

CHAPTER

4

Values, Attitudes and Job Satisfaction

Learning Objectives

- Meanings, Importance and Relevance of 'Values' to Organisational Behaviour**
 - Definition
 - Value system
 - Dimensions of value
- Types of Values**
 - Terminal
 - Instrumental values
- Attitude**
 - Meaning
 - Nature and their dimensions
- Types, Components and Functions of Attitudes**
 - Job related attitudes
 - Emotional-Informational behavioural components
 - Adjustment-Ego defensive-value expressive and knowledge functions
- Link Between Attitudes and Organisational Behaviour**
 - Improves the accuracy of predicting behaviour from attitudes
- Overcoming Barriers to Change Attitudes**
 - Offer new information
 - Resolve discrepancies
 - Use co-opting method
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- Behavioural Intentions Model**
 - Analyses relationship between attitudes and behaviour
- Concept of Job Satisfaction**
 - Meaning
 - Definition
- Factors Affecting Job Satisfaction**
 - Pay
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 - Work group and work conditions
- Ways of Measuring Job Satisfaction**
 - Rating scales
 - Interviews
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 - Relation of job satisfaction with productivity
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Preview Case

'Shantanu Narayan' – A Super Achiever, An Acrobat Leader

Shantanu Narayan, Executive Vice President, Worldwide Products, *Adobe Systems*, is probably one of the first to have represented India in the first ever Asian Regatta. Adobe Systems is a name which dominates the digital publishing arena — a name recognised by every e-mail or internet user.

Narayan was equipped with a degree in electrical engineering and then landed up in U.S. to do his Masters in Computer Science. Narayan's first job was with Apple (where he worked for more than eight years). Apple was known for its culture of innovation, and having this attitude he excelled in this area. In the mid 1990s, Narayan headed a group called the *Collaborative Software Group*. This group had worked on unified message boxes which has become a reality today.

Narayan moved on to Silicon Graphics in 1995. The mandate at *Silicon Graphics* was to re-define the users desktop experience. But the internet was gaining ground and many professionals were venturing out on their own and building a whole industry of successful companies. Narayan also followed suit and alongwith a colleague left Silicon Graphics to start a digital imaging company called *Pictra Inc.* in 1996. The concept addressed a problem which was ahead of its time — how to transfer digital images across networks as photographic film gave way to digital cameras. In 1998, Narayan joined Adobe, Acrobat Reader Software (a \$ 1.2 billion worth company). The year Narayan joined Adobe, the company re-organised itself and decided that there should be a common architecture for all its products. Narayan was put in charge of executing this task and his success elevated him to be the head of all engineering activities. In July 2001, Narayan was made second-in-command at Adobe in charge of all the product marketing and engineering. He is now responsible for all concepts evolving into products at Adobe. The company culture encourages the promotion of ideas. In the words of Narayan "It's important to have a culture of innovation. This is not easy to create but very easy to destroy. In Adobe we have created a culture that says its okay to experiment — and we have accepted that not all experiments will succeed."

Adobe's future plan includes its paper strategy, which combines all the documentation needs of the organisation — video, digital images, graphics and text. And it (Adobe) knows that for somebody like Narayan who built a digital media company from scratch, this shouldn't be difficult.

This is a successful case study of Shantanu Narayan, who represented India in the first-ever Asian Regatta. His story is very remarkable for somebody who landed in the U.S. in 1984 to do his Masters in Computer Science. It only goes to show that if one has certain inbuilt values, the right approach and attitude with sufficient backing from the organisation — job satisfaction, then success automatically flows.

(Source: The Corporate Dossier¹)

Values and attitudes are very important aspects and play key roles in moulding an individual's behaviour and this in turn will be visible in the organisational behaviour. They also very often influence an individual's perceptions and even help in shaping one's personality. Values and attitudes also help in identifying *individual differences* that affect behaviour.

Although while trying to understand individual differences that affect behaviour, one cannot ignore that at times behaviour can be a reflection of the interaction between the person and situation. For instance, here is a story of a ship that was lost on the high seas. On board the ship were *an optimist* and *a pessimist*. The pessimist felt he was being honest when he announced that the ship would sink that day. Whereas, the optimist expressed that it was one way of viewing it as an experience of freedom (at sea) and that they will definitely sight land either today or tomorrow. The people aboard the ship started loving the optimist and hating the pessimist. Finally, one day when they could not bear it anymore, they threw the pessimist overboard.

However, the optimist continued with his positive attitude and announcement of sighting land soon. Days and nights passed without any sight of land. Then one evening, irritated, the people aboard threw the optimist overboard as well. The moral of the story — "It is always preferable to be realistic". As seen from the above story, sometimes the demands of the situation may be so overwhelming that individual differences may seem relatively unimportant and similar behaviour is visible. When the Twin Towers at the WTC in New York, caught fire, on 9th September 2001 every employee of the different companies, housed in the buildings was trying to free and escape.

Thus though the debate still continues about the relative importance of situational versus personal determinants of behaviour, taking an *interactive perspective*, it can be said that it is the combination of both the person and situation which will help to understand individual behaviour in organisations.



Value System

When we talk of well-known corporate personalities such as *Kumaramangalam Birla* (Chair person of the *A.V. Birla Group*), *Azim H. Premji* (Chair Person, *Wipro Group*) and so on, it will indicate that these personalities have in them certain imbedded values, and attitudes which have helped them to lead such mammoth organisations.

Thus in this chapter we have tried to understand the importance of values (along with cultural variations in values) and the nature, dimensions and certain work related attitudes which affect the individual behaviour at the work place.

A quote: *"Managers have to embrace a very different management philosophy, grounded in an alternative set of assumptions about both individuals and institutions. This philosophy leads to some very different beliefs about the role of the company in society, about the relationship between employers and employees and about the functions of management. It posits a very different moral contract between the individual, the company and society."*²

MEANING, IMPORTANCE AND RELEVANCE OF VALUES TO ORGANISATIONAL BEHAVIOUR

*Values can be said to be a specific mode of conduct or end state of existence, which is personally or socially preferable to an opposite or converse mode of conduct or end state of existence.*³

From the above statement it can be said that values embody an element of judgment. It can be referred to as a representation of an individual's contention of what is good or bad, correct or incorrect, preferable or not preferable. Values possess both the *content* and *intensity* characteristics. The content attribute signifies that a mode of conduct or end state of existence is *important*. Whereas, the intensity attribute communicates how important it is. Each one of us has made a ranking of (individual) values in terms of their intensity and this comprises of our *value system*. We can identify this system by noting the relative importance one attaches to different values such as honesty, hard work, self respect, equality and so on. Box 4.1 reveals some of the values believed in, by some of our corporate personalities.

Box 4.1 : Wealthy and wise, but heir not-so-apparent

Bill Gates, resolve to not pass on all his wealth to his kids doesn't gel well with the stereotypical Indian philosophy. Indian parents are more likely to nestle the little ones all the way to dad's chair in the office and mum's Jewellery locker in the bank. But we also have a NR Narayanamurthy (Infosys founder) whose views about and approach to wealth are radically different. And, if sociologists and many within the moneyed clique are to be believed, the old trend is changing.

For Reliance Vice-Chairman Anil Ambani, there's more to grooming his sons than riding lessons every morning. "I'm privileged to have had a non-indulgent childhood and the value system of my parents. Though I don't take away the comforts that my sons Jai Anmol and Jai Anshul have, they are being brought up with as sound a value system. The inheritance of wealth is totally irrelevant and most often inconsequential. Inheritance of values is what endures." This he hopes will pass on to his sons and what'll get them the chair will be primarily competence and capability.

Father of two teenaged girls, Aalika and Divya, Anand Mahindra, Vice-Chairman and Managing Director, Mahindra and Mahindra, was hosting Bill Gates yesterday. And it isn't just the proximity that yields similar beliefs. "The biggest gift you can give your children is the best education you can afford. From there onwards, life is about how one leverages the legacy of education and emotional support to achieve one's dreams."

Says consultant psychiatrist and psychotherapist Dr Anjali Chhabria, "Indian society has been family-oriented but this is changing. People have realised that it isn't mere genes but intelligence, hard work and a positive attitude that helps people come up. Being a Tata, Birla or an Ambani is not enough. They want their kids to go through the grind, be prepared for crisis and groom them accordingly."

(Source: *Bangalore Times*, *The Times of India*, Bangalore, 16 November 2002 p. 6)

The answers we express in response to certain questions given below will suggest the importance of values.

- + Is it wrong to practise gender bias while selecting candidates for jobs?
- + Is it right to include politics while practising business? Or should business practices be free of politics?
- + Is it wrong to be over ambitious?

No doubt, if these questions are posed to different people, their responses may also vary depending upon their individual perception about what comprises their value system.

While on the issue of values it is to be noted:

- Values are long lasting and enduring and also tend to be more or less stable.
- Values are installed in our system which we derive from our "significant others" like parents, elders, teachers etc.

Right from our childhood, we are taught and told about certain behaviours which are acceptable (or desirable) and those which are not approved of or undesirable. Like —

"Always be honest and speak the truth" (desirable).

"Always pay respect to our elders"

"Do not hit the neighbourhood child"

- The imbibing of values is absolute i.e., the learning of values is not taught in a particular degree — we are not told to be a little honest. But the value of honesty is taught in an absolute sense and this process of learning re-inforces values and ensures their stability and endurance.

