

Productive Behaviours & Attitudes in Organisations

- **Employee behaviours and attitudes that contribute positively to the successful achievement of organisational goals and objectives.**

For this course, the focus will be on:

- **Organisational Citizenship Behaviours**
- **Job Satisfaction**
- **Organisational Commitment**

OCB: Background

- **Performance is key for I-O psychologists**
- **Training, job design, employee selection, PM&PA, etc.....all target performance**
- **Task performance: the proficiency with which tasks are performed**
- **However, some form of performance contributes to org effectiveness**
 - **but falls outside the domain of task performance.**
- **This is described as contextual or citizenship performance (Borman & Motowidlo, 1993).**

OCB: Background

- **Citizenship performance: behaviors that are not directly related to the main task activities,**
 - but are important because they **support** the organizational, social, and psychological context that serves as the critical catalyst for tasks to be accomplished (Borman & Motowidlo, 1993)

OCB

- **Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system,**
 - **and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p. 4).**
- **behaviours for which employees are not formally rewarded.**

Specific E.g. of OCB (Borman, 2004)

- **Volunteering to carry out tasks that are not formally a part of the job;**
- **Persisting with extra effort when necessary to complete tasks successfully;**
- **Helping and cooperating with other people on the job;**
- **Following reasonable organizational rules and procedures even when they are personally inconvenient; and**
- **Endorsing, supporting, and defending organizational objectives.**

Broad Types/Dimensions of OCB

According to Organ(1977, 1994)

- **Altruism**: prosocial behaviours
- **Courtesy**: basic considerations for others, etc
- **Sportsmanship**: eg not complaining of inconveniences, etc
- **Conscientiousness**: goal oriented, planful, arriving early for meetings
- **Civic virtues**: eg attending a charitable program sponsored by the org

Why people perform OCBs

- **Positive affect, eg job satisfaction, positive mood**
 - (OCB and +ve mood are mutually reinforcing)..???!!?
- **Cognitive evaluation of fairness (Adam's Equity Theory)**
- **Dispositional, i.e certain personality traits**
- **Other factors: demographic composition of workforce, job-related stressors, org commitment, etc**



