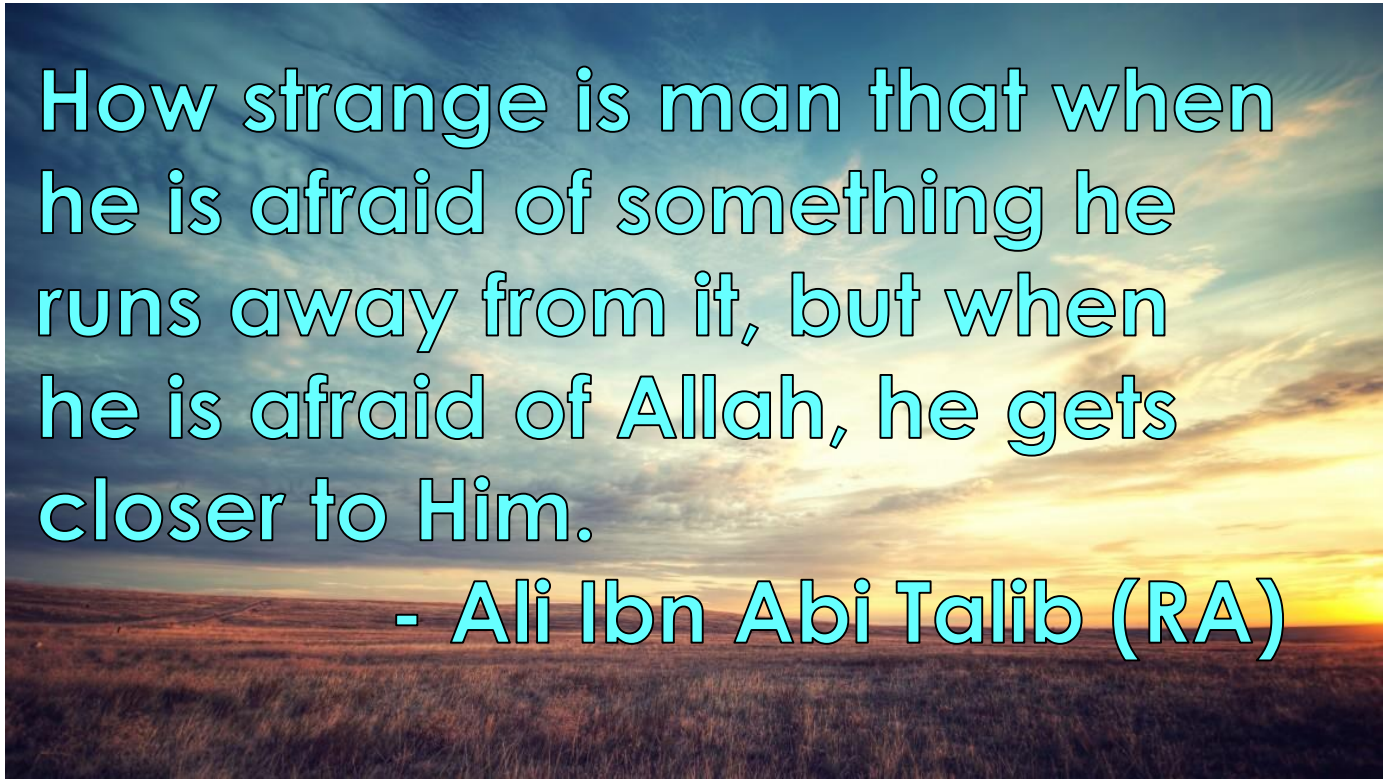
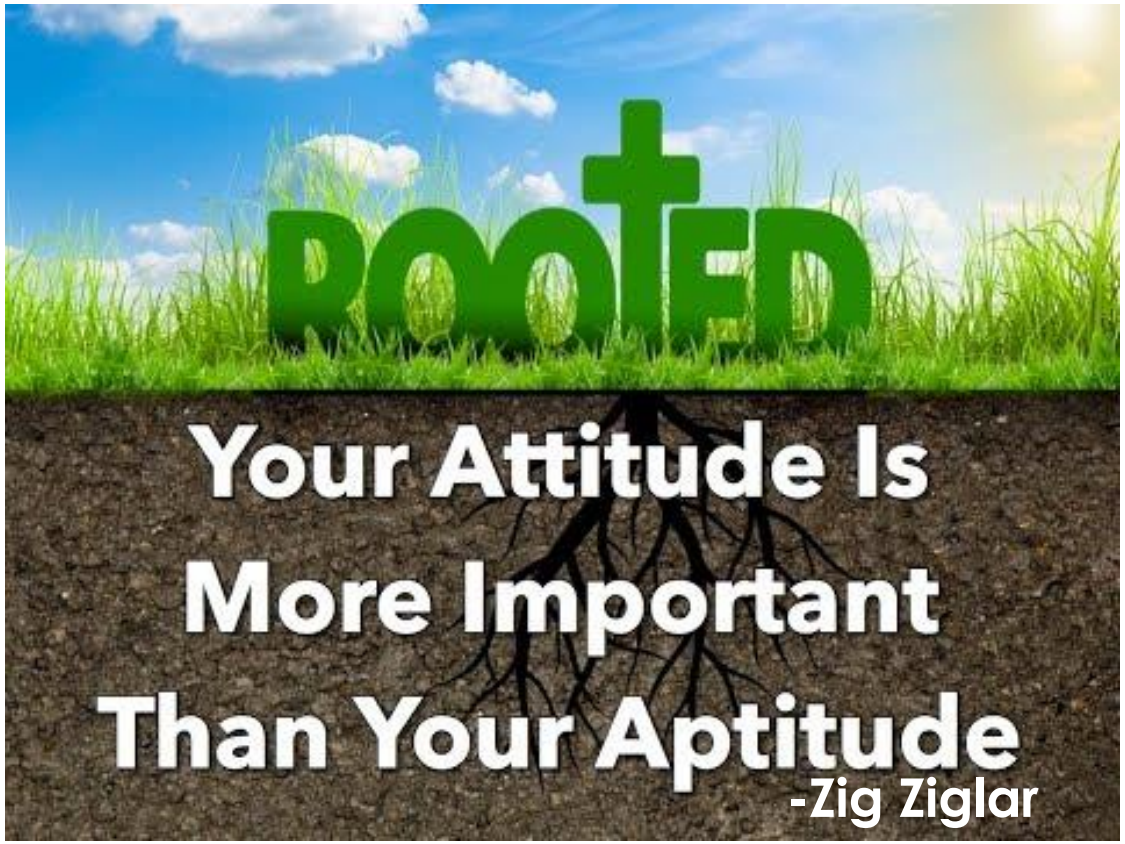
ATTITUDE & HUMAN BEHAVIOUR





