Job Performance and Job Fitness

Learning Outcomes: Attitudes that Affect Job Performance

- 1.1: Explain the major attitudes that affect job performance
 - 1.1.1: Differentiate job satisfaction and organizational commitment
 - 1.1.2: Explain the use of employee attitude surveys
 - 1.1.3: Explain employees' perceptions of organizational justice

Attitudes Affecting Job Performance

- When you think of effective employeeintelligence, skill, training, and others
- Perhaps an even greater and more influential factor: attitude
- Even most skilled employee might be prone to severe underperformance if attitude is lacking
- Employees whose positive attitude of dedication/commitment leads to high levels of effort



Job Satisfaction and Organizational Commitment

- Focus on optimizing job satisfaction will influence organization's priorities from earliest stage in interaction with employees
- Employee-to-job fit is important- those with excellent knowledge of industry but prefers to work in research and development shouldn't be hired for role in marketing
- Careful management practices will keep an eye on the changing developments of employee interests
- Job satisfaction is primary factor in employee attitudewhen high job satisfaction is matched with high organizational commitment, employees are very likely to have positive work attitude

Negative Job Satisfaction and Organizational Commitment

- Employees who are very satisfied with job but not committed to organization are still likely to provide good effort
- Committed to organization but has low job satisfactioncommon that employees are willing to struggle through low job satisfaction which will likely wear on attitude
- Can tie employee rewards to success of organization or seek to develop commitment by emphasizing to align employee perspectives with vision of organization



Organizational Justice

- Usually, employees want workplace to be fair and where everyone is treated with equal respect
- Employees tend to focus on pay equality and advancement opportunity- divisions between employees can arise
- Highly important to provide fair workplace, no matter how difficult it may be
 - Difficult because employees exhibit bias in evaluations- might think to highly of themselves

Employee Attitude Surveys

- Importance has led to increased use of employee attitude surveys- used to identify areas of concern that employees have
 - Wise to keep them confidential to give opportunity to share concerns without fear of being punished for voicing negative thoughts
- Leaders should want to hear criticisms and be aware of concerns employees have- if problems, knowing about them gives them opportunity to fix them
- Generally beneficial
- Exit interviews prove to be successful as well

Practice Question 2

Jack is a knowledge worker for a business analyst firm. Jack loves his research job, but is concerned about advancement opportunities within the organization and how that will affect his career path. What can be expected about Jack's job performance?

- 1. Jack will not stay with the organization very long.
- Jack will not do a good job due to poor job-fit.
 Jack will put in a good effort overall.
- 4. Jack will not have a good attitude.

Learning Outcomes: Job Fitness and Performance

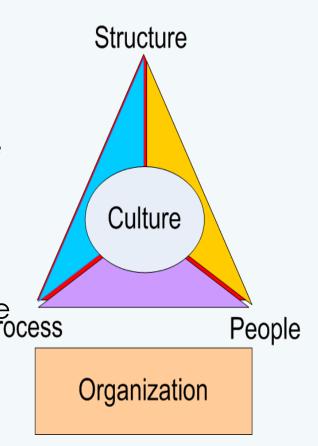
- 1.2: List and explain common factors that influence job fitness and performance
 - 1.2.1: Explain the concept of "fitness" within an organization
 - 1.2.2: Explain the influence of common factors (such as work-life balance, stress, interpersonal relationships, attitudes, work ethic) on job performance

Organizations Have Their Own Culture

 Every organization promotes particular culture

 May be healthy or unhealthystrong influence on performance and productivity of members

 Organizations that actively embrace concept of organizational culture have opportunity to intentionally shape culture into productive force



Healthy Environment, Productive Employees

- Benefits of healthy culture within organization is significant
- Basic idea summarized- concept that healthy environment results in productive employees
- Unhealthy organizational culture leads to lower job satisfaction, worse attitudes, less productivity, increased levels of absenteeism, etc.

Managing Employee Stress Levels

- Stress levels can become helpful overall indicator of how healthy organizational environment is
- Attempting to remove all stress, however, wouldn't be realistic or healthy- appropriate level may actually be essential part of healthy environment
- One approach is teaching employee's to manage stress- programs and resources but also changes to basic system

Work-Life Balance

- Not possible to completely separate the two areas, as problems in one strongly affects the other
- Two areas often compete with one another for individuals' time, energy, and attention- causes lower performance levels
- Not a beneficial situation many things they can do to support such as limit expectations to reasonable levels of commitment
- Providing enough vacation time is also wise to prevent employee burnout



Interpersonal Relationships

- Because members of an organization spend a lot of time together and must collaborate with each other, how relationships function is important
- Negative side- interpersonal conflict can become obstacle to productivity
- Ideally, goal is deeper than avoiding major conflict- if employees develop strong relationships, organization is likely to reap benefits
- Employees will work together better, enjoy time together more, and be less likely to leave

Health, Relaxation, and Entertainment

- Physically healthy employees are more productive- more energy and miss fewer days for sickness
- Companies often offer health-related incentives and create programs
- Companies find it beneficial to provide certain types of extracurricular facilities such as fitness rooms, nap rooms, and entertainment rooms



Personal and Professional Development

- Makes sense for business to invest time and resources into developing employee skills
- Increasing these skills strengthens business
- Many companies help fund employees' education who want to pursue advanced degrees
- Investing in personal development of employees also benefits organization
- Still be related to professional functionsprograms that help develop leadership skills



Quick Review

- Can you describe Goldberg's "big five" personality traits?
- Can you evaluate whether personality tests can predict performance?
- How does work express individual values?
- What are some of the biases that affect a manager's perception of employees?
- Are you able to differentiate job satisfaction and organizational commitment?
- Why are there employee attitude surveys?
- What are employees' perceptions of organizational justice?
- Can you explain the concept of "fitness" within an organization?
- Can you explain the influence of common factors (such as work-life balance, relationships, attitudes, work ethic) on job performance?