Job Attitudes

- Job Satisfaction
- Organisational Commitment

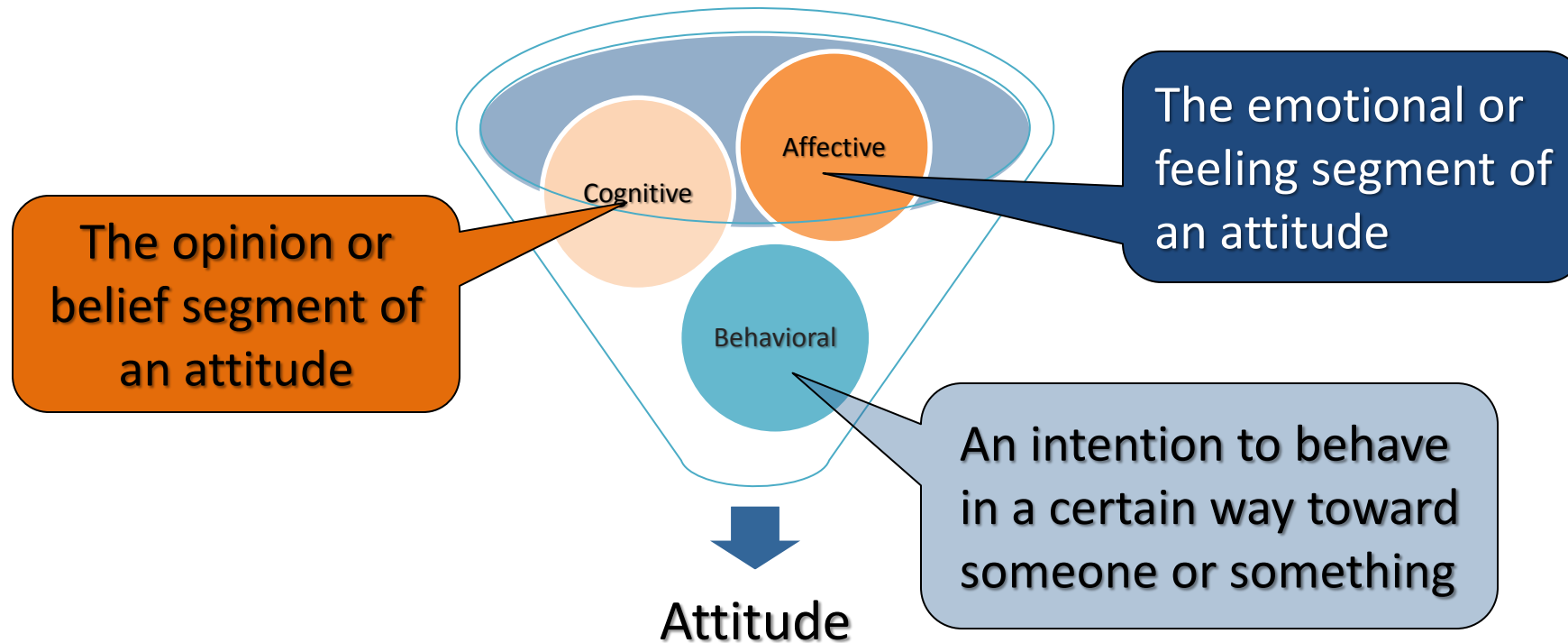


Attitudes

Evaluative statements or judgments concerning objects, people, or events



Three components of an attitude



Predicting Behavior from Attitudes

- **Important attitudes have a strong relationship to behavior.**
 - **The closer the match between attitude and behavior, the stronger the relationship:**
 - **Specific attitudes predict specific behavior**
 - **General attitudes predict general behavior**
- **Why managers should watch employee attitudes:**
 - **They give warnings of potential problems**
 - **They influence behaviour**

Job Satisfaction

- Employee satisfaction represents employees attitudes towards various aspects of their job or the job in general (Aamodt, 2016).
- It involves employees evaluation of the various aspects of their jobs as well as the job taken as a whole.



Job Satisfaction

- **Job satisfaction - the degree of pleasure an employee derives from his or her job**
- **Locke (1976):**
 - “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p. 1304).
- **JS has emotional, cognitive and behavioral components (Bernstein & Nash, 2008).**

Components

- **Emotional** component: feelings regarding the job, such as boredom, anxiety, or excitement.
- **Behavioural** component: people's actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work
- **Cognitive** component: beliefs regarding one's job, e.g, feeling that one's job is mentally demanding and challenging.

THEORIES OF EMPLOYEE SATISFACTION

1. Genetic predispositions

- That satisfaction can be inherited
 - Based on evidence twin studies.
 - However, the genetic approach still acknowledges that one's environment can play a role in job satisfaction (Keller, Bouchard, Arvey, Segal, & Dawis, 1992).
- **Caution:** there is no specific gene for job (dis)satisfaction.

THEORIES OF EMPLOYEE SATISFACTION

2. Personality perspective.

- This theory suggests that there are some personality types and psychological variables that influence employee satisfaction:
 - Emotional stability.
 - Self-esteem.
 - Self-efficacy.
 - Internal locus of control.
- (Judge, Heller, & Mount, 2002; Locke, Durham & Kluger, 1998).

THEORIES OF EMPLOYEE SATISFACTION

3. Culture

- **Employees from different cultures have varying degrees of satisfaction**

4. Intelligence

High levels of intelligence or people classified as smart tend to have lower levels of satisfaction (Ganzach, 1998).

THEORIES OF EMPLOYEE SATISFACTION

5. Discrepancy Theory

- **When the needs, values and expectations and realities on the job are inconsistent, it is likely to result in dissatisfaction, decreased commitment and demotivation**
 - **(Wanous, Poland, Premack, & Davis, 1992; Zhao, Wayne, Glibkowski, & Bravo, 2007).**

FACTORS AFFECTING EMPLOYEE SATISFACTION

- 1. Employee commitment.**
- 2. Individual predisposition.**
- 3. Satisfaction with life.**
- 4. Organizational fit.**
- 5. Perceptions of fairness.**
- 6. Rewards and incentives.**
- 7. Coworkers.**
- 8. Job expectations.**
- 9. Stressors.**



Effects of Job Satisfaction

- **Job Performance**
 - Small correlation
 - More evidence that performance causes satisfaction than reverse
- **Turnover**
 - Dissatisfied people more likely to quit
 - Moderated by labor market—people quit when they find another job



Effects of Job Satisfaction

- **Absence**
 - Very small correlation—other factors more important
- **Health and Well-Being**
 - Job satisfaction relates to health variables such as anxiety and depression
- **Life Satisfaction**
 - Job satisfaction important component of life satisfaction
 - Spillover



Measuring JS

LEVEL:

1

General
Job Satisfaction

2

Work
Satisfaction

Pay
Satisfaction

Promotion
Satisfaction

Supervision
Satisfaction

Coworker
Satisfaction

Question



- 1. How would you address the negative consequences of employee dissatisfaction?**
- 2. Discuss the Organizational importance of Job Satisfaction**

Organisational Commitment



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Learning Objectives

- **After studying this topic, you should be able to:**
 - **Define Organisational Commitment and show how it can be useful**
 - **Identify the components of commitment**
 - **Summarize the main antecedents of commitment.**

- The relative strength of an individual's identification with and involvement in a particular organisation (Levy, 2013)

Organizational Commitment

- **Organizational Commitment:** The degree to which an employee feels a sense of allegiance to his or her employer
- Commitment can be to different focal points (e.g., job, organization, occupation).

