

**Lord-Emmanuel Orock Tambe-Eyong**

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**Attitudes, Values, Job Satisfaction and Commitment**

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## Introduction

Various aspects contribute to job efficiency and contribute majorly towards employee work performance. Ideally, various elements promote how one performs their responsibilities, which is majorly attributed to job satisfaction. Any institution's objective is to enhance employee job satisfaction as it benefits the organization. Identifying the various elements that affect job satisfaction is imperative to enhancing a company's productivity and efficiency. Job satisfaction is a positive, unquantifiable metric of emotional response that an individual experiences when performing their job responsibilities.

Moreover, it can be described as the condition of a worker's well-being and contentment concerning workplace performance, whereby it can be a great determinant of productivity within an organization. Pointedly, job satisfaction and commitment are critical for any company. Employee job satisfaction is vital for companies as it can inspire creativity and positive energy and enhance motivation to succeed. Ideally, various factors influence job satisfaction and commitment, including attitudes and values.

Attitudes are continuing systems of negative or positive evaluations, action tendencies, and emotional feelings concerning a person's social environment. Also, attitude can be the mental state established through experience, frequently ready to actively influence a person's response to any circumstance and condition. An attitude to safety could prompt a person to react in a particular manner to hazardous conditions at the workplace.

Additionally, values are critical in job satisfaction and commitment. A value is a model to which a person subscribes as it represents a rudimentary conviction that a precise mode of conduct is preferable to any other and is comparatively stable and enduring. Fairly, values characterize human moral and ethical moral codes of conduct and are strongly influenced by peer-group cultures and customs. They comprise a judgment element of various classifications of right or wrong or desirable, offering a standard that guides human conduct and acts as a process to judge and assess individuals' behaviors. This paper will investigate attitudes and values' impact on job satisfaction and commitment.

## **Questions:**

Answer each question below with complete paragraphs. Give examples from your own experience to illustrate the ideas. As well, give examples on how you would apply the knowledge in your work or life. How would you successfully apply the concepts in your community?

## **Chapter 8**

### 1. Explain what is meant by the components of an attitude.

The components of an attitude are described as the diverse elements that make up a person's complete attitude toward an idea, group, object, or condition. Primarily, these components are critical as they assist the understanding of the structure and nature of the attitudes and their influences on an individual's behaviors, sentiments, and thoughts. There are three core components of an attitude: cognitive, affective, and behavioral (Pennington, Gillen, & Hill, 1999). Cognitive is associated with belief, whereas affective is associated with feelings, and the conative component is associated with action (McKenna, 2020). The various components can be positive or negative, derived from an individual's attitude towards a particular concept.

### 2. Distinguish between attitudes and values.

Both values and attitudes are critical elements in job satisfaction, but each has specific contributory aspects. There is a significant difference between values and attitude. Attitudes are lasting systems of negative or positive action tendencies, emotional feelings, and evaluation concerning a person's social environment. When one has an attitude, it implies the presence of an object towards which an attitude is directed. Relatively, attitude and behavior usually result from adhering to a specific value. Alternatively, value is an ideal to which a person subscribes, representing elementary opinions that a particular mode of conduct is desirable to any other (McKenna, 2020). Values represent human moral and ethical norms of conduct, which peer group models and culture greatly influence. A value's motivational effect is apparent when individuals strive to achieve a particular ideal.

### 3. Comment on generational differences in work values.

Notably, values reflect changes in the community and are subject to variation from one generation to another. In particular societies, an excessive emphasis is placed on accomplishment and material success. Presently, individuals attached to such values are likely to embrace work ethic readily and utilize the institution that employs them as a platform for their career development (Parry & Urwin, 2011). Unlike in the past, globalization has contributed significantly towards shaping work values, especially with the emergence of two-spouse careers (McKenna, 2020). For instance, in the modern family, both spouses engage in a career life, unlike in the past, where only the husband was engaged in a career life while the wife stayed at home.

