

Chapter 4



Values, Attitudes, and Work Behaviour

OB Chapter 4

1

What are Values?

- Values are convictions about the worth or importance of people, concepts, or things.
- Deeply held beliefs about right, wrong, good, and bad.

ARMY VALUES

LOYALTY
DUTY
RESPECT
SELFLESS SERVICE
HONOR
INTEGRITY
PERSONAL COURAGE

- Values are motivational since they signal the attractive aspects of our environment that we seek and the unattractive aspects that we try to avoid.
- Values are general and do not predict behaviour in specific situations very well.
- Not everyone holds the same values, managers (productivity) vs union officials (full employment)
- We learn values from parents, teachers, religion,...
- Useful to classify values into categories: intellectual, economic, etc.

OB Chapter 4

2

Categories of Values

- Political
public service, voting, civic responsibility
- Economic
Such mediums as equal employment, stable economy, money, private property, pride of ownership, profit, interest, and taxes
- Religious
Characterized by reverence for life, human dignity and freedom of worship
- Socialization
Friendship, respect, honour

OB Chapter 4

3

Occupational Differences in values

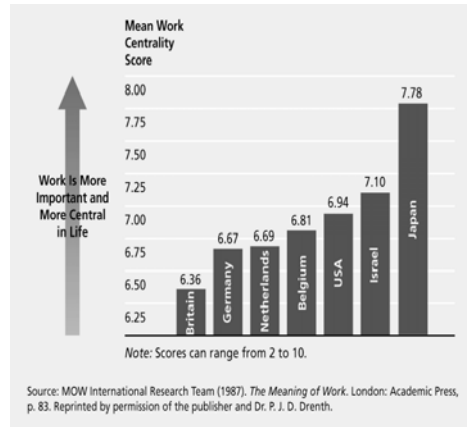
- Members of different occupational groups espouse different values.
- Professors (high view of equal opportunity), sales people and entrepreneurs (lower view of peace, equality and freedom)
- These differences can cause conflict between organizations and within organizations when members of different occupations are required to interact with each other.
- A good "fit" between the values of employees and their supervisors and organization enhances job attitudes and behaviours.

OB Chapter 4

4

Values Across Cultures

- There are differences in work-related values across cultures
- A lack of understanding of these differences can cause foreign assignments to terminate early and business negotiations to fail
- Work Centrality – Extent to which people perceive work as a central life interest.
- Cross-cultural differences in work centrality can lead to adjustment problems for foreign employees and managers.



OB Chapter 4

5

Hofstede's Study

- Geert Hofstede questioned over 116,000 IBM employees in 40 countries about their work-related values.
- He discovered five basic dimensions along which work-related values differed across cultures:
 - Power distance
 - Uncertainty avoidance
 - Masculinity/femininity
 - Individualism/collectivism
 - Long-term/Short-term orientation

OB Chapter 4

6

Work Related Differences Across Cultures...

- Power Distance – Extent to which an unequal distribution of power is accepted by a society.
- Uncertainty – The extent to which people are uncomfortable with uncertain and ambiguous situations.
- Masculinity/Femininity – The extent to which cultures differentiate gender roles.
- Individualism/Collectivism - The extent of member independence, individual initiative and privacy vs interdependence and loyalty.
- Long-term/Short-term Orientation – The extent of perseverance, persistence, thrift, close attention to status vs personal steadiness, stability, face saving, and social niceties.

OB Chapter 4

7

Power Distance

- In small power distance cultures, inequality is minimized, superiors are accessible, and power differences are downplayed.
- In large power distance cultures, inequality is accepted as natural, superiors are inaccessible, and power differences are highlighted.
- Out of 40 societies, Canada and the United States rank 14 and 15, falling on the low power distance side of the average.

OB Chapter 4

8

Uncertainty Avoidance

- Strong uncertainty avoidance cultures stress rules and regulations, hard work, conformity, and security.
- Cultures with weak uncertainty avoidance are less concerned with rules, conformity, and security, and hard work is not seen as a virtue and risk taking is valued.

■ High UA

- Usually cultures with long history.
- The population is not multicultural.
- Risks, even calculated, are avoided in business.
- New ideas and concepts are more difficult to introduce.

■ Low UA

- Usually cultures with a young history, Canada, U.S.A.
- The population is more diverse.
- Risk is embraced as part of business.
- Innovation and pushing boundaries is encouraged.

