value that we hold



Importance Of Values

- Values are important to the organizational behaviour because they lay the foundation for the understanding of attitudes and motivation
- For instance, a few employees feel that 'hardworking' is valuable to be successful in future. But some employees feel that 'working smart' will be more valuable and efficient in future
- Values generally influence attitudes and behaviour
- For instance, you might feel disappointed with the underperforming senior employees with high pay when you become a hardworking junior employee with less pay
- Would that influence your attitude since your values differ from the organization policy?

Types Of Values

- **Terminal Value** - Desirable end-states of existence, the goals that a person would like to achieve during his/her lifetime
- **Instrumental Value** - Preferable modes of behaviour or means of achieving one's terminal values

Terminal Values	Instrumental Values
A comfortable life	Ambitious, Hardworking
A world of peace	Cheerful, Happiness
Wisdom	Self-control
A sense of accomplishment	Capable, Intelligent

Contemporary Work Cohorts

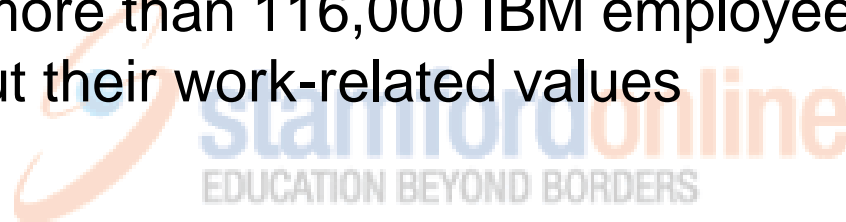
Cohort	Entered The Workforce	Approximate Current Age	Dominants Work Values
Veterans	1950s-1960s	60+	Hardworking, conservative, loyal to the organization
Boomers	1965s	40-60	Successful, ambitious, dislike authority
Xers	1985-2000	25-40	Work/life balance, team-oriented, loyal to relationship
Nexters	2000 to present	Under 25	Confident, financial success, enjoy freedom of work

Values Across Culture

- In the new global village, managers should be capable of working with people from different cultures
- Values differ across cultures. An understanding of these differences should be helpful in explaining and predicting behaviour of employees from different countries
- For instance, employees from Western countries enjoy flexible working life whereas employees from Asian countries enjoy diligent working life

Hofstede's Framework For Assessing Cultures

- One of the most widely referenced approaches for analyzing variations among cultures has been done by Greet Hofstede
- He surveyed more than 116,000 IBM employees in 40 countries about their work-related values
- He found that managers and employees vary on five value dimensions of national culture



Hofstede's Framework For Assessing Cultures

- **Power distance** - A national culture attribute describing the extent to which a society accepts that power in institutions and organizations is distributed equally (range from low to high power distance)
- **Individualism** - A national culture attribute that describes the degree to which people prefer to act as individuals rather than as members of group (as the individualism is low, it is equal to **collectivism**)
- **Quantity of life** - A national culture attribute describing the extent to which social values are characterized by assertiveness and materialism (as quantity of life is low, it refers to quality of life - concern with relationship)

Hofstede's Framework For Assessing Cultures

- **Uncertainty Avoidance** - A national culture attribute describing the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them (People feel anxiety, stress and aggressiveness)
- **Long-term orientation** - A notional culture attribute that emphasizes the future, thrift, and persistence. A **short-term orientation** values the past and present and emphasizes respect for tradition and fulfilling social obligations

Example Of Hofstede's Framework For Assessing Cultures

- ✓ China, West Africa - High on power distance
- ✓ United States, Netherlands - Low on power distance
- ✓ Asian countries - collectivist
- ✓ Germany, Hong Kong - High on quantity of life
- ✓ Russia and Netherlands - Low on quantity of life
- ✓ France, Russia - High on uncertainty avoidance
- ✓ Hong Kong - Low uncertainty avoidance
- ✓ China and Hong Kong - Long-term orientation
- ✓ United States, France - Short-term orientation

