Chapter 10
Organizational Attitudes and Behavior
INP3004/MAN3360
Dr. Steve

Employee Attitudes
• Job Satisfaction
• Job Involvement
• Organizational Commitment
• Organizational Citizenship
• Organizational Justice

Job Satisfaction
What is it?
• Job Satisfaction –
Global vs. Facet Job Satisfaction

- **Global Job Satisfaction** –

- **Facet Job Satisfaction** –
  - such as:

Job Satisfaction Research

Job satisfaction related to:
- Productivity ($r = .17$)
- Absenteeism ($r = -.40$)
- Turnover ($r = -.25$)

Job Involvement

What is it?

**Job Involvement** –
Organizational Commitment
What is it?

Organizational Commitment –

Three components:
1. Affective –
   • Ex:
2. Continuance –
   • Ex:
3. Normative –
   • Ex:

Organizational Justice
What is it?

Organizational Justice –

– Could be related to selection, performance appraisal,
  promotion, raises, benefits, etc.

Organizational Justice
Distributive vs Procedural

Distributive Justice –

Three rules of Distributive Justice:
1. Equity –
   • Ex:
2. Equality –
   • Ex:
3. Need –
   • Ex:
Organizational Justice
Distributive vs Procedural

Procedural Justice –

Determined by:

Greenberg’s Taxonomy of Justice

- Type of justice:
  - Distributive (content) vs. Procedural (process)
- Means of achieving justice:
  - Structural (formal) vs. Social (informal)

<table>
<thead>
<tr>
<th>Structural</th>
<th>Procedural</th>
<th>Distributed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systemic Justice</td>
<td>Configural Justice</td>
<td></td>
</tr>
<tr>
<td>Informational Justice</td>
<td>Interpersonal Justice</td>
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</table>

Greenberg’s Taxonomy of Justice

- Systemic Justice –
- Configural Justice –
- Informational Justice –
- Interpersonal Justice –
Name that Justice!

1. Before deciding who to hire, the boss gets input from everyone in the department who then vote on the final candidates. Although you may not have favored the winning candidate, you think the decision is fair because everyone involved had some input into the decision. This is an example of what type of justice?
   Answer:

Name that Justice!

2. You were passed over for promotion. Your supervisor takes you out to lunch to break the news to you away from the office and to soften the blow. She expresses her sympathy and lets you take the rest of the day off. This is an example of what type of justice?
   Answer:

Name that Justice!

3. You were expecting at least a 10% salary increase this year, but only got the standard 3% cost of living increase. Your supervisor explains that the company only had a certain amount of money so when deciding who to give the greatest increases to they looked at performance appraisals and attendance records and you did comparatively poor on both (as he shows you a chart of how your performance and attendance compared to the average worker in your company). This is an example of what type of justice?
   Answer:
Name that Justice!

4. Your company offered a one-week paid vacation to the salesperson who sold the most cans of instant hair.

This is an example of what type of justice?

Answer:

Organizational Citizenship Behavior

- **Organizational Citizenship Behavior** (OCB) –

- Five Characteristics of OCB
  1. Altruism –
  2. Conscientiousness –
  3. Courtesy –
  4. Sportsmanship –
  5. Civic Virtue –

Psychological Contracts

- **Psychological Contract** –

  - Ex:
  - Ex:
Psychological Contracts

- Psychological contracts range from **Transactional** to **Relational**

<table>
<thead>
<tr>
<th>Transactional</th>
<th>Relational</th>
</tr>
</thead>
<tbody>
<tr>
<td>specific obligations</td>
<td>varied obligations</td>
</tr>
<tr>
<td>short time frame</td>
<td>long term</td>
</tr>
<tr>
<td>exchange work for $$</td>
<td>loyalty</td>
</tr>
<tr>
<td>self-serving</td>
<td>value relationship</td>
</tr>
</tbody>
</table>

**Psychological Contracts**

Nature of Psychological Contract

<table>
<thead>
<tr>
<th>Transactional</th>
<th>Relational</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Antisocial Behaviors</strong></td>
<td><strong>Prosocial Behaviors</strong></td>
</tr>
<tr>
<td>Violence</td>
<td>Conscientiousness</td>
</tr>
<tr>
<td>Threats</td>
<td>Sportsmanship</td>
</tr>
<tr>
<td>Negligence</td>
<td>Courtesy</td>
</tr>
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<td>Negativism</td>
<td>Civic Virtue</td>
</tr>
<tr>
<td>Alienation</td>
<td>Altruism</td>
</tr>
<tr>
<td></td>
<td>Commitment</td>
</tr>
</tbody>
</table>

**Psychological Contracts**

Ways in which contracts can be broken:

- **Training** –
- **Compensation** –
- **Promotion** –
- **Job Security** –
- **Feedback** –
Psychological Contracts

What actions might worker take if org breaks contract?
• Depends on:
  1. **Type of contract**
  2. **Magnitude of Violation**
  3. **Perceived fault of employer**

Contract Violations
Basic Sequence of Responses

<table>
<thead>
<tr>
<th>Active</th>
<th>Destructive</th>
<th>Constructive</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. <strong>Exit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quit, force employer to fire, sabotage, violence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. <strong>Voice</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complain, try to fix contract</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Passive</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. <strong>Neglect</strong></td>
</tr>
<tr>
<td>Become irresponsible, neglect work, don’t care</td>
</tr>
</tbody>
</table>

| 1. **Loyalty** |
| Remain silent and wait for improvement |

Effects of Downsizing

• On those **terminated**:
  – **Psychological**
  – **Physical**

• On **surviving personnel**:
  – **Psychological**
  – **Physical**
Mergers and Acquisitions

- **Merger** –
  - Ex:

- **Acquisition** –
  - Ex:

Mergers and Acquisitions Problems

- Duplication of jobs – layoffs
- Differences in culture – conflict
- Acceptance of new policies – hostilities
- Voluntary turnover – quitting, new training

Violence in the Workplace

(Stats by J. L. Robinson)

- Often result of perceived injustice, breaking of psychological contract, termination, missed promotion, etc.
- Stats:
  - 225,000 to 300,000 reported violent workplace acts/yr
  - Homicide is 3rd leading cause of death in workplace
  - 5 to 6 homicides/month are directed at mgs & employees
  - 80% of victims are male
  - 43% of all women who die at work, die due to homicide
  - Victims typically 25-44 yrs old
  - More than twice as many minority victims than whites
Violence in the Workplace
(stats by J. L. Robinson)

- **Suspected causes** (not empirically tested)—
  1. Downsizing –
  2. More violent society –
  3. Abuse in childhood –
  4. Autocratic Management –

Violence in the Workplace
(stats by J. L. Robinson)

- **Perpetrators**
  - Disgruntled employees, fired or laid off
  - 25% commit suicide afterward
  - Others included in stats: robbers, healthcare patients, spouses, clients & customers
- **Perpetrator profile**
  - History of violence, fascination with military
  - White male, over 35 yrs old
  - Loner or extremist
  - Carries a grudge
  - Difficulty accepting authority or reality
  - Substance abuser or history of mental health disorders

Violence in the Workplace
(stats by J. L. Robinson)

- **Prevention**