- Canada and the United States are well below average on uncertainty avoidance.

OB Chapter 4

9

Masculinity/femininity

- Masculinity stands for a society in which social gender roles are clearly distinct: Men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life.
- Femininity stands for a society in which social gender roles overlap: Both men and women are supposed to be modest, tender, and concerned with the quality of life

■ Masculinity

- Life's priorities are achievement, wealth and expansion
- It is acceptable to settle conflict through aggressive means.
- Women and men have different roles.
- Professionals often live to work, meaning longer hours and short vacation

■ Femininity

- In life, the main priorities are the family, relationships and quality of life
- Conflicts should ideally be solved through negotiation
- Men and women should share equal positions in society
- Professionals work to live, meaning longer vacations and flexible work hours.

- In Hofstede's research, Japan is the most masculine society followed by Austria, Mexico, and Venezuela.
- Canada ranked about mid-pack and the United States is fairly masculine falling about halfway between Canada and Japan.

OB Chapter 4

10

Individualism/collectivism

- Individualistic societies stress independence, individual initiative, and privacy.
- Collective cultures favour interdependence and loyalty to family or clan.

Individualistic Culture

- People take care of themselves (immediate family)
- Self orientation
- Identity based on individual
- Emphasis on individual initiative and achievement
- Everyone has a right to private life
- Family relationships a disadvantage in hiring
- Hiring and promotion based on skill / rules
- More working hours

Collective Culture

- Expect absolute loyalty to group (extended family)
- Group orientation
- Identity based on social system
- Making decisions based on what is best for the group
- Emphasis on belonging
- Private life "invaded" by institution and organizations to which one belongs
- Relatives preferred in hiring
- Hiring and promotion take in-group status into account
- Fewer working hours

- The United States, Australia, Great Britain, and Canada are among the most individualistic societies.

OB Chapter 4

11

Long-term/short-term orientation

- Long Term Orientation stands for the fostering of virtues oriented towards future rewards, in particular perseverance and thrift. It's opposite pole, Short Term Orientation, stands for the fostering of virtues related to the past and present.

Long Term

- Save, be thrifty
- Invest in real estate
- Relationships ordered by status
- Emphasis on persistence

Short Term

- Spend
- Invest in mutual funds
- Status not a major issue in relationships
- Emphasis on quick results

- China, Hong Kong, Taiwan, Japan, and South Korea tend to be characterized by a long-term orientation.

- Canada and the United States are more short-term oriented.

OB Chapter 4

12

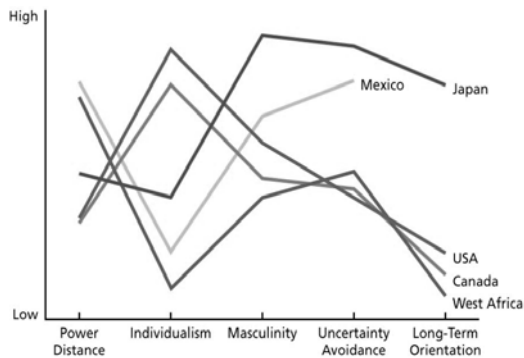


Exhibit 4.2
Cross-cultural value comparisons.

Source: Graph by authors. Data from Hofstede, G. (1991). *Cultures and organizations: Software of the mind*. London: McGraw-Hill. (Time orientation data for Mexico unavailable.)

OB Chapter 4

13

Implications of Cultural Variation

- **Exporting OB Theories**
 - North American OB theory might not translate well in other societies.
 - E.g., Participation, individual accomplishments, integrating women into management.
- **Importing OB Theories**
 - Understand cultural differences before importing management practices.
- **Appreciating Global Customers**
 - Appreciate cross-cultural differences in values to understand needs and tastes of customers around the world.
- **Developing Global Employees**
 - Train or immerse your employees in different cultures

OB Chapter 4

14

What are Attitudes?

- Attitude – a fairly stable evaluative tendency to respond consistently to some specific object, situation, person, or category of people.
- Attitudes are the product of a related belief or value.
- Belief+Value = Attitude → Behaviour

OB Chapter 4

15

Attitudes...