- **Organizational commitment is a multi-component construct which describes individuals' feelings of attachment to their organization.**
- **Using Allen and Meyer's (1990) three-component model of**
 - **Affective Commitment;**
 - **Continuance Commitment; and**
 - **Normative commitment;**
- **The assumption is that employees remain in an organization because they feel they want to (affective), need to (Continuance) or ought to remain (Normative).**

- **Affective commitment** is viewed and felt individually by the employees based on their emotional attachment to the organization.
 - Accepts org goals, willing to exert effort for org, desire to remain in org
- **Continuance commitment** is more of a calculative form, reflecting the cost of leaving, derived from the individual's ongoing investment in the organization, the lack of alternative employment options of similar value.
- **Normative commitment** is a cognitive form of commitment,
 - where the employee views commitment as either a moral imperative or indebted obligation based on their evaluation of relative individual versus organizational investments (Meyer, 2005)

Antecedents of Org Commitment

- **Organisational Mechanisms**
 - **Socialisation**
 - **Logos, programs for family members**
 - **Newsletters**
 - **Reward systems**

Antecedents of Org Commitment

- **Individual/Personal Characteristics**
 - Age
 - Job level
 - Stress

Antecedents of Org Commitment

- **Social Factors**
 - **Co-worker relationships**
 - **Participation and social interactions**
 - **Role Variables**
 - **Supervisory Relationships**

Consequences/Outcome

- **Performance**
 - Task (sometimes, not all times)
 - Contextual
- **Withdrawal Behaviours**
 - Absenteeism
 - Lateness
 - Turnover
- **Counterproductive work Behaviours**
 - Theft
 - Sabotage
 - Aggression



Counterproductive Work Behaviour

(CWB)



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What are CWBs?

- **CWBs are deliberate actions that harm the organization (e.g., theft, sabotage) or its members (e.g., bullying, insulting coworkers; Dalal, 2005).**
- **CWBs are behaviours that bring, or are intended to bring harm to an organisation, its members, or its stakeholders (Levy, 2013)**
- **One subset of CWB is workplace deviance which requires that in addition to intentional harm, the behavior violates organizational norms.**

Antecedents

- **Situational/Environmental Variables**
 - Inflexible policies
 - Competitive environment
 - Leadership style
 - Rules and procedures
 - Reward systems
 - Adverse working conditions
 - Task difficulty
 - Organisational culture
 - Prior outcomes



Antecedents

- **Personal Variables/Individual Differences**
 - Negative affectivity
 - Emotional stability
 - Integrity
 - Gender
 - Attribution
 - core self-evaluation
 - Locus of control
 - Self-esteem



Focus

- **Workplace Deviant Behaviours**
- **Destructive Leadership**



Workplace Deviant Behaviours

- **Voluntary behavior that violates significant organizational norms and, in so doing, threatens the well-being of the organization or its members, or both (Robinson & Bennett, 1995).**
- **Organizational norms:**
 - **basic moral standards as well as other traditional community standards, including those prescribed by formal and informal organizational policies, rules, and procedures (Feldman, 1984).**

Typology of workplace deviance

- **Robinson and Bennett (1995, 1997):**
- **Organizational Deviance: Deviance directed or targeted at the organization**
- **Interpersonal Deviance: Deviance directed or targeted at members of the organization**

Antecedents/Why Deviant Behaviours

- **Reactions to perceived injustice**
- **Dissatisfaction**
- **Role modeling**
- **Thrill-seeking.**

Consequences

- **It is pervasive and expensive problem for organizations.**
- **For example:**
- **75% of employees have reportedly stolen from their employer at least once**
- **About 33% to 75% of all employees have engaged in behaviors such as theft, fraud, vandalism, sabotage, and voluntary absenteeism (Harper, 1990).**
- **42% of women workers experienced sexual harassment at work (Webb, 1991),**
- **7% of a sample of employees reported being victims of physical threats**
- **The annual costs of workplace deviance have been estimated to be as high as \$4.2 billion for workplace violence alone (Bensimon, 1994).**

Abusive supervision

- **Abusive supervision:**
 - “subordinates’ perceptions of the extent to which their supervisors engage in sustained display of hostile, verbal and non-verbal behaviors excluding physical contact” (Tepper, 2000, p. 178).

- **Examples of such behaviors include**
 - **intimidating by use of threats of job loss**
 - **withholding needed information**
 - **aggressive eye contact**
 - **the silent treatment**
 - **humiliating or ridiculing someone in front of others**
(Keashly, 1998; Tepper, 2000).

Abusive Leader

- Hornstein (1996) describes an abusive leader as “one whose primary objective is the control of others, and such control is achieved through methods that create fear and intimidation

Consequences

- **Subordinates' job and life dissatisfaction**
- **High Turnover intentions**
- **Actual turnover**
- **Psychological distress**
- **Workplace deviance**
- **Reduced citizenship behaviour**