ORGANIZATIONAL PERSPECTIVE

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What is Attitude?

- Evaluative statements or judgments concerning objects, people, or events
- Predisposition to respond in a favorable or unfavorable way to objects or persons in one's environment
- A mental and neutral state of readiness organized through experience, exerting a directive or dynamic influence upon individual's response to all objects and situations with which it is related

Why Attitude is important in Organization?

- Career success
- Productivity
- Leadership
- Teamwork
- Decision making
- Motivation
- Interpersonal relations
- Stress management

Components of Attitude

- Cognitive Component
- Affective Component
- Behavioral Component
- Cognitive Component
  - ✓ The opinion or belief segment of an attitude
  - ✓ Consists of values, belief, ideas and other information that a person may have faith in
  - ✓ Example?

Components of Attitude

- **Affective Component**
  - ✓ The emotional or feeling segment of an attitude
  - ✓ Associated with individual feelings about another person, which may be positive, neutral or negative
  - ✓ **Example?**

Components of Attitude

- **Behavioral Component**
  - ✓ An intention to behave in a certain way toward someone or something
  - ✓ Associated with the impact of various condition or situations that lead to person's behavior based on cognitive and affective components
  - ✓ **Example?**

Is Attitude Consistent or Variable?

- Usually consistent until there is profound impact
- Can be influenced by new influencing factors
- Any incompatibility between two or more attitudes or between behavior and attitudes is known as Cognitive Dissonance
- Example?

What are the Major Job Attitudes?

- Job Satisfaction
- Job Involvement
- Organizational Commitment

What are the Major Job Attitudes?

- **Job Satisfaction**
  - ✓ The cumulative positive and/or negative feelings that an individual holds toward his or her job
  - ✓ A person will hold a positive attitude if he or she has a high level of satisfaction and vice versa
  - ✓ When we talk about attitude, we generally speak about job satisfaction because they are inter-related in OB

What are the Major Job Attitudes?