- Organizations often attempt to change employee attitudes.
- Most attempts at attitude change are initiated by a communicator who tries to use persuasion of some form to modify the beliefs or values of an audience that supports a currently held attitude.
- Persuasion that is designed to modify or emphasize values is usually emotionally oriented, e.g., dishonest business practices.
- Persuasion that is slanted toward modifying certain beliefs is usually rationally oriented, e.g., employee absenteeism.
- Job Satisfaction (JS) and Organizational Commitment (OC) are important workplace attitudes.

OB Chapter 4

16

What is Job Satisfaction?

- A collection of attitudes that people have about their jobs.
 - Facet JS
 - overall JS

OB Chapter 4

17

Job Satisfaction...

- Facet satisfaction refers to the tendency for an employee to be more or less satisfied with various facets of the job:
 - The work itself
 - Compensation
 - Career opportunities
- Overall satisfaction is an average or total of the attitudes individuals hold toward various facets of the job.
- Two employees might express the same level of overall satisfaction for different reasons.

OB Chapter 4

18

What Determines JS?

- A person's job satisfaction is determined by a number of factors:
 - Discrepancy
 - Fairness
 - Disposition
 - Mood and emotion

What Determines JS...

● Discrepancy Theory

- discrepancy between the job outcomes wanted and the outcomes perceived to be obtained; e.g., **discrepancy between pay received and pay that should be received.**

● Fairness

- Distributive – how fairly are resources distributed?
- Procedural – how fair is the procedure used to distribute resources?
- Interactional – are outcomes announced with respect and informative communications?
- Equity: A theory that job satisfaction stems from a comparison of the inputs one invests in a job and the outcomes one receives in comparison to the inputs and outcomes of another person or group.

What Determines JS

● Disposition

- the dispositional view of job satisfaction is based on the idea that some people are *predisposed* by virtue of their personalities to be more or less satisfied despite changes in discrepancy or fairness.
- People who are high in self-esteem and internal locus of control are more satisfied.
- People who are optimistic and proactive report higher job satisfaction.
- People who are extraverted and conscientious tend to be more satisfied with their jobs.
- Those high in neuroticism are less satisfied.

OB Chapter 4

21

Mood and Emotion

- **Affect** is a broad label for feelings that includes emotions and moods.
- *Emotions* are intense, often short-lived feelings caused by a particular event such as a bad performance appraisal.
- *Moods* are less intense, longer-lived, and more diffuse feelings.
- **Howard Weiss and Russell Cropanzano theory:** jobs consist of a series of events and happenings that have the potential to provoke emotions or to influence moods depending on how we appraise these events and happenings.

OB Chapter 4

22

Mood and Emotion...

- Organizational events and happenings can provoke emotions and influence moods depending on how they are appraised.

Emotions and moods can in turn influence job satisfaction.

- For example watching an employee being berated... can lower JS

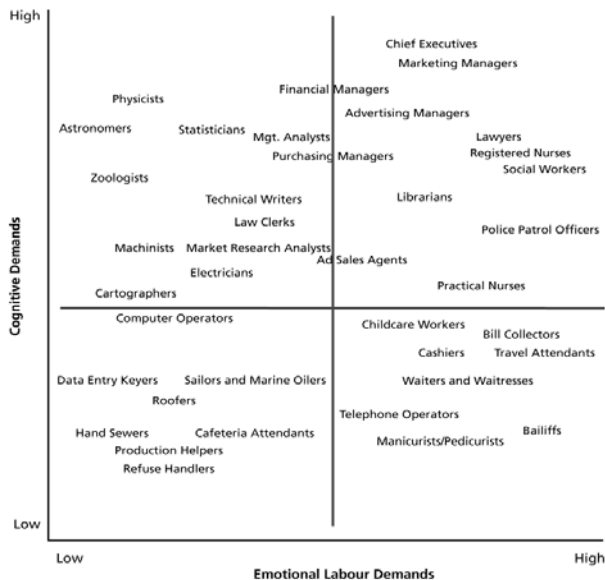
Emotional Contagion – Tendency for moods and emotions to spread between people or throughout a group.

Emotional Regulation – Requirement for people to conform to certain “display rules” in their job behaviour in spite of their true mood or emotions. This is also known as “Emotional Labour”.

Emotional Labour and Cognitive Demands

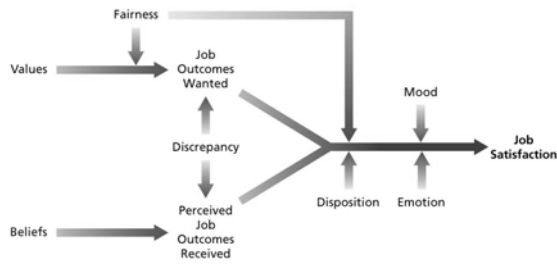
EXHIBIT 4.5
Occupations plotted by emotional labour and cognitive demands.