Importance and Relevance of Values

Values form a very important aspect of organisational behaviour because:

- (a) They essentially lay the foundation of our understanding of other individual determinants such as attitudes and motivation. For instance, an individual who joins an organisation, comes with certain pre-conceived ideas of what "ought to be" and what "ought not to be". These ideas are all based on values with connotations of what is right and what is not and our behaviours will be in accordance to what is acceptable or desirable. And they tend to mitigate neutrality and rationality.⁴
- (b) It would be apt to say that values influence attitudes and behaviour. For example, one may join an organisation based on the belief that promotion is awarded based on one's performance, whereas, promotion based on seniority is not correct. But on learning after joining the organisation that promotion is given based on seniority and not performance is going to result in disappointment, further leading to job dissatisfaction. The person may also take a decision of not going to put in more efforts on the job as the outcome may not be favourable (promotion) and there will be no gain for him. The person's attitudes and behaviour would have been different had his/her values matched with that of the organisational values.

- (c) *Understanding of values*, today, is all the more necessary in order to have a re-examination of the established work values which are referred to as the cornerstones of current management revolution existing across the world.⁵ Box 4.2 talks of Satyen Parikh's belief in values which helps him to hold his employees together as a team and family.
- (d) *Cultural differences in values* is more visible, today especially since the world has become a global village with individuals willing to work anywhere and with anyone (or everyone). So managers have to be capable of working with persons with different cultural exposures. Moreover, since values vary across cultures, an understanding of them can help them in knowing and predicting behaviour of employees.

Geert Hofstede had conducted a survey among 116,000 IBM employees in 40 countries to understand their work related values.⁶ He discovered that managers and employees varied on five value parameters of national cultures. These are briefly given in Table 4.1 below.

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Table 4.1 : Value Dimensions of Different National Cultures

<i>Value Dimension</i>	<i>Observation</i>
• Power distance :	Unequal distribution of people's acceptance of power in institutions and organisations ranging from low power distance to high power distance.
• Collectivism Versus : Individualism	Different countries had shown variations on this dimension. Like most Asian countries were more collectivist than individualistic, though U.S. ranked highest on individualism.
• Quantity of Life : Versus Quality of life	Countries like Netherlands, Russia etc., showed low score, unlike U.S., Germany etc., showed high scores, where a low score can be synonymous to a high quality of life.
• Uncertainty avoidance :	Countries like France, Russia etc., scored high on uncertainty avoidance indicating people with a high level of anxiety, which could lead to greater nervousness, stress, etc.
• Long Term Versus : Short Term Orientation	Countries such as the U.S., France, Indonesia, Russia etc., revealed a low score indicating a short term orientation of values past and present, emphasising respect for tradition, fulfilling social obligation and so on.

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A recent corollary to Hofstede's work has indicated the relevance of many of the original findings even today, and that some changes are definitely taking place in certain cultural values. For instance:

- Mexico is slowly shifting emphasis from collectivism to individualism.
- In the U.S., values have shifted from the quantity of life to the quality of life.

The reasons for such changes could be because of an increasing number of women and younger employees entering the workforce. Thus it may be apt to say that though cultural values are in the broad sense stable and enduring, they may change over a period of time.

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Box 4.2 : I Thought it was Time for a New Challenge

Satyen Parikh wasn't even out of college when he landed his first job. It proved to be a sort of time machine where on-the-job learning was concerned, as Parikh aged doubly fast in terms of professional experience. That quest for learning has remained with him over two decades of work in the marketing field. **Satyen Parikh** is now managing director, Indian Subcontinent, with Borland India Private Limited, and he talks to **R. Madhavan** about his learning process.

In your first job, you were kind of thrown into the middle of things. How was that experience?

My first job was with HCL in 1982, and it was a God-sent opportunity. It happened even before my results were out. I worked 18-hour days in the first few months there. The company was going through a lot of uncertainty during my two and a half years. That was in a way good, as it gave me the chance to get experience in a wide range of areas - you could be called to do anything, even if it was unrelated to what you had been doing.

Sometimes, what looks like a bad time can actually prove to be a good one - it all depends on how you approach it. I took the initiative to learn and it helped me. I would say that my two and a half years there were equivalent to five or six years of normal working life - that was the kind and extent of experience I got there.

After that, you were at Onward Novell for a long time, and so were most of your team. How did you manage that?

Basically, the same team stuck together at Onward Novell for over 10 years. That was the result of passion and focus. It was not just a professional environment, but more of a family. **We inculcated Indian values and it helped forge strong bonds between employees. It was the same with customers, too.**

And there weren't any problems between employees, either. We were all focused on work. It is when you let other concerns come in between that problems arise. And we weren't conscious of who we were, what each of us was doing. It was team-work aimed solely at achieving the objectives.

There was complete transparency and openness between employees - no politics, no doing things behind other people's backs. There was no deception in relationships, and honesty was the foundation of our working relationships. I believe that the simpler we keep it, the better it is.

Why did you decide to leave after such a long association?

I moved from Onward Novell because I felt that I had reached stage where nothing new was happening. The systems were in place and the company was doing well and I could happily have retired from there. But one of the questions I keep asking myself is: what can I achieve or attain? And it doesn't matter whether it is in the profession or in the home. Sometimes, you reach the stage where you don't have an adequate answer. Then you might have to change the circumstances. Ultimately, you have a certain urge within you, and it will need fulfillment; you have to do what you have to do. So, when I found that there was little for me to do, I thought it was time for a new challenge. That's how Borland happened.

How would you define the basics of success?

To achieve success, you must realise the dignity of work. I have never considered any kind of work to be too menial for me. It does not matter what you are doing, but you must always do it to the best of your ability.

You should also be willing to learn. At HCL, for instance, I could very well have got by just doing what I was required to do. But the initiatives I took helped me learn more in a shorter while.

The call of duty within yourself has to be strong, and if you have initiative it helps. Do your work with utmost dedication, sincerity and total faith. Faith is important, otherwise you will never be fully dedicated and will not be able to give your best.

(Source: *Financial Times*, Bangalore, Thursday, 3 October, 2002)

TYPES OF VALUES

Milton Rokeach through his Rokeach Value Survey (RVS) has worked out two basic sets of values, with each set consisting of 18 individual items. These are:

- (a) **Terminal Values** : Desirable end states of existence or goals that a person wishes to attain during his/her lifetime.
- (b) **Instrumental Values** : Preferable models of behaviour or means of attaining the terminal values. A list of these values as per his RVS is given below:

Table 4.2 : Milton Rokeach's Sets of Values as per RVS

<i>Terminal Values</i>	<i>Instrumental Values</i>
A comfortable life (a prosperous life)	Ambitious (hardworking; aspiring)
An exciting life (a stimulating active life)	Broad-minded (open-minded)
A sense of accomplishment (lasting contribution)	Capable (competent, effective)
A world at peace (free of war and conflict)	Cheerful (lighthearted, joyful)
A world of beauty (beauty of nature and the arts)	Clean (neat, tidy)
Equality (brotherhood, equal opportunity for all)	Courageous (standing up for your beliefs)
Family security (taking care of loved ones)	Forgiving (willing to pardon others)
Freedom (independence, free choice)	Helpful (working for the welfare of others)
Happiness (contentedness)	Honest (sincere, truthful)
Inner harmony (freedom from inner conflict)	Imaginative (daring, creative)
Mature love (sexual and spiritual intimacy)	Independent (self-reliant, self-sufficient)
National security (protection from attack)	Intellectual (intelligent, reflective)
Pleasure (an enjoyable, leisurely life)	Logical (consistent, rational)
Salvation (saved, eternal life)	Loving (affectionate, tender)
Self-respect (self-esteem)	Obedient (dutiful, respectful)
Social recognition (respect, admiration)	Polite (courteous, well-mannered)
True friendship (close companionship)	Responsible (dependable, reliable)
Wisdom (a mature understanding of life)	Self-controlled (restrained, self-disciplined)

(Source: Rokeach M., 'The Nature of Human Values', Free Press, New York, 1973, p. 6)

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There are also other studies which have confirmed that RVS values are different for different groups. In fact a research study actually made a comparison between corporate executives, members of the steel workers union members and members of a communist activity group.⁷

John R. Schermerhorn has categorised values as in Table 4.3.

Table 4.3 : Categorising Values According to Schermerhorn

Values	
Theoretical	— Likes to discover truth through reasoning and systematic thinking
Economic	— Interested in usefulness and being practical including the accumulation of wealth
Aesthetic	— Interested in beauty, form and artistic harmony
Social	— Interested in people and love as a human relationship
Political	— Interested in gain of power and influencing people
Religious	— Interest in maintaining unity and in understanding the cosmos as a whole

(Source: John R. Schermerhorn; *et. al.*, *Managing Organisational Behavior*, New York, John Wiley & Sons, 1985, p. 101)

ATTITUDES — MEANING, NATURE AND THEIR DIMENSIONS

Meaning of Attitudes

Attitudes are another type of individual differences that affects the behaviour of a person. In a simple way *attitudes can be referred to as evaluative statements which may either be favourable or unfavourable regarding people, objects or events*. Attitudes are reflections about how one feels about someone or something.

*Attitudes can be defined as relatively lasting feelings, beliefs and behavioural tendencies directed towards specific people, groups, ideas, issues or objects.*⁸

Usually attitudes reflect an individual's background and experiences. The attitude is formed due to the strong influence of significant people in a person's life like elders, parents, friends and members of social and work groups.

Nature and Dimensions of Attitudes

Attitudes are often used to describe people and explain their behaviour. When people make statements such as "I like her attitude" or say "Our sales persons are able to meet their target because they have positive attitude" — they are clearly referring to attitudes.

If one studies the following statements with reference to attitudes it will be easy to understand its (attitudes) nature and dimensions.