- **Job Involvement**
  - ✓ **The degree to which a person identifies himself (psychologically) with his or her job**
  - ✓ **Actively participates and considers his perceived performance level important to self-worth**
  - ✓ **Employees with a high level of job involvement strongly identify with and really care about their work**

What are the Major Job Attitudes?

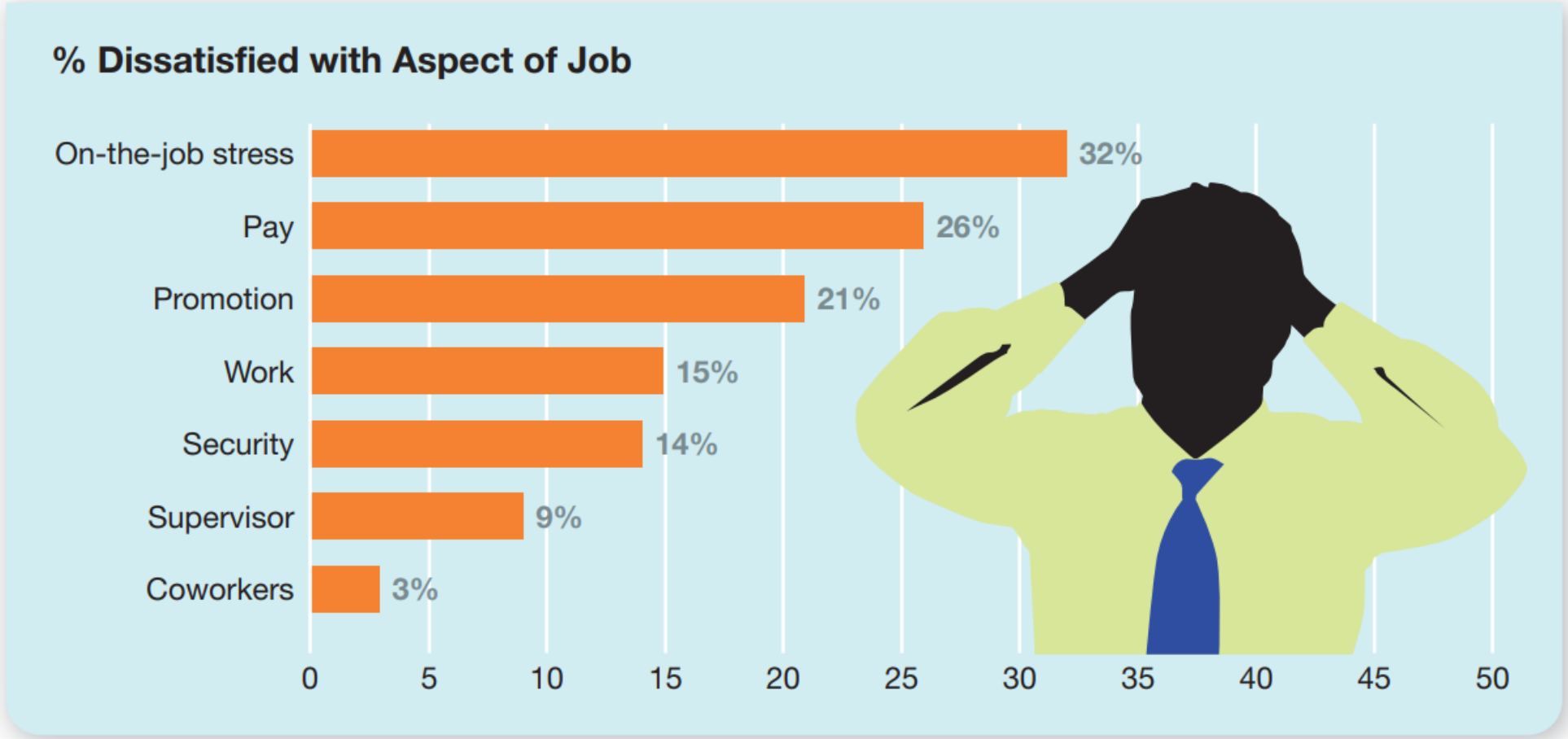
- Closely related concept: psychological empowerment.
  - ✓ Employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job, and their perceived freedom

What are the Major Job Attitudes?

- **Organizational Commitment**
  - ✓ It refers to the degree to which an employee identifies himself with the organizational goals and wishes to maintain membership in the organization
  - ✓ **Positive psychological attachment to the organization is most desirable**
  - ✓ Organizational commitment depends upon the degree of autonomy & freedom job and job enrichment factor

What are the causes of Job Dissatisfaction?