### 4. Assess the significance of the work ethic in contemporary society.

Work ethics is a set of values that guide professional behavior, encompassing discipline, responsibility, integrity, quality, and teamwork. Work ethic has numerous significances to contemporary society. Moreover, work ethics assist in developing reputation and trust, whereby professional conduct and ethics are critical in developing trust among clients, suppliers, and the community (Parry & Urwin, 2011). When people steadily demonstrate ethical honesty, behavior, and integrity, it establishes a foundation of trust. Another significance of work ethic is attaining stakeholder expectations. Ethical behavior is progressively critical to stakeholders, including business partners, customers, and investors (Furnham, 2021). Organizations must operate ethically, treat workers impartially, and demonstrate environmental and social responsibility. For example, an excellent work ethic would ensure a client's loyalty as they would value the work ethic of the specific company.

### 5. Reflect on the relevance of business ethics.

The principle of business ethics is that organizations and their workers require a framework to address external and internal issues that have a moral dimension. Business ethics is important as the framework usually has a motivational impact, influencing corporate culture and defining desired behavior. Additionally, business ethics is an essential skill as it assists in preventing negative implications (Mahaputra &

Saputra, 2021). Also, business ethics define employee behavior whereby companies that promote business ethics motivate employees to perform their respective roles with integrity.

## 6. Outline the functions performed by attitudes.

The function of attitude includes instrumental or adjustive, acquisition of knowledge, expressive, and ego defensive.

## 7. Explain what is meant by prejudice and discrimination and discuss the factors that give rise to prejudice.

Prejudice is an attitude that influences an individual to act negatively or positively toward another individual or group. Alternatively, discrimination refers to the unfair or prejudicial treatment of individuals and groups based on different characteristics such as race, sexual orientation, age, or gender. Various factors give rise to prejudice, including home background, conformity, personality, belief, and culture. The authoritarian personality is considered critical regarding attitude formation, and studies show that most prejudiced individuals exhibit an authoritarian personality (Boothby, Clark & Bargh, 2014). Frequently, it is discussed that having variances in beliefs on vital issues is a critical determinant of discrimination or prejudice. People with similar beliefs could be prejudiced towards individuals with different beliefs. For instance, office departments usually have different groups representing different views, as with the implementation of overtime policies. Additionally, culture can govern the nature and level of prejudice.

In the past, there was evidence of prejudice, as in the case of the prejudice against the introduction of farm machinery and the acceptance of contraception in rural areas of India. Belief contributes greatly towards prejudice, as it was during apartheid in South Africa. There were three main reasons that explained the prejudice against black individuals. One of the reasons includes how the historical conflict between black and white has been illustrated in textbooks, schools, and at home (Boothby, Clark & Bargh, 2014). The whites were depicted as good, while blacks were described as bad. Another reason was linked to the way of life: blacks were poorer, had the least paying jobs, and lacked political rights. Conformity contributed to prejudice as it was linked to how blacks

were treated was important. Blacks were forced to carry identity cards and work when imprisoned. These requirements were not subjected to whites.

## 8. Why is the social information-processing approach referred to as a situational view of attitudes?

The social information-processing approach is a situational view of attitudes as it stresses the power of social context. Additionally, the social framework can influence individual attitudes, which is evidence of the social information-processing approach (McKenna, 2020). Ideally, socially accepted behavior and attitudes could be prescribed through guides and cues in the social information-processing approach.

## 9. Examine the merits and demerits of one-sided and two-sided arguments in the communication of messages designed to change attitudes.

There are various advantages and disadvantages of one-sided and two-sided arguments in communication designed to alter attitudes. Two-sided communication is more persuasive than one-sided communication, where only an argument supporting a specific position is expressed. This was evident when there was the use of propaganda to change soldiers' attitudes. Alternatively, arguments that have one-sided communication are only effective if the receiver's attitude is in empathy with the view of the intended message (Schmitt et al., 2021). However, an argument in a two-sided communication could be more effective if the initial attitude of the one receiving the message was contrary to the desired view embedded in the message (McKenna, 2020). Additionally, it was evident that a casual staff in the office who had only finished high school education was more impacted by two-sided communication. In contrast, a casual staff with a poor education background was more impacted by one-sided communication.