The GLOBE Framework For Assessing Cultures

- Started in 1993, the Global Leadership and Organization Behaviour Effectiveness (GLOBE) research program is an ongoing cross-cultural investigation of leadership and national culture
- Using data from 825 organizations in 62 countries, the GLOBE team identified nine dimensions on which national cultures differ



The GLOBE Framework For Assessing Cultures

- **Assertiveness** - The extent to which a society encourages people to be tough, confrontational, assertive, and competitive versus modest and tender
- **Future orientation** - The extent to which a society encourages and rewards future-oriented behaviours such as planning, investing in future, and delaying gratification
- **Gender differentiation** - The extent to which a society maximizes gender role differences
- **Uncertainty avoidance** - The extent to which a society's reliance on social norms and procedures to alleviate the unpredictability of future events

The GLOBE Framework For Assessing Cultures

- **Power distance** - This is the degree to which members of a society expect power to be unequally shared
- **Individualism/Collectivism** - This is the degree to which individuals are encouraged by societal institutions to be integrated into groups within organizations and society
- **In-group collectivism** - This dimension encompasses the extent to which members of a society take pride in membership in small groups, such as close friends, family members
- **Performance Orientation** - This refers to the degree to which a society encourages and rewards group members for performance improvement and excellence
- **Humane orientation** - The degree to which a society encourages and rewards individuals for being fair, altruistic, generous, kind of others

GLOBE Highlights

Dimension	Countries Rating Low	Countries Rating Moderate	Countries Rating High
Assertiveness	Sweden, New Zealand	Egypt, Ireland	Spain, USA
Future orientation	Russia, Poland	Egypt, Ireland	Denmark, Canada
Gender differentiation	Sweden, Argentina	Italy, Brazil	Egypt, South Korea
Uncertainty avoidance	Russia, Hungary	USA, Mexico	Denmark, Germany
Power distance	Denmark, South Africa	England, France	Russia, Spain
In group collectivism	Denmark, Sweden	Japan, Israel	Egypt, China
Human orientation	Germany, Spain	Hong Kong, Sweden	Indonesia
Performance orientation	Russia, Argentina	Sweden, Israel	USA, Taiwan
Individualism	Denmark, Singapore	Hong Kong, USA	Greece, Hungary

Attitudes

- **Attitudes** - Evaluative statements or judgment concerning objects, people, or events
- Attitude reflects how an individual feels about something, for instance, 'I like my job', 'I hate Emily', etc
- **Cognitive component of an attitude** - The opinion or belief segments of an attitude (discrimination is wrong)
- **Affective component of an attitude** - The emotional or feeling segment of an attitude (I do not like John because he likes to discriminate)
- **Behavioural component of an attitude** - An intention to behave in a certain way toward someone or something (I choose to avoid John because of my feelings for him)
- For instance, if you think 'discrimination is wrong', you might feel disgusted and keep yourself away from those employees who practice it

Attitudes

- Our attitudes are less stable. Advertising messages always influence our attitude and mindset
- In an organization, attitudes are important because they affect job behaviour. For instance, if the employee believes that working hard will get him/her promoted, he/she will be working very hard to be promoted
- In other words, the attitudes are influenced by the environmental factors

Types of Attitudes

- **Job satisfaction** - It refers to an individual's general attitude towards his/her job
- A person who has high level of job satisfaction will have positive attitude or vice-versa
- **Job involvement** - The degree to which a person identifies with his or her job, actively participates in it, and considers his/her performance important for self-worth
- **Organizational commitment** - The degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization

Attitudes And Consistency

- Attitude is about how a person thinks of a particular event or object. As the person 'feels good' about the event and object, his/her attitude will likely be consistent
- For instance, a heavy smoker will ignore the 'negative effects' of the cigarette
- The employees who feel 'comfortable' in their job won't say anything bad about the company