- *Attitude is a continuous tendency to feel and behave in a specific way towards some object.* (For instance, Gopal hates working overtime. This means Gopal has a negative attitude towards overtime).
- *Every person holds attitudes towards an object/person, irrespective of their status and intelligence.* Ramu likes his work (positive attitude) while his boss does not like working with Ramu (negative attitude).

- *Attitudes tend to continue unless something is done to change them.* (For instance, if Gopal gets compensatory time off after an overtime assignment or if he gets extra pay for working overtime, then he may change his attitude towards overtime).
- *Attitudes generally can fall anywhere along a continuum between extremely favourable to extremely unfavourable.* (May be presently Gopal's attitude is moderately unfavourable but when given compensatory off or given extra payment, his attitude may change to extremely positive).
- *Attitudes are aimed at some object about which the person has some associated feelings (sometimes this is referred to as "affect") and beliefs.* (In Gopal's case the object is "overtime").

Thus attitudes are unique to the individual and also affect their behaviour. When one makes biased evaluative statements such as, "He is from a poor family and is likely to have stolen the money which is lost". This statement is made in prejudice and accusing a person without evidence can also be a prejudiced attitude. Before one seeks the reasons for formation of attitudes it may be understood that some evidence has pointed to genetic influences on the attitudes that people develop.

TYPES, COMPONENTS, FUNCTIONS OF ATTITUDES

Types of Job Attitudes

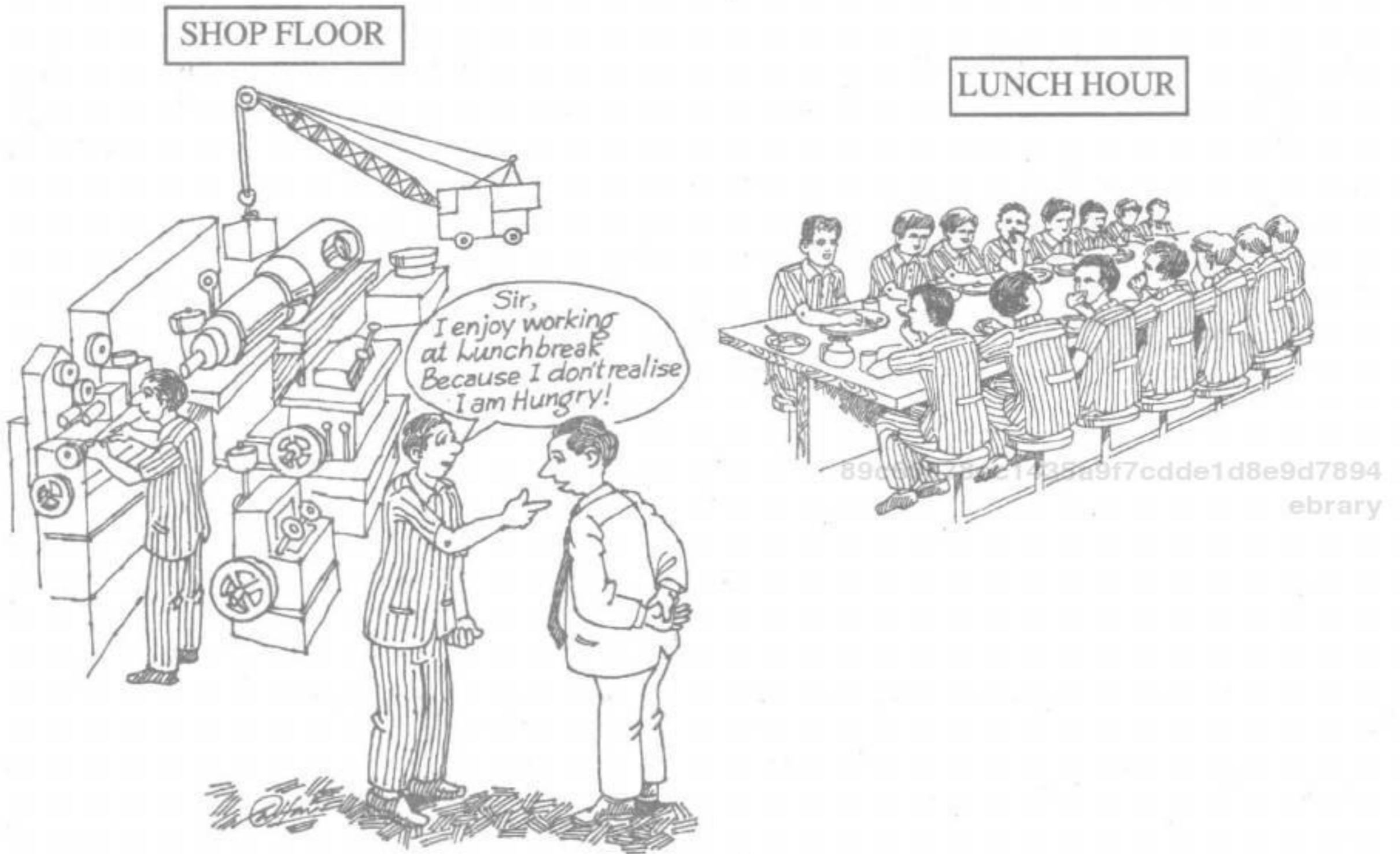
A person can have several attitudes but in Organisational Behaviour we are more interested in understanding the job related attitudes. Such job related attitudes will reveal about the positive or negative evaluations that employees possess about the various aspects of their work environment. In Organisational Behaviour there are three work related attitudes, namely — job satisfaction, job involvement and organisational commitment.

Job Satisfaction

Job satisfaction is all about how one feels about (or towards) one's job. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, whereas those with positive attitude will feel happy with themselves, others and their work.

Job Involvement

This refers to the extent to which an individual identifies psychologically with his or her job and will try to perform the job to the best of his or her ability. A higher level of job involvement results in a display of positive disposition towards his/her job, subordinates, colleagues, superiors and derive a pleasurable and positive attitudes from performing their job. Higher degree of job involvement also ensures lesser rate of absenteeism and lower labour turnover.

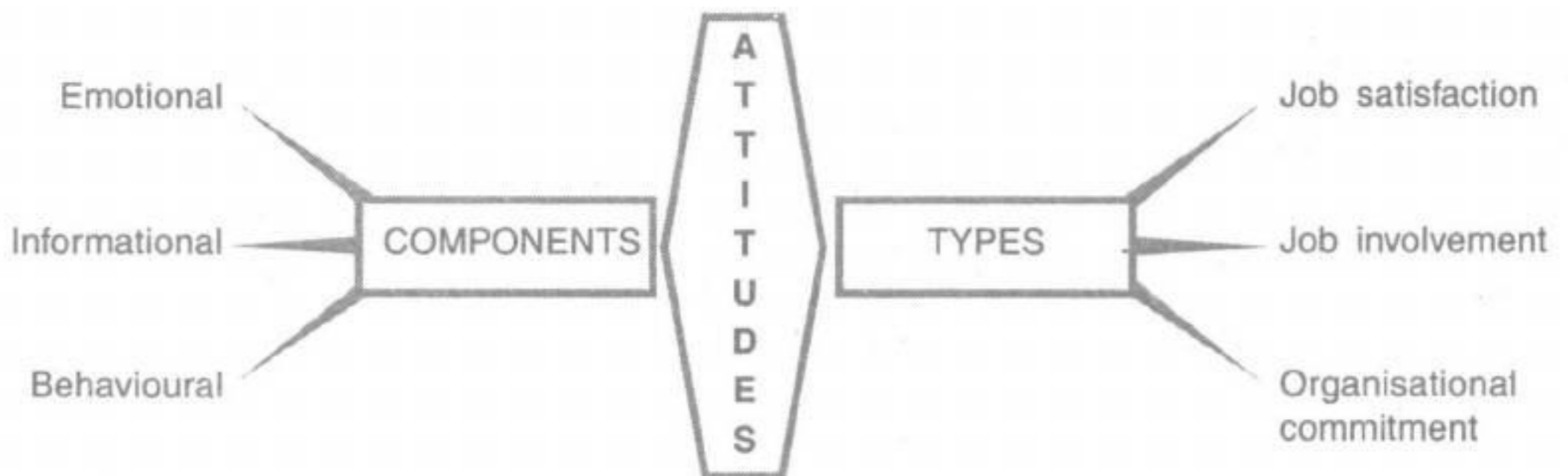


Job involvement

Organisational Commitment

This can be visible in how the employee has identified (in thought and action) with the organisation, its goals and vision and is also proud to be a part of the organisation. An employee with a high degree of organisational commitment will possess a sense of well-being towards the organisation and take pleasure and be effectively engaged in his work and achieving the firms' goals.

Figure 4.1 : Components and Types of Attitudes



Components of Attitudes

Attitudes can be broken down into three components — emotional, informational and behavioural. It is said that these three components do not exist or function separately. This is because 'an attitude' represents the interplay of an individual's affective, cognitive and behavioural tendencies with regard to something which could be — another person or group or event or even an issue.⁹

(a) *Emotional component* of attitude is with reference to a person's feelings or affect about an object which may be either positive, negative or neutral. The emotional component is given a lot of emphasis in Organisational Behaviour especially in relation to job satisfaction. When we talk of work related behaviour, the emotions expressed by employees can be:

- *Positive* when the production manager completes manufacturing of the desired number of units in time.
- *Negative* in case of a police constable.
- *Neutral* in case of a bureaucrat working in the secretariat.

(b) The *informational component* of attitude will include all the beliefs the person may have about the person or object. For instance, the sales manager may believe that his sales team should be able to meet the monthly target of Rs. 4 lakhs worth of products, even though in reality, with the combined efforts of all the members team may be able to meet a target of Rs. 2.75 — Rs. 3 lakhs only. Thus it may be noted that the information which the sales manager has about his teams, capability to perform, though not exact, is indicative of his attitude towards achieving the target.