## 10. What is “the elaboration likelihood model” of persuasion?

The elaboration likelihood model of persuasion identifies two routes of persuasion: the peripheral and the central. The central route to persuasion involves handling the received message with cautious thought while considering the numerous arguments along with one’s ideas in determining the best position to adopt. The peripheral route to persuasion involves a more unsophisticated information processing as there is not much emphasis on the message or because the message is not heard (McKenna, 2020). In such occurrences, the arguments and content there is little focus on their impact.

## 11. In connection with communication and persuasion, explain the following terms:

### (a) primacy effect

The primacy effect occurs when a first argument puts a greater effect in case two opposing arguments are presented, and there is a probability of having a bearing on the efficiency of the communication. The primacy effect is evident in the behavior of lawyers acting for the prosecution in a court (McKenna, 2020). The lawyer usually presents the prosecution’s argument before presenting the defense case.

### (b) public commitment

Public commitment is an authoritative strengthener of attitudes whereby it involves instilling an individual with relative resistance to change in the instance of counter-propaganda (McKenna, 2020). The individual’s intelligence is critical when the issues are challenging to comprehend.

### (c) threats and fear

Threats and fear are critical elements in relaying messages. It was noted that threats should be utilized with extreme caution. However, it was identified that a little fear might be beneficial. It is further presented that a strong fear appeal within a message is better than a mild fear appeal in altering attitude if a threat is posed to a person’s loved one (McKenna, 2020). This is the case when a mother threatens a child in the instance the child’s actions might result in self-harm.

### (d) opinion leaders

Opinion leaders have approximately similar social standing as those who would be subjected to their influence. These individuals are usually inclined to be better



informed, frequently more intellectual, and have keen attention to different communication channels than those subjected to their particular influences.

#### (e) *credibility*

The source's credibility is a critical element in the application of persuasion. Credibility depends on an individual's trustworthiness, dynamism, energy, or qualifications. The credibility of a commercial institution can be promoted by developing a corporate reputation (McKenna, 2020). Keenly, this could be attained by excellent after-sales services, robust warranties and guarantees, reliable products, and implementing a socially responsible manner.

#### (f) *The sleeper effect.*

The sleeper effect is an entity associated with credibility that develops when, after a lapse of time, an individual becomes more persuaded by the message content and less influenced by the credibility or non-credibility of the message source (McKenna, 2020). It is emphasized that credibility is of significance only regarding attitudes connected with elements in which subjects have a slight interest.

### 12. *What is the alternative view to cognitive dissonance?*

An alternative view to cognitive dissonance is self-perception theory. The theory argues that individuals usually determine the origin of their specific attitudes by observing each one's behavior (Pennington, Gillen, & Hill, 1999). For instance, if one arrives early at the workplace, that individual might conclude that there is evidence of positive time management attitudes by observing their behavior.

### 13. *Examine the methods for measuring attitudes.*

There are various measurement techniques of attitude. Relatively, attitudes cannot be observed directly but can be measured indirectly through diverse methods. One of the techniques of attitude measurement is the Thurstone Scale (McKenna, 2020). The technique was developed by Chave and Thurstone, whereby it involves writing numerous statements expressing a specific view. These statements express all probable viewpoints from tremendously favorable to extremely unfavorable.

Another measurement technique is the Likert Scale, which is simpler than the Thurstone method. A person is asked to indicate agreement or disagreement and

elaborate on how strongly they disagree or agree with various statements pertinent to the measured attitude. Measurement is done on either a five-point scale or a seven-point scale system (McKenna, 2020). The common practice is usually the incorporation of numerous statements in a questionnaire. The subject is requested to respond to the various statements while indicating the degree of agreement or disagreement.

Osgood's semantic differential is another measuring technique for attitudes. The method consists of a seven-point rating scale with zero in the middle of a number line ranging from -3 to +3. Alternatively, the scale can range from 1 to 7, where 4 becomes the midpoint (Hideg et al., 2021). The respondent reacts instantly to each pair of words listed in the table and describes the least preferred individual by marking one of the seven spaces between each pair of words with a cross.