Cognitive Dissonance Theory

- **Cognitive dissonance** – Any incompatibility between two or more attitudes or between behaviours and attitudes
- Dissonance means inconsistency
- Festinger argued that any form of inconsistency is uncomfortable and that individuals will attempt to reduce the dissonance to maintain the stable state
- Case1 - A manager who thinks polluting the river is an incorrect action. But he has to do it because as the role of manager and to be cost efficient, he will convince himself that every company is doing the same thing!
- Case 2 - The employees who get the better offer will leave the company even though the company trains the employee for many years

Measuring the A-B Relationship

- Based on the research, the investigation of A-B relationship, the reviewer concluded that attitudes were unrelated to behaviour or, at best, only slightly related
- Case 1 - Asking someone specifically about her intention to stay with the organization for the next 6 months is likely to predict the turnover for that person than if you ask how satisfied she is with her pay
- Case 2 - Asking someone who has no working experience will get a different response to the autocratic leadership than the one given by someone who worked for many years

Self-Perception Theory

- **Self-perception theory** - Attitudes are used after the fact to make sense out of an action that has already occurred
- For instance, the worker who has worked for 10 years in the same company, even though the company is not good, is likely to stay in the company and convince himself, 'I like the job, it is a good company!'

Attitude Survey

- **Attitude survey** - Eliciting responses from employees through questionnaires about how they feel about their jobs, work groups, supervisors, and the organization
- For instance:
 1. The company is pretty good for work (agree/disagree)
 2. Employees find it hard to be promoted (agree/disagree)
- Attitude survey provides the manager with valuable feedback on how the employees perceive their working conditions, how they feel about the job and helps prevent potential problems

Job Satisfaction

- **Job satisfaction** - The feeling of happiness about the job
- It is influenced by the perception of the workers, the possible factors could be:
 - ✓ Good pay
 - ✓ Good relationship with the workers and boss
 - ✓ Freedom of work
 - ✓ Challenging job, etc