(c) The *behavioural component* of attitude refers to the person's tendency to behave in a particular manner towards the object or person. For instance, in the above example, the sales manager may put pressure on his team members to meet the target of Rs. 4 lakhs (per month).

Of the three components of attitudes, we are only able to observe and see the behavioural component of an individual. One cannot see other people's feelings (or emotions) nor the informational component. These two components can only be derived at. Let us refer to the above example once again. We have presumed that the sales manager pressurizes his team to meet the target of Rs. 4 lakhs (per month), then two conclusions can be drawn—

- Firstly, the sales manager feels very strongly about his team achieving the monthly target.
- Secondly, the sales manager believes that achieving the sales target of Rs. 4 lakhs is necessary.

Thus taking a view of attitudes as comprising of the above three components will be helpful in gaining an understanding of their complexity and the potential relationship between attitudes and the individual's behaviour. An interesting anecdote is cited in Box 4.3.

Functions of Attitudes

In organisational behaviour it is necessary to study the various functions of attitudes mainly because:

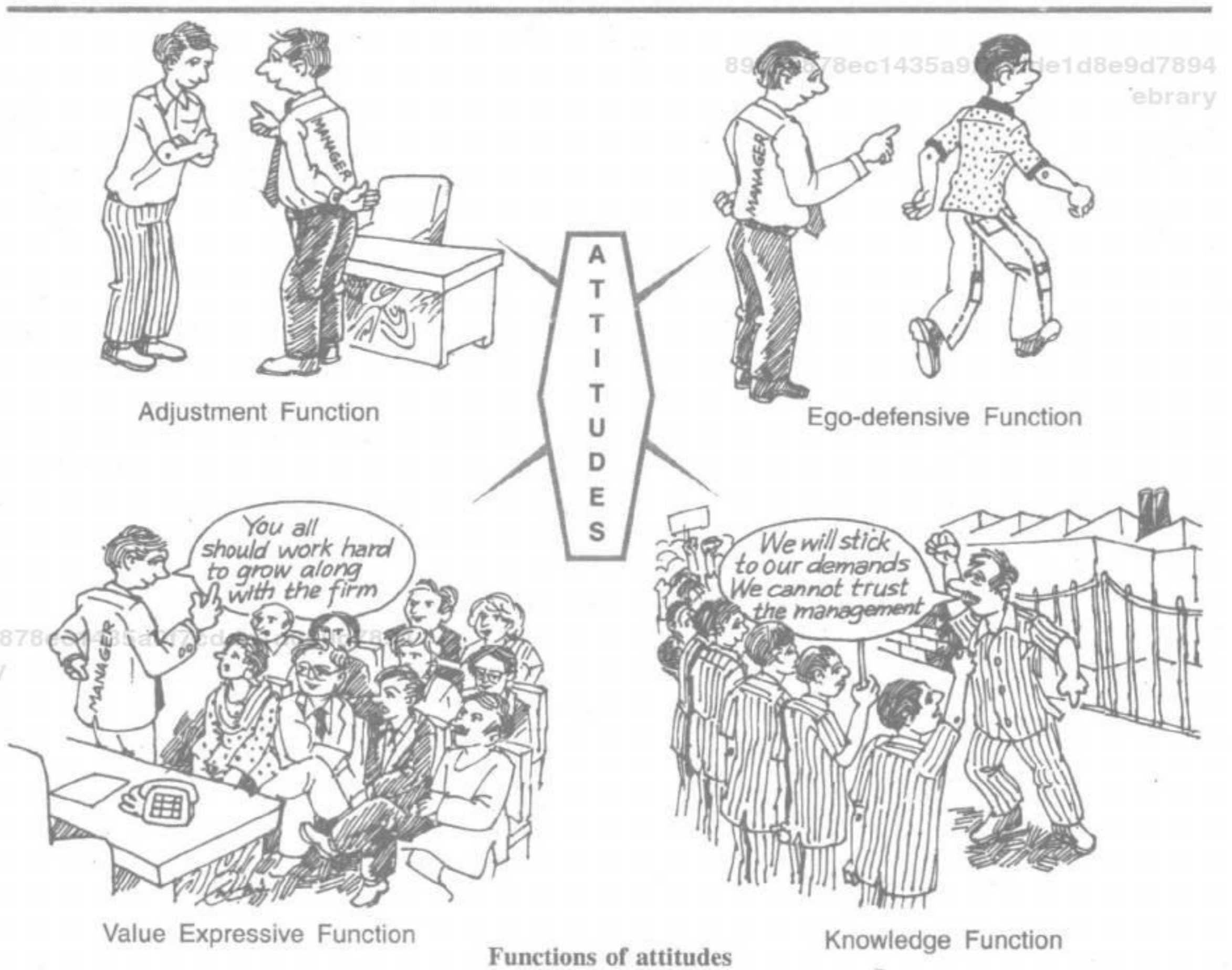
- Attitudes are important predictors of work behaviour.
- Understanding of attitudes will help people to adapt to their working environment.

For instance, if the firm's management tries to impose certain modified rules related to their (employees) coming late to the factory premises and this is followed by an increase in absence of the workers, the management may infer that such occurrences are due to the workers' negative

attitude towards the new regulations. According to Katz (Daniel Katz, 'The Functional Approach to the study of Attitudes, 1960) attitudes serve four significant functions, which are as follows:

(a) The Adjustment Function

Attitudes help employees to adjust to their work environment. For instance, Nagesh is a supervisor at the Garment factory. He is well liked by his subordinates because he treats them well — they are free to discuss their work related or personal problems with him and not only will he give them (subordinates) a patient hearing but also try to solve them. The result is visible in the form of the workers' positive attitude towards work. Conversely, if Nagesh were not to treat his subordinates well, it is likely that they may develop a negative attitude towards work. Thus the adjustment function of attitudes helps employees to adjust to their environment and form the basis for future behaviour.



(b) The Ego-defensive Function

Attitudes also help individuals in defending their self image. For instance, Prakash is a manager (working since many years with the firm) who feels threatened when Yash joins as an assistant manager. This is because Yash continuously challenges the decisions of Prakash, who feels that Yash is arrogant, immature and impolite. But the reality may be that Prakash is ineffective

in his decision making. However, Prakash refuses to accept this and will instead blame Yash. As a result Prakash develops a negative attitude towards Yash and even Yash feels that his boss (Prakash) is not doing his job properly.

From the above example we can see that attitude formation helps people to protect their own ego. For, were Yash to change his perception and believe that Prakash is doing a good job then he will stop criticizing his boss. But since, he was against doing this, his attitude helps him to justify the action and protect his ego.

(c) The Value Expressive Function

Attitudes provide the basis for people to express their values. For instance, a senior executive with a firm, who believes in work ethics, will be very vocal and expressive about his upheld attitudes toward specific individuals or work practices in order to emphasise these values. Similarly, the head of the HRD department while addressing fresh recruits may say "We (the company) have reached this enviable position in the industry only through sheer hard work. And as a company we firmly believe in this, so all of you who have joined us recently must also be ready to put 'hard work' into practice." This example clearly serves as a means to express one's (company's and senior executive's) core values.

Box 4.3 : Relationships are a Reflection of our own Attitudes and Tendencies

There is an interesting story of 2 dogs. One was forever barking and baring his teeth and the other was quiet and friendly. Someone shut them in 2 separate rooms. These had mirrors pasted on the walls.

The ferocious dog saw several ferocious dogs in the room. He barked at them. They barked at him. He bared his teeth at them, they bared their teeth at him.

He flung himself at them. They flung themselves at him. He jumped at them and they jumped at him. Finally, he died bleeding from his injuries.

The other dog too saw several dogs in the room. He wagged his tail. They wagged their tails. He went upto them and licked them. They licked him back gladly.

He spent several hours with these "other" dogs and came out extremely happy and contented.

So, the world of relationships is quite like that room pasted with mirrors. People's responses to our actions are actually the reflection of our own behaviour.

Hostility begets hostility, hate begets hate and love begets love. If we want to be appreciated, we have to appreciate others.

If we want to feel needed and loved, we have to make others feel needed and loved.

We have to reciprocate with what we want. If we want people to help us, we have to be helpful ourselves. If we want to be happy, we have to spread happiness around us.

If we wish to be understood, we have to understand others, or at least make a genuine attempt to do this.

But, quite often the reverse happens. A person who is incapable of spreading love feels frustrated for not being loved by anyone. A miserly person who is tight-fisted in money matters often wonders why other people are simply after his money.

A mean shopkeeper laments the lack of customers and a wife who neglects her husband is surprised when she discovers that her husband is having an affair.

What makes people assume that they can get away with contradictory behaviour or double standards in relationships?

(Source: *Woman's Era*, September (Second) 2002, p. 15)

(d) The Knowledge Function

This function of attitudes provides standards and frames of reference by which people are able to organise and make meaning or explanation of the world around them. For instance, usually the trade union leaders of companies have a negative attitude towards the company management. This attitude may not be arrived at based on pure facts but it definitely enables the trade union leader to relate to the management in a particular way. As a result, whatever the management may have to communicate with the workers, the union leader may not want to believe in it. This attitude may be seen as a manipulation or distortion of facts by the management. But however, accurate or precise a person's view may be of reality, it will be his or her attitude towards other persons, objects or events which will help them to make sense of what is going on around them.