#### 14. Explain the theory of planned behaviour.

The theory of planned behavior expresses attitude as a belief about the consequences of behavior. It is not concerned with general feelings or beliefs associated with the subject element of the attitude. Critically, the theory has successfully predicted behavior in range (Sniehotta, Presseau, & Arujo-Soares, 2014).

#### 15. What are the differences between job satisfaction, organizational commitment, employee engagement, and organizational citizenship?

Job satisfaction is the extent to which an individual is gratified by their work. Alternatively, as job satisfaction narrowly focuses on the job, organizational satisfaction is the comparative strength of a person's identification with and participation in an organization. Moreover, involvement could be identified as an individual's inclination to execute responsibilities beyond the common requirement of the job description (Podsakof, Podsakof, & MacKenzie, 2014). Employee engagement is the level of interest and dedication an employee feels towards their job responsibilities based on commitment, motivation, psychological contract, and job satisfaction. Organizational citizenship is a term utilized to define the behavior of people who contribute positively to the company.

## 16. Identify the component parts of commitment.

The parts of a commitment include affective, continuance, and normative. The affective component communicates an individual emotional attachment to the organization. The continuance component elaborates on an individual's perception of the risks of leaving the company (McKenna, 2020). Normative elaborates on the duty and responsibility experienced by a person in the company.

## 17. State any link between job satisfaction and life satisfaction.

Life satisfaction is positively related to job satisfaction, whereby a person's life encounters impact job satisfaction. Unfortunate workplace occurrences could harm life satisfaction, while positive occurrence promotes life satisfaction (Stavrova, Schlosser & Baumert, 2014).

## 18. Define job dissatisfaction and reflect on severe negative outcomes associated with it.

Job dissatisfaction is when individuals feel dissatisfied with a particular aspect of work conditions or a specific aspect of their lives. There are usually various negative outcomes associated with job dissatisfaction, such as resignation from the company, reluctance to accept guidance from superiors, and becoming vocal during complaint registration (Mathieu et al., 2014). Also, one might purposely not execute their job responsibilities and get involved in sabotage and theft. Ultimately, one might engage in practices that result in poor job performance.

## Conclusion

One core concept learned in the course is prejudice. It is described as an attitude that predisposes an individual to perform uncomplimentary or favorably to another person or group of individuals. Additionally, the course offered more insight into the various factors that give rise to prejudice, including culture, home background, personality, conformity, and belief. Analysis of these factors was critical to better understanding how they gave rise to prejudice, which would be critical in mitigating the effects of prejudice in the community.

Another important concept learned in the course is attitude measurement techniques. Measuring attitude is imperative as it is an important element in determining job satisfaction. As attitude cannot be observed directly, using different measurement techniques, namely the Thurstone Scale, Likert Scale, and Osgood's semantic differential, is essential. Analyzing and understanding the various concepts of these measurement tools was instrumental as they would assist in the discernment of different individuals' attitudes.

Job dissatisfaction is another concept learned in the course. Keenly, job dissatisfaction is when person experiences discontent with a particular work condition. Importantly, some of the concepts learned regarding job dissatisfaction include the consequences, such as job resignation. Various employees experience job dissatisfaction as they experience harassment from their supervisors. Additionally, there were employees who stole office stationaries due to job dissatisfaction as they received inconsistent salary pay. Ultimately, the instance employees experience job dissatisfaction has numerous consequences for the company.

Keenly, the knowledge gained from the course would be instrumental in improving my life and work by utilizing the various strategies to enhance work ethics. Work ethics would promote relationships with clients and fellow workmates. This would promote efficiency in the company and cooperation between personnel from different departments.

The knowledge gained in business ethics would be instrumental in promoting how employees would effectively address diverse external and internal issues in a moral dimension. This would enhance a collaborative culture and motivate employees, promoting the company's productivity. This would significantly affect the increase in income, which would be about increased productivity.

Promoting human rights is critical, and the course has been instrumental in better understanding prejudice and discrimination. Frequently, many individuals experience prejudice due to their home background, culture, conformity, beliefs, and personality. Safeguarding individuals against prejudice caused by these elements would be critical to promoting human rights worldwide.

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