OB Poll **What Are the Main Causes of Job Dissatisfaction?**



Source: L. Saad, "On-the-Job Stress Is U.S. Workers' Biggest Complaint," *Gallup Poll* (August 30, 2010), www.gallup.com/.

What are the causes of Job Dissatisfaction?

Factors	Related Issues
1. Working Environment & Administration	• Poor working environment • Poor administration • Poor management
2. Supervisors & Working Hours	• Excessive work pressure • Excessive supervision • More working hours • Toxic managers and bosses
3. Security of Income	• Absence of pension facilities • Absence of gratuity • Absence of provident fund facilities
4. Scope of Growth and Development	• Low increments • Less scope of growth and development • Inappropriate performance appraisal

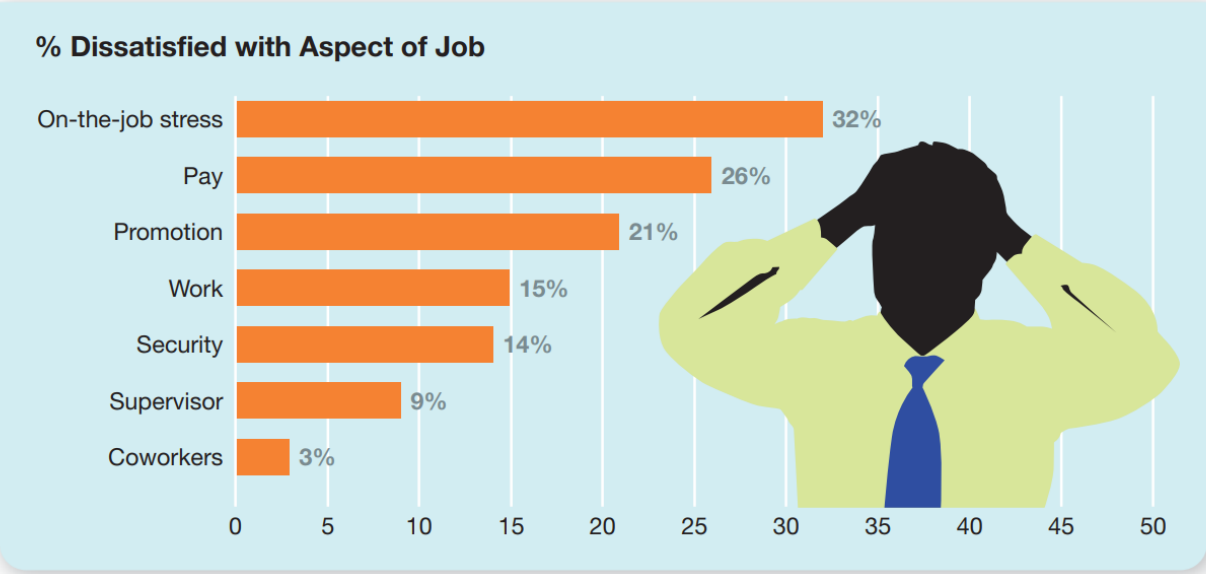
Study by the members of faculty of the Department of Management, BUBT

How employee attitudes influence Customer Satisfaction?

- Employee's attitude has great impact on the overall business
- If employees have poor attitude and low morale, their productivity and work quality would be drastically lower than the required standards
- An employee is the first view and a reflection of the company for a customer
- It is important for all employees to exhibit positive behavior:
  - ✓ provides a good impression
  - ✓ affects sales
  - ✓ impacts the customer attitude towards the organization and product/service

How to develop positive attitude amongst employees?

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1. Elimination or reduction of negative factors
2. Adopt strategies suitable to the organization and local norms and culture
3. Strategies would vary depending on country, culture, type of industry etc.

How to manage stress at the workplace



- Learn what triggers workplace stress
- Create work-life balance
- Seek professional help
- Stay organized
- Practice mindfulness
- Raise your concerns with HR or your manager
- Get plenty of sleep
- Eat a healthy diet
- Maintain close workplace relationships

How to develop positive attitude amongst employees?

- Show gratitude and practice thankfulness, appreciation
- Develop employee-organization relationship
- Avoid humiliating: while pointing out mistakes, failures
- Counselling in private, collective counselling in public
- Keep communication. Formal or informal feedback, survey etc. are always helpful
- Keep focus on the “Mission” and its relation to the attitude of the employees