LINK BETWEEN ATTITUDES AND ORGANISATIONAL BEHAVIOUR

Is it possible to use attitudes to predict or cause behaviour? In the past, behavioural scientists had contended that individuals' behaviour are consistent with their attitudes. But now they have accepted that there frequently does not exist a simple and direct link between attitudes and behaviour. This can be explained with an example. Sandeep was thrilled when he received a call letter for interview for the post of a technical trainee from the Nuclear Power Corporation (say). When his turn for the interview came, he may recall that he was against (has negative attitude) the use of nuclear power. So he suddenly, might develop an intense dislike for the personnel manager interviewing him based on his beliefs and opinions about the category of people who would work for such a company. Yet, ultimately, he decides against displaying a negative attitude and refusing the job offer.

The various reasons for Sandeep not acting on his original attitude may be:

- He was desperately seeking a job.
- His upbringing of desirous norms of courteous behaviour outweighs his desire to display a negative attitude.
- Feels he may be looked up if he works for such a big and reputed company.
- He acknowledges (inwardly) the possibility of not having complete information.
- He decides not to make the interviewer the target for his negative attitude.

Even though it may be difficult, three principles have been suggested to improve the accuracy of predicting behaviour from attitudes.

1. General attitudes best predict general behaviours.
2. Specific attitudes best predict specific behaviours.
3. Lesser the time that elapses between attitude measurement and behaviour, there will be more consistency between the relationship between attitude and behaviour.¹⁰

OVERCOMING BARRIERS TO CHANGE ATTITUDES

Individuals who join various firms bring with them certain attitudes which may not be in the best interest of the organisation. At times, the management may succeed in changing the attitudes of their employees. For instance, the management of a firm postpones their decision to pay a huge amount to their employees as bonus, due to the recessionary trend affecting the industry. But the employees may believe that the management is not concerned about their welfare. Then the management should definitely try to bring about a change in their employees' attitude. At times, it may not be easy to change attitudes of other people. This may happen because of certain barriers or obstacles. And when such barriers are successfully overcome, then attitudes can be changed. Box 4.4 gives an academician's views on the need to change attitudes.

Barriers to Changing Attitudes

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Usually there are two barriers preventing people from changing their attitudes. These could be in the form of:

- Prior commitments.
- Want of sufficient information.
- Cognitive Dissonance.

Prior Commitments : When a person feels committed to a particular course of action and does not want to change, we have a case of prior commitments. For instance, the General Manager (HRD) an ex-IIM graduate selects another ex-IIM (his junior in the management college) to head the Finance department, but subsequently realises that his choice of a Finance head is not correct. In spite of receiving complaints from other managers, he continues to believe that his choice was good. In this case the GM (HRD) is displaying his ego-defensive function of attitudes by rejecting or ignoring the negative information.

The *second barrier* occurs in the form of *want of sufficient information* or insufficient information. At times people do not have any reason to change their attitudes. For instance, the supervisor in the production department may not like his foreman's careless and negative attitude, but the latter feels quite happy with himself. Here, were the supervisor to bring to the notice of his foreman how his negative attitude could come in the way of his career prospects, the foreman may change his attitude. But it could also happen that the subordinate may adopt an adjustment function of attitude by thinking "I am not going to show respect to such a superior who is treating me unfairly".

The *third barrier* occurs when one finds attitudes of people to be inconsistent to the behaviours displayed by them. In this connection we can refer to the Cognitive Dissonance Theory (Festinger, Leon 'A Theory of Cognitive Dissonance, Stanford University Press, 1957). As per this theory, discomfort or dissonance occurs when an individual holds conflicting thoughts about a belief or an attitude object. And when such dissonance occurs the individual feels uncomfortable and tries to reduce the feeling of discomfort.

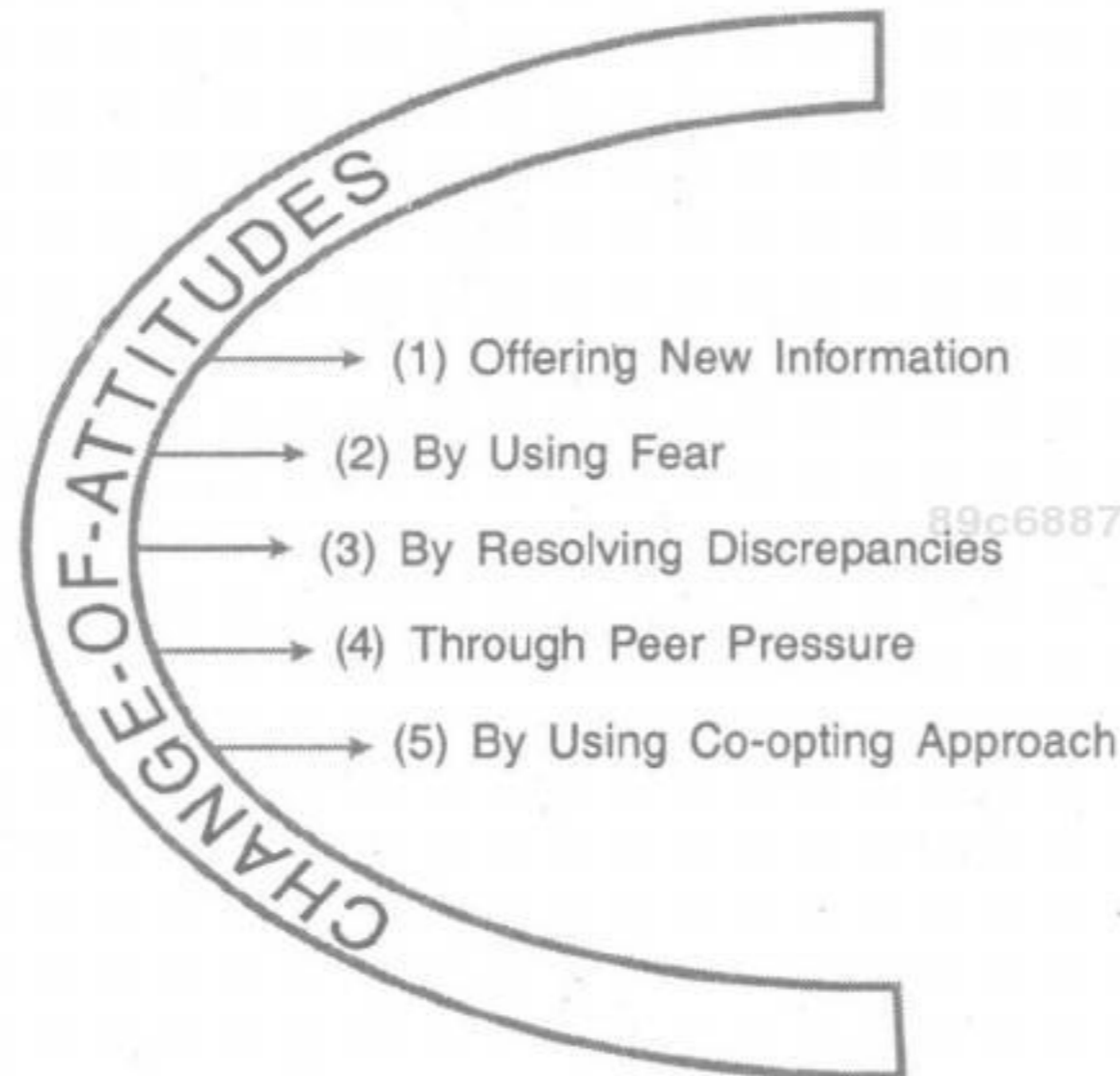
For instance, an individual is fond of eating Pan parag masala. Even though he loses his friend to cancer after consuming similar Pan masala, he may continue to consume it. But after some time the individual may experience a certain amount of tension and discomfort and may be engaged in dissonance reduction and seek ways to reduce the dissonance and tension associated with it.

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Ways to Change Attitudes

Given below are few ways of changing attitudes of individuals.

Figure 4.2 : Ways of Changing Attitudes



1. Offering New Information

When new information is provided to a person it may help him to change his beliefs and eventually may also change his or her attitudes. Very often lack of insufficient information may be the cause of negative attitude. Usually workers on joining the organisation may develop anti management attitude, not being fully aware of the management's goodwill for their employees. But if they are convinced about their management's concern for them and the welfare programmes charted out by them, they (workers) may change their negative attitude towards a positive one.

2. By Using Fear

Fear can also force a person to change his attitude. But in this case, the right measure of fear is to be used. Because when low degree of fear is used then people have the tendency to simply ignore the message. When moderate levels of fear is aroused, people become aware of the situation and may change their attitude. For instance, a worker who frequently arrives late to the factory may not change his attitude with a mild warning from his superior. But if he were to be told that late arrival at the factory is to be treated as 1/2 day leave then he may change his attitude and reach his work place on time. At the other extreme a high degree of fear can prove to be counter productive. Like, the above mentioned worker if threatened very far, may become very stubborn and adopt an attitude which may indicate "Come what may, I will not change my attitude".

3. By Resolving Discrepancies

Attitudes can be changed by resolving discrepancies between attitudes and behaviour. For instance, a young fresh management graduate selects a particular job offer from the many job

offers received by him. Initially, it is likely that he may feel that he has made a wrong choice. But very soon he realises that it was only a transitory feeling because he is able to convince himself about his choice and starts developing a negative feeling and attitudes towards the job offers rejected by him.