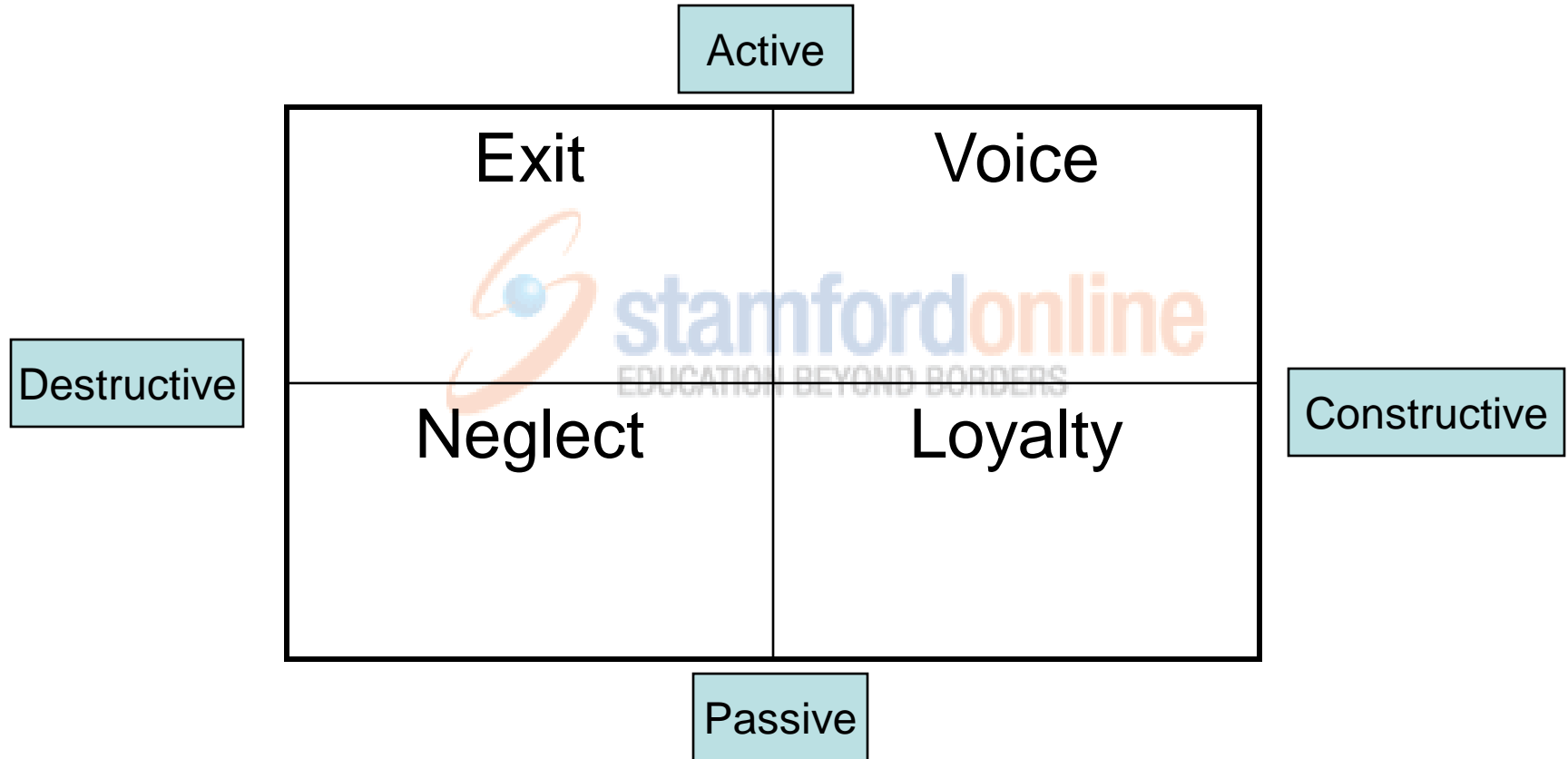
Job Satisfaction

- **Job satisfaction and productivity** - 'Happy workers are not necessarily productive workers'. But it shows the relationship that happy workers are likely to make the work more productive than the unhappy workers
- **Job satisfaction and absenteeism** – 'Workers who are happy will be less likely to be absent in the organization. That does not mean that they will not be absent at all
- **Job satisfaction and turnover** - Level of satisfaction is less important in predicting turnover for superior performance. As the employees are praised and appreciated in the job, they might get pressure and attempt to quit as they are being pressurised

How Employee Can Express Dissatisfaction

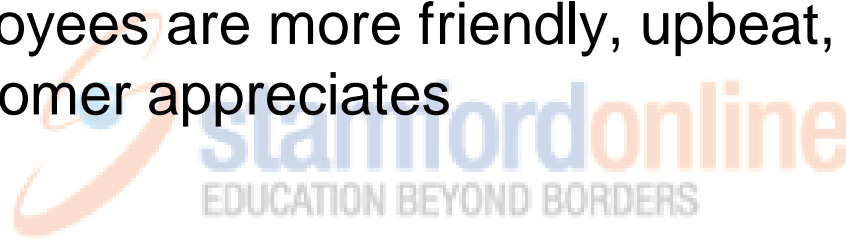
- **Exit** - Dissatisfaction expressed through behaviour directed towards leaving the organization
- **Voice** - Dissatisfaction expressed through active and constructive attempts to improve conditions
- **Loyalty** - Dissatisfaction expressed by passively waiting for conditions to improve
- **Neglect** - Dissatisfaction expressed through allowing conditions to worsen

Responses To Job Dissatisfaction



Job Satisfaction And Customer Satisfaction

- Evidence shows that satisfied employees increase customer satisfaction and loyalty
- Satisfied employees are more friendly, upbeat, responsive - which the customer appreciates



Discuss Questions

- I. What explains the recent decline in employee job satisfaction?
- II. How can a manager get employees to more readily accept working with colleagues who are different from themselves?
- III. 'Manager should do everything they can to enhance job satisfaction of their employees.' Do you agree or disagree?