Source: Adapted from Glomb, T.M., Kammeyer-Mueller, J.D., & Rotundo, M. (2004). Emotional labor demands and compensating wage differentials. *Journal of Applied Psychology*, 89, 700–714.



How Discrepancy, Fairness, Disposition, Mood, and Emotion Affect Job Satisfaction

Exhibit 4.6
How discrepancy, fairness, disposition, mood, and emotion affect job satisfaction.



OB Chapter 4

25

Key Contributors to JS

- Mentally Challenging Work – work that tests employee abilities and allows them to set their own working pace
- Adequate Compensation – Pay and satisfaction are positively related.
- Career Opportunities – flat organizations design lateral moves that provide challenging work.
- People – friendly, considerate superiors and co-workers.

OB Chapter 4

26

Consequences of JS

- **Absence from Work** – less-satisfied employees are more absent but the absence-satisfaction connection is not strong.
- **Turnover** – research indicates a moderately strong connection between JS and turnover.
- **Performance** – research indicates that JS is associated with enhanced performance but the association is complicated.
- **Org'nal Citizenship Behaviour** – Voluntary informal behaviour that contributes to organizational effectiveness, e.g., helping colleagues freely.
- **Customer Satisfaction and Profit** – A growing body of evidence has established that employee job satisfaction is indeed translated into customer satisfaction and organizational profitability.

OB Chapter 4

27

What is Organizational Commitment?

(committed or one foot out the door)

- **OC** – attitude that reflects the strength of the linkage b/n an employee and an org'n.
 - **Affective OC** – feeling of emotional attachment. I work here b/c the people are great and the work is fun.
 - **Continuance OC** – is a feeling that the costs of leaving are too high or it is too much trouble to go somewhere else. I would leave if I knew I could get another job that paid as much.
 - **Normative OC** – is a feeling of obligation. I work here b/c they hired me when I needed a job so I owe it to them.

OB Chapter 4

28

Key Contributors to Organizational Commitment

● Causes of the three forms of commitment differ:

- **Affective C**– interesting and satisfying work
- **Continuance C** – pension funds, rapid promotion, being well integrated into the community
- **Normative** – belief in the organization's objectives, etc.
- Are Continuance and Normative commitment good for an organization?

OB Chapter 4

29

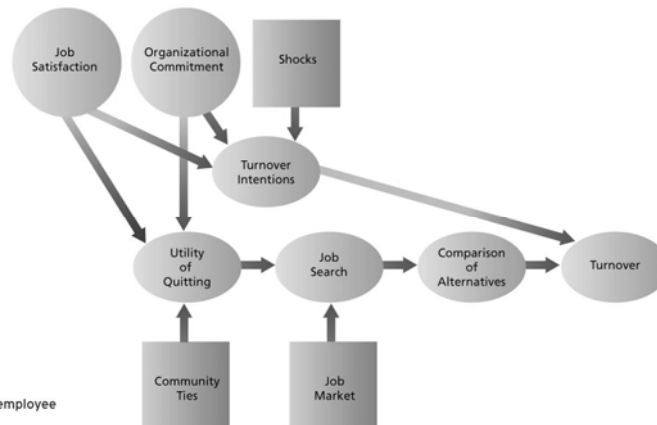


Exhibit 4.7
A model of employee turnover.

OB Chapter 4

30

Consequences of Organizational Commitment

- Affective commitment is positively related to performance
- Continuance commitment is negatively related to performance, burned-out bureaucrats
- High levels of commitment to a certain form or style of organization can cause lack of innovation and resistance to change when change in the culture is necessary.

OB Chapter 4

31

Changing World of Work and Employee Commitment

Myere, Allen and Topolonsky
– commitment in the
changing world of work

- Produces changes in the nature of employee commitment to the organization, e.g., affective commitment is less after an acquisition
- Produces changes in the focus of employee's commitment, e.g., focus on ones own unit after merger.
- Requires multiplicity of employer-employee commitment within organizations, e.g., due to need of flexible work force organizations maintain permanent and contractual employees.

OB Chapter 4

32