4. Through Peer Pressure

Attitudes can also be changed through persuasion and influence of peer group. Credibility of the peer group counts while bringing about a change in attitude. Peers and friends with high credibility are able to exercise pressure and change the attitude of an individual. For example, Jagu is a representative of a good sales team, but believes that it is okay if he spends around 50% of his earnings on hard drinks and very often wastes his hard earned money in that way. If Dilip his friend and another performer of the same good sales team is able to convince Jagu about the negative aspects of heavy drinking, then the latter because of his fondness and respect for his colleague and friend Dilip, may change his attitude and slowly discontinue his drinking habit. Though it must be noted that the opposite would occur were Jagu to have contact with peers who held low credibility.

5. By Using Co-opting Approach

Co-opting approach simply means try to change the attitude of an individual by making persons who complain about a situation to become personally involved in changing the situation or improving things. For instance, Meena always complains that the HR department is not working hard enough to streamline the practices and activities of the company. So the HR manager puts Meena on an assignment with the HR department, whereby she can see for herself how hard the HR department is working.

Psychologists have reasons to believe that constant association with others holding similar attitudes may result in a person being influenced either in a positive or negative way.

Box 4.4 : Attitudes Need to Change

Kerala has a huge potential for development. It is fully literate and the people have high aspiration levels. The communication of new ideas is fast as radio, television and newspapers reach the remotest corners of the state. Every village is accessible by transport and has power and telephone connections. On the basis of parameters like social and infrastructure development, the Confederation of Indian Industry has recommended Kerala as a good investment destination.

Despite these favourable factors, the state has a poor record. In IT, despite having one of the finest technoparks and technologically, the most advanced communication facilities, it has failed to attract any of the major players. Two reasons are possibly responsible for this. One, the poor image of the state. A CII-World Bank survey of managers in 1,099 manufacturing enterprises spread over 10 states found that Kerala, along with West Bengal and Uttar Pradesh, has the worst investment climate. The stark reality is that the state is not on the radar of major players.

Second, there is a shortage of skilled people. This is not a major problem in Bangalore, Chennai and Hyderabad because they attract the best talent from all over the country. Even the people of Kerala prefer working in other places. This was the opinion of 90% of the people recruited by an IT firm from Kerala.

These problems need not affect the rapid development of e-governance. In 1998, the government announced a comprehensive policy to promote the use of IT. Thirty-four departments have been identified for the introduction of IT in the first phase. The approach, however, follows the normal bureaucratic pattern. Two instances will illustrate how our bureaucrats can mutilate any good idea.

The government, as a means to improve efficiency and reduce costs, decided to introduce work study. A new department of work-study was created. But, instead of reducing costs and improving efficiency, it became another regulator, contributing to further delays and costs. Similarly, post-liberalisation, import licensing was practically abolished and the controllers of import became redundant. Overnight, a Directorate of Foreign Trade was created and the entire staff was retained.

The primary reason for the failure of government to achieve optimum results is its concern with processes and not performance. Computers are not solutions to problems but only tools to find solutions. Four years after the Kerala State Electricity Board installed computers, inventory levels have only increased. If the officers were given clear targets and evaluated on the basis of their achievement of the targets, the results would have been different. Of course, they have also to be given freedom to evolve solutions. What is, therefore, important is not the introduction of computers in government, but a clear and unambiguous decision on the goals to be realised.

The areas chosen initially — information, entitlement and taxes — should be of immediate concern to the people. The targets have to be specific. The performance and not the process must be periodically monitored. Only then will the officers stop looking for excuses and start finding solutions to people's problems. This may appear simple, but it is not. It will require changes in administrative systems, processes and attitudes. The Administrative Reforms Commission found that a file has often to go through 60 people before a decision is taken. Information is power and bureaucrats will be safe and escape accountability if the people are denied information. Equally important are concerns like the costs of the projects in relation to the benefits sought to be achieved, the capacity to bring about the changes and, above all, the willingness and commitment of the political leadership to reform. In this, the performance of the government so far does not raise great hope. Nothing appears to have been done to implement the recommendations of the Administrative Reforms Commission. The report has not been even published.

Instead of attempting a wholesale systemic change, it may be useful to implement a programme effectively in some areas that directly concern people. The FRIENDS programme is an example. It is a single window where citizens can pay their duties. The citizens who pay their bills through this window feel the change. But they are unaware that it is not achieving even a small fraction of its potential as it's not properly networked with the electricity board, the water authority and the municipalities. When civil society becomes more aware of the negative attitudes of the departments, pressure is sure to mount. It will be useful for the chief secretary, as a first step to the introduction of the e-governance programme, to study the success and failures of the FRIENDS programme and correct the inadequacies. That will give meaningful lessons on what needs to be done and how to do it.

(Source: M.N.V. Nair, Ex-dean and Professor IIMB, *Business World*, 9 September 2002)

BEHAVIORAL INTENTIONS MODEL

This model makes an attempt to explain the relationships between attitudes and behaviour. The model suggests to focus on a person's specific *intention* to behave in a particular manner which makes behaviour more predictable and easier to understand of the relationship between the attitude and behaviour. The model is illustrated in Figure 4.3 and indicates that intentions depend upon both *attitudes* and *norms* regarding the behaviour.

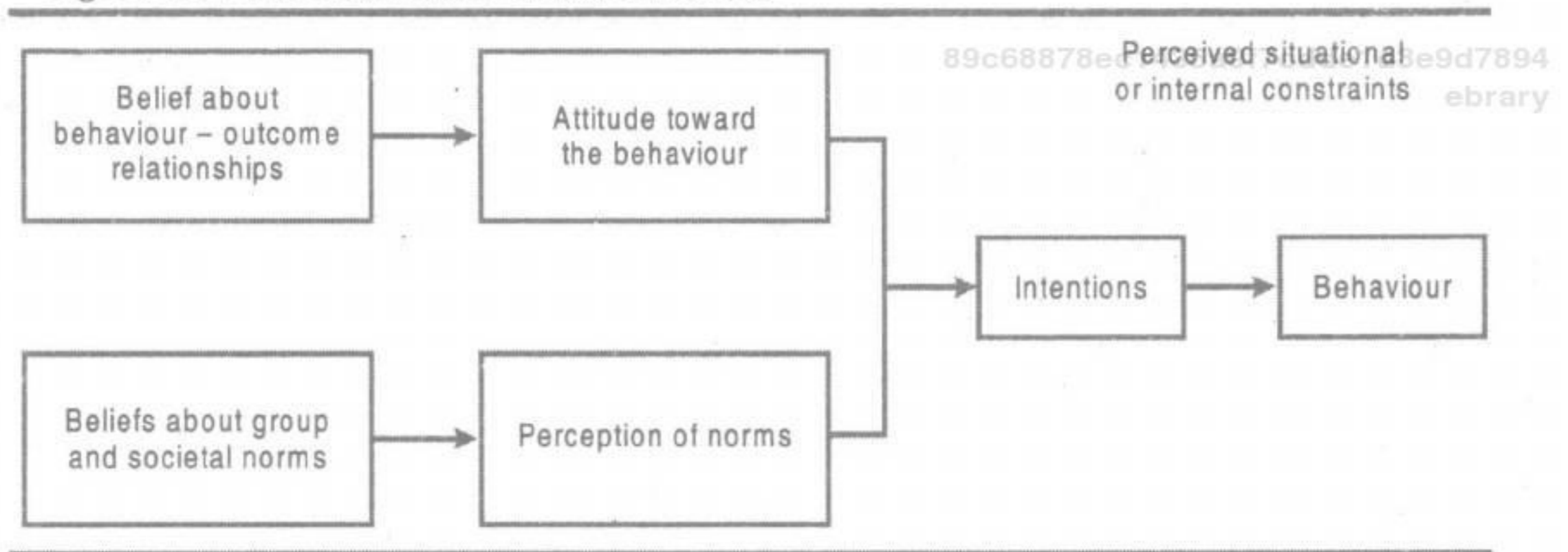
Norms can be referred to as rules of behaviour or proper ways of acting, that members of a group or society have accepted as appropriate.

If both attitudes and norms are positive with regards to a behaviour, an individual will display a strong intention to behave in a particular way. But if there is a conflict between the attitude and

norms, their relative strengths will determine the individual's intention and actual behaviour. According to the behavioural intentions model, an individual's belief regarding specific behaviours affect both attitudes and norms.¹¹ This model makes an attempt to explain why the relationship between attitudes and behaviour is sometimes strong and at other times weak. In case of attitudes, beliefs are concerned with the relationship between the behaviour and its outcome (or consequences). Belief concerning norms are a reflection of an individual's perception about how others expect him to act or behave.

The behavioural intentions model also tries to give another possible explanation of behaviour. At times real or perceived situational or internal obstacles may come in the way of a person behaving in an intended manner.

Figure 4.3 : The Behavioural Intentions Model



For instance, an employee might have the intention to perform a work quickly and efficiently but is unable to do so due to the lack of competency to do it. Further, even the perception or belief that he (the employee) lacks the necessary competencies might have prevented him from performing the task (this has the same effect as the actual lack of skill).

This model is particularly useful for predicting certain specific behaviours such as absenteeism or turnover in organisations. This means that if any person intends to quit a job, he or she will eventually do so.

THE CONCEPT OF JOB SATISFACTION

We have already touched upon in this chapter two key work related attitudes — job satisfaction and organisational commitment. From organisational behaviour perspective of specific interest are the complex relationships between job satisfaction and job performance.

Meaning and Definition of Job Satisfaction

Simply stated job satisfaction is an individual's general attitude towards his or her job. An all inclusive definition of job satisfaction is "A pleasurable or positive emotional state resulting from the appraisal of one's job experience"¹². From this definition it can be inferred that job satisfaction is the consequence of employee's perception of how well his job provides him those things which are considered to be important.

