

Management & Supervisory Notes

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You Are Your Attitude

Your attitude toward your job, as a manager or supervisor, has a profound affect on how your subordinates see their jobs and the values they demonstrate to each other, and their internal and external customers. Attitudes are evaluative statements-either favorable or unfavorable-concerning objects, people, or events. They reflect how an individual feels about something. When a person says "I like my job," he or she is expressing an attitude about work. What is your attitude about your job? How does this attitude spill over to your subordinates? What effect does your attitude have on the quality of service you deliver?

There are three components you should think about when analyzing your attitude toward your job. They are job satisfaction, job involvement, and organizational commitment.

1. **Job satisfaction** is your general attitude toward your job. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. It further implies enthusiasm and happiness with one's work. A satisfied employee is more likely to be creative, flexible, innovative, and loyal. Unhappy employees, who are motivated by fear of job loss, will not give 100 percent of their effort for very long. Tough fear is a powerful motivator, it is also a temporary one, and as soon as the threat is lifted performance will decline.
2. **Job involvement** is the degree to which you identify with your job, actively participate in it, and consider your performance in defining your own self worth. Employees with high levels of job involvement identify with and care about their jobs. Having low job involvement contributes to employees' feelings of alienation of purpose, alienation in the organization or feeling of separation between what the employees see as their "life" and the job they do.
3. **Organizational commitment** represents your orientation toward the organization in terms of your loyalty to, identification with, and involvement with the organization. There are three dimensions of organizational commitment:
 - Affective commitment is a feeling of emotional attachment. For example: "I work here because the people are great and I have fun."
 - Normative commitment is a feeling of organization. For example: "I work here because they hired me when I needed a job so I owe it to them."
 - Continuance commitment is a feeling that the cost of living is too high or it is too much trouble to go somewhere else. For example, "I'd leave if I knew I could get another job that paid as much."

Obviously, an employer wants subordinates to feel affective commitment, normative is OK too, but continuance commitment may not be desirable.

Your attitude toward your job can either help or hurt both the employee and the organization. Choose the attitude to make both a winner.

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