Job satisfaction communicates about *three important aspects*:

- Firstly, job satisfaction can be said to be an emotional response (cannot be seen) to a job situation.
- Secondly, very often job satisfaction will be measured in terms of how well the end results match (or meet) or exceed expectations.
- Job satisfaction is always referred to in terms of several related attitudes.

For example, a popular measure of job satisfaction — the Job Descriptive Index (JDI) measures satisfaction based on five dimensions of a person's job — pay, promotion, opportunities, supervision and co-workers.¹³ In the long run job satisfaction will be a desirable outcome for both the employees as well as the organisation. For, high job satisfaction can lead to a high degree of morale, and good job performance which in turn can result in organisational effectiveness. This fact is highlighted in Box 4.5.

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Factors Affecting Job Satisfaction

There are numerous factors which affect job satisfaction. We will discuss these in a summarised form.

Pay

Employees consider the remuneration paid to them in terms of how management values their contribution to the organisation. *Fringe benefits* do have some impact but very often employees are not aware of their long term benefits (like the group insurance).

The Work

The content of the work undertaken by the employees are important sources of job satisfaction. Research has revealed that feedback from the job and autonomy are major job related motivating factors. The important aspects of a satisfying job are:

- Interesting and challenging job.
- Work which is not boring.
- Job which provides status.

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Box 4.5 : No missing the bus with this man at the wheel

Why does he wear his hair long? A split-second pause followed by a loud guffaw and he answers, "To cover the bald patches." Humour combined with leadership, a pat on the back or a tactful rap depending on which is needed, are what have helped K. Jairaj, vice chairman and managing director, Karnataka State Board Transport Corporation (KSRTC) turn the mammoth organisation around. That, and a focussed application of management principles. Flush with the satisfaction of receiving the Prime Michael of Kent International Road Safety Award last Friday, the man behind the wheel elaborates on what paved the way.

"Ruthless emphasis on the operational effectiveness, new management strategies, government support and focus on the customer," did the trick, he says. "But I can't say I alone turned the tide. There was the legacy factor - the previous chairman and ministers had enforced discipline in the force through punitive and reformative tactics." They helped enormously. In an organisation that spells 4500 schedules, 25,000 trips, ferrying 20 lakh passengers daily.

Jairaj's first step was outlining a 10-point plan for operational effectiveness. Among the buzz words are zero cancellation - buses must be on time; cutting down absenteeism - "if a conductor

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is absent, it means cancellation, irregularity, and loss of confidence among customers." All this must be supported by solid technical underpinnings - tyre mileage, fuel efficiency, the works literally. Branding was something Jairaj initiated in the KSRTC, establishing a preference in the minds of the people. He began with Mysore Mallige, the buses plying from Bangalore to Mysore, and swiftly branded other routes and buses.

A key factor was government support. Another was focus on the customer: "Why should a customer come to us when he has ample choice from among the private buses?" That's the question the KSRTC zooms in on now.

Jairaj swears by harmonious relationship with the employees. "If the man behind the wheels is a happy, motivated individual, the KSRTC will do very well. Because the driver and the conductor stand for the image of the company and not some MD spouting management jargon," he says, taking a pot-shot at himself.

Then there is training. "We are working on compiling case studies of accidents, and showing them to drivers, asking them what they would have done to avoid the accidents." The new simulator which maps a person's driving skills will also be used extensively.

An employee walks in with a grievance. He has been publicly insulted by a senior. Jairaj promises to look into the issue, but tells him to toughen up also. "Eat an egg. Or get married," he offers as toughening measures.

That's Jairaj for you. An ex-Baldwinian, who studied at the Delhi School of Economics and Princeton and Harvard Universities and got into the IAS, because "it's in my DNA." But seriously, because, "It's to be counted, to make an impact in the public space."

(Source: *The Times of India*, Bangalore, 19 November, 2002)

Promotions

Promotional opportunities have different impact on job satisfaction. Promotions are of two types and different rewards follow.

- Promotions based on seniority derive less satisfaction compared to those promoted on performance basis.
- Promotions offering say of only 10% salary increase is less satisfying than one which offers 20%.

Supervision

Typically there are two styles of supervision having impact on job satisfaction.

- (a) *Employee centeredness* — in terms of how much interest does a supervisor take in his employee's welfare. Especially personal and official communication is important.
- (b) *Participative decision making* in areas related to their job. Such a participative climate is more helpful in achieving more job satisfaction than merely participating in a specific decision.

Work Group

The nature of work group affects job satisfaction.

- A work group which provides support, comfort, counsel and help to the employee will definitely enhance the joy of work but may not impact job satisfaction.
- If the work group is not conducive then it may result in having a negative effect on job satisfaction.

Working Conditions

Working conditions influence job satisfaction moderately. Very often the effect of working conditions is akin to that of the work group.

- If working conditions are good then employees will find it easier to perform the job well.
- If the working conditions are dirty and the work place dingy, hot and noisy then employees may find it difficult to perform their jobs well.

WAYS OF MEASURING JOB SATISFACTION

As job satisfaction is an attitude, it cannot be directly seen and has to be inferred from the employee's own reports. There are several tools used for measuring job satisfaction as given hereunder:

A. Rating Scales

This is one of the most common methods of measuring job satisfaction.

Table 4.4 : Advantages and Disadvantages of Rating Scales

Advantages	Disadvantages
<ul style="list-style-type: none"> • The rating scales are of a general nature and can easily be filled up. • They are worded in a simple language. • They can be used extensively with different types of employees, making comparisons across the organisation easier. 	<ul style="list-style-type: none"> • It will be effective only to the extent the employees are honest in their accuracy. • Correctness of the scale will be dependent on the validity and reliability of the tool.

The popular rating scales used to measure job satisfaction include:

- *Minnesota Satisfaction Questionnaire (MSQ)* — helps to obtain a clear picture of the pertinent satisfactions and dissatisfactions of employees.
- *Job Description Index (JDI)* — measures job satisfaction on the dimensions identified by Smith, Kendall and Hulin (mentioned earlier in this chapter).
- *Porter Need Identification Questionnaire* — used only for management personnel and revolves around the problems and challenges faced by managers.

B. Critical Incidents

This method of measuring job satisfaction was popularized by Frederick Herzberg and his colleagues. It involves asking employees to describe incidents on the job when they were particularly satisfied or dissatisfied. Then the incidents are analysed in terms of their contents and identifying those closely related aspects responsible for the positive and negative attitudes.

Table 4.5 : Advantages and Disadvantages of Critical Incidents Method

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"> Employees are allowed to express freely since there are no predetermined categories/events to restrict as in the case of a structured questionnaire. 	<ul style="list-style-type: none"> It is likely that both the response (from the employee) and the interpretations (made by the interviewer) are likely to be biased.

C. Personal Interviews

This method facilitates an indepth exploration through interviewing of job attitudes. The biggest advantage in this method is that additional information or clarifications can be obtained immediately. The disadvantages include:

- The responses may be misunderstood leading to erroneous conclusions.
- The interviewer may be prejudiced.
- The manner of asking questions and recording of information received is likely to affect the result.
- This method is time consuming and expensive.

D. Action Tendencies

This refers to inclinations that people have to approach or avoid certain things. Job satisfaction can be measured by asking questions and gathering information on how they feel like behaving with respect to certain aspects of their jobs. The advantages of this method are:

- Provides employees more opportunity to express their indepth feeling.
- Because of actual readymade situations, self bias is minimised.

IMPACT OF JOB SATISFACTION ON WORK PERFORMANCE

Overall job satisfaction, as a collection of numerous attitudes towards various aspects of the job, determines the general attitude. However, managers and employees are specially interested in knowing the possible relationships between job satisfaction and the various job behaviours and other outcomes in the workplace. Box 4.6 reveals R. Gopalakrishnan's (Tata Sons) view on the 'attitude' of Indian managers. It is common knowledge that organisations with satisfied employees will be more effective than organisations with unsatisfied employees. Just as job satisfaction represents an outcome of the work experience, organisational effectiveness can be improved upon by identifying the causes for high levels of dissatisfaction. Let us have a look at different aspects of work life with reference to job satisfaction. This is vital because as mentioned earlier in the chapter, job satisfaction can easily be linked to organisational effectiveness.

Job Satisfaction and Productivity

The debate still continues on whether performance leads to satisfaction or satisfaction leads to performance. Another perennial question frequently asked is whether satisfied employees register higher productivity. But research has shown that there is no strong linkage between satisfaction and productivity. In other words, satisfied workers need not be the highest producers. There could

be other interpretations *i.e.*, there are other possible variables, most important being reward, after receiving which, they will be satisfied but are less likely to be involved in greater performance efforts.

Job Satisfaction and Turnover

A related question to this is — Does high job satisfaction result in low job turnover? Research in this area has shown a moderate relationship between satisfaction and turnover.

- High job satisfaction help to keep the turnover low. Whereas, high job dissatisfaction can result in high turnover.
- As job tenure increases, employees are less likely to leave the organisation. And tenure reduces the effect of dissatisfaction especially amongst male employees.
- At times feeling of commitment forces employees not to think of changing jobs and thus continue to remain with the organisation irrespective of the level of dissatisfaction. Also there are people who leave jobs on finding better opportunities elsewhere irrespective of the level of satisfaction.
- When good jobs are difficult to obtain employees will continue to work regardless of how dissatisfied they are.

Thus to a certain extent job satisfaction affects employees turnover and organisations can gain from lower turnover in terms of lower training costs and inexperienced personnel.

Job Satisfaction and Absenteeism

Research has shown an inverse relationship exists between job satisfaction and absenteeism. When job satisfaction is high there could be low absenteeism, but when job satisfaction is low, it is more likely to lead to high absenteeism. Simply stated the degree to which an employee finds his job important could have an impact on the level of absenteeism. If an employee feels his job is important, he will not remain absent. But if he does not feel so, more is the chance of his remaining absent.

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Other Related Impacts of Job Satisfaction

There are a number of other positive effects of high job satisfaction like:

- Better mental and physical health.
- Enthusiasm to learn new job related tasks.
- Fewer on-the-job accidents and grievances.
- Likely to engage in pro-social behaviour — tries to help colleagues, customers and will be more co-operative.

Looking into all these benefits it would be apt to state that even though all the positive effects of job satisfaction are not clearly defined, job satisfaction amongst employees is clearly a positive indication of organisational health and effectiveness and therefore, has a major role to play in the field of organisational behaviour.

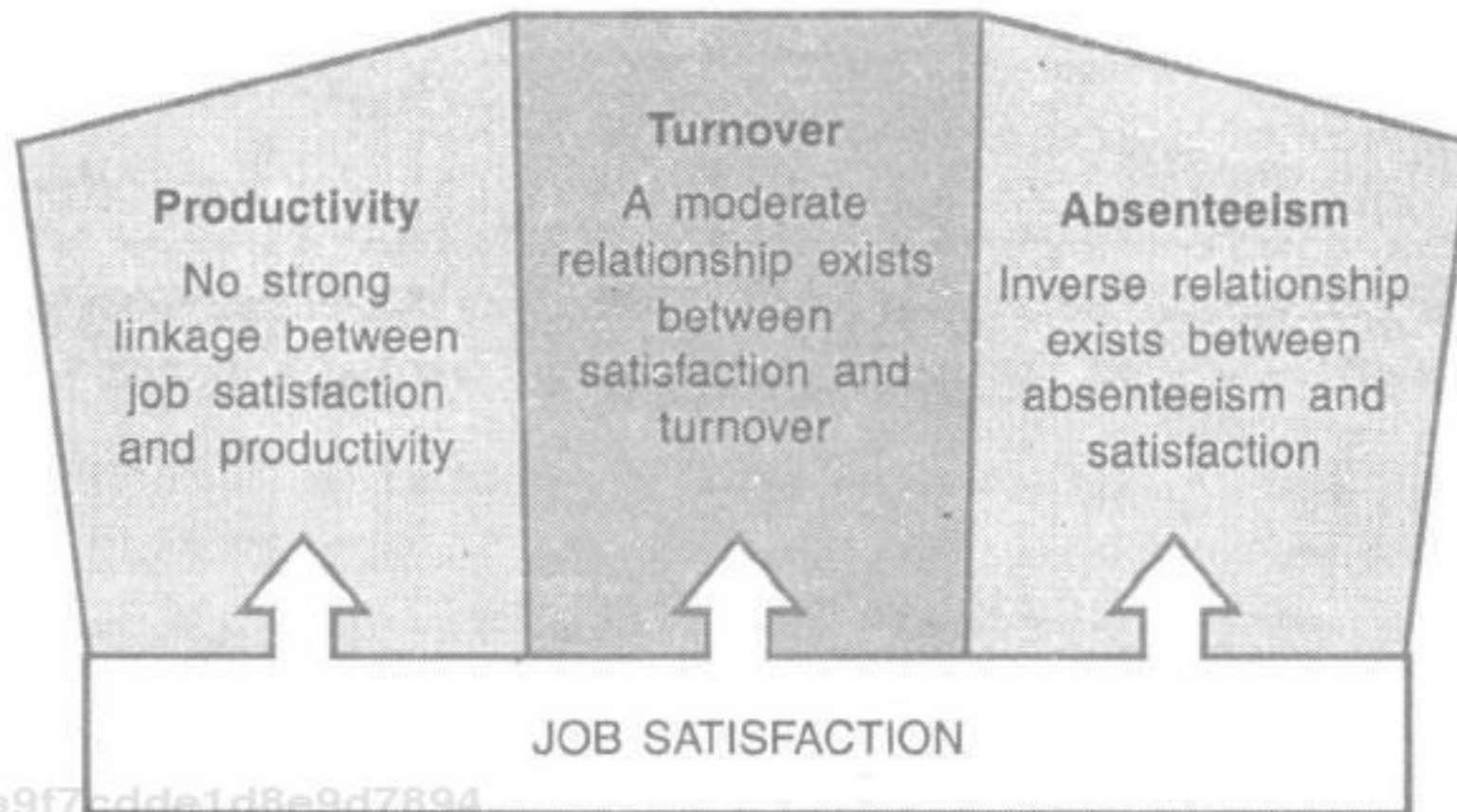
Box 4.6 : Mr. R. Gopalkrishnan's (Executive Director, Tata Sons) Views on Perspectives of Indian Business

"I said earlier that the Indian manager is uniquely placed compared to his Asian Counterparts in that he is exposed almost entirely to Western Management traditions. The attitudinal transformation that brings about, creates an atmosphere of constructive challenge, friction and debate that is uniquely Indian. Deference to age and seniority doesn't necessarily ensure acquiescence, HLL and even Unilever are fairly international in Outlook. Incidentally, the glass ceiling for Indian CEOs and Professionals in the Multinational Corporation seems to be breaking. In Unilever you find more Indians outside than there are foreigners in India. Challenging a senior colleague intellectually is not looked down upon. There is a gradual easternisation of hitherto solely western management traditions. Changes in the style of people management indicate in the times ahead, corporates will have to work towards confluence, not congruence".

(Source: Visit www.iimb.ernet.in/review)

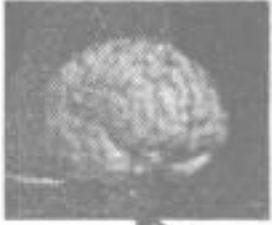
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Figure 4.4 : Relationship between Job Satisfaction and Productivity, Turnover and Absenteeism



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POINTS TO REMEMBER

1. Values and attitudes are very important aspects and play key roles in moulding one's behaviour and will also be visible in his or her organisational behaviour.
2. Values can be said to be a specific mode of conduct or end state of existence and personally or socially preferable to an opposite or converse mode of conduct or end state of existence.
3. Values can be of two types — *Terminal Values* (desirable end status of existence) and *Instrumental Values* (means to attain terminal values).
4. Simply stated Attitudes are evaluative statements which may either be favourable or unfavourable regarding people, objects or events.
5. In Organisational behaviour we are concerned with work related attitudes — job satisfaction, job involvement and organisational commitment.
6. Attitudes can be broken up into three components — *Emotional*, *Informational* and *Behavioural*. Whereas, the four significant functions of attitudes include *Adjustment* function, *Ego-defensive* function, *Value expressive* function and the *Knowledge* function.
7. Attitudes can be changed either by offering new information/using fear/by resolving discrepancies/through peer pressure or by using co-opting approach.
8. The Behaviour-Intentions model suggests to focus on a person's specific intention to behave in a particular manner which makes the behaviour more predictable and also gains an understanding of the relationship between the attitude and behaviour.
9. Job satisfaction can be said to be an individual's general attitude towards his or her job. Usually pay, the work, promotions, supervision, work group and work conditions affect job satisfaction.
10. Satisfied employees are indicative of a positive organisational health and effectiveness and therefore, plays a major role in the study of organisational behaviour.

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Case Incident : Oh God! What a Boss!

Akash was the son of a village school master. His upbringing had been in a home environment where it was instilled in his mind about the two aspects of values (1) Always display reverence and respect to senior people (2) There is no substitute for hard work. Being a highly intelligent person Akash was able to obtain the AMIE degree with flying colours. Very soon he was appointed as an engineer in the R & D department of Abcos Technology Ltd. Abcos designed, developed and manufactured Televisions for commercial purposes.

At the time of interview, Akash was told that Abcos had a Flat organisational structure and all employees were encouraged to mingle freely with each other, which was also in line to its nature of business. Muralidhar, an engineer with around 10 years of experience working in a Government undertaking, was appointed to head the R & D department at Abcos. Muralidhar, joined Abcos a month after Akash. In the first month itself, Akash was able to grasp the type of work desired of him, rein control and had also modified the design to bring down the number of rejected pieces.

Within a few days after joining Abcos, Muralidhar introduced a few changes. He saw no value in encouraging employees to mingle freely with each other. He also insisted that any modifications or suggestion have to be brought to him rather than discussing it with co-workers. Akash being new to the job continued working very hard. He also suggested few more changes in the design. Muralidhar outrightly rejected the suggestions and used strong language to tell Akash to work hard and not waste time in bringing in new ideas. Akash kept quite and went back to work in the R & D department. Once Akash fell sick and remained absent for two days. On reporting for duty after his sick leave, Akash was once again made the target of Muralidhar's anger. Akash also found him wrongly accusing and not prepared to listen to his explanation for the absence. The employees very soon found out that Muralidhar could not accept any of his sub-ordinates to be more intelligent or knowledgeable than him. And if found to be so, he would behave similarly with them.

It was a year since Akash joined Abcos, when one day the General Manager (HRD) over heard a conversation between Akash and Dev (another co-worker) in the Cafeteria. "I joined Abcos more than a year ago with a lot of enthusiasm and determination to learn and grow here. But after Mr. Muralidhar's joining our department, inspite of my best efforts I feel that my job involvement is decreasing and I am unhappy with my job. Why can't Abcos have a framework of desirable ethical attitudes, and impart training programmes to focus and develop such attitudes among employees?"

The GM (HRD) decides to call for a meeting with Akash.

Questions for Discussion

1. Do you find anything wrong in the approach adopted by Muralidhar? Why?
2. If you were in Akash's place what would you do and why?

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