

THE UNIVERSITY OF WESTERN ONTARIO
LONDON CANADA

Department of Psychology
Psychology 9621

Fall 2024

Work Attitudes and Behaviour

Instructor: Dr J. Meyer
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Office Hours: by appointment

Time and Location of Classes: Tuesday, 1:00 – 4:00

COURSE OBJECTIVES:

This seminar course is designed to familiarize students with theory and research on work attitudes and behaviour and their relationship. Emphasis will be placed on traditional work attitudes (job satisfaction, organizational commitment) and behaviours (attendance, turnover/retention, performance, citizenship behaviour, counterproductive behaviour) but will also address attitudes and behaviours of relevance to the changing world of work (e.g., reactions to change, innovation and creativity, knowledge sharing, job crafting). We will address the implications of these attitudes and behaviours for organizational effectiveness as well as employee well-being.

EVALUATION:

The course grade will be based on four components: a) class participation (20%), b) weekly assignments (30%), c) an in-class-presentation (10%), and d) a term paper (40%)

Participation. Participation grades will be based on preparation for class and active involvement in class discussion. Each week, a list of discussion issues will be assigned to complement the reading. All students should be prepared to discuss these issues in class.

Weekly Assignments. Students will be given small assignments each week from Sept 17 to Nov. 19. These might include a commentary on the readings, critique of theory or research, or article summary. Students will be required to submit a short written report (**500 word maximum**) and be prepared to provide a verbal summary in class. The written report should be submitted by email to the instructor by **5pm on the Monday** before the class when it is to be discussed.

Term Paper. A term paper (**4000 words, excluding references**) will be due on **Monday December 13**. The paper should take one of the following forms:

- Critical review of theory and research on a specific work attitude or behaviour, or an

integrative review of theories within or across the domains of work attitudes and behaviour. The review should lead to testable propositions to serve as a guide for future research.

- Research proposal addressing an important gap in knowledge regarding a particular work attitude or behaviour. Proposals should be realistic and potentially defensible as a thesis, providing background review, clearly stated objectives and hypotheses, and a rigorous but realistic methodology (including sample, measures, and analytic procedures).
- Evidence-based guide for practitioners on an issue pertaining to work attitudes and/or behaviour. Such a paper should translate a specific body of evidence as it pertains to a practical issue (e.g., reducing absenteeism or turnover; encouraging innovation; improving safety; overcoming resistance to change), and should be written for a practitioner audience.

Notes.

1. Students must choose a topic and prepare a 300-word statement of objectives and provide a preliminary reference list by **October 22, 2024**.
2. Late papers will be penalized **5% per day**.

Presentations. In-class presentations are scheduled for the last two weeks of class. Final decisions about topics and dates for presentation will be made in class on **October 29**. Presentations should be 30 minutes in length (including 5-10 minutes for questions and discussion) per student. Grades will be based on *content* and the *clarity* of the presentation.

COURSE SCHEDULE:

Notes:

Required readings will be made available on OWL.

Additional readings may be required as part of weekly assignments.

Week 1 ORGANIZATIONAL MEETING
Sept. 10

Week 2 OVERVIEW OF ATTITUDE THEORY AND RESEARCH
Sept. 17

Brief, A. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA: Sage Publications. **Read Ch 3**

Schleicher, D., Hansen, D., & Fox, K.E. (2011). Job attitudes and work values. In S. Zedeck (Ed.) *APA Handbook of industrial and organizational psychology* (Vol. 3, pp. 137-189). Washington, DC: APA. **Read pp. 137-147; 170-179**

Week 3 JOB SATISFACTION: THEORY, MEASUREMENT AND RESEARCH
Sept. 24

Brief, A. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA: Sage Publications. **Read Ch 2 & 4**

Judge, T.A., Weiss, H.M., Kammeyer-Mueller, J.D., & Hulin, C.L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and change. *Journal of Applied Psychology*, 102, 356-374.

Week 4
Oct. 1 **WORKPLACE COMMITMENTS: THEORY, MEASUREMENT, AND RESEARCH**

Meyer, J.P. (2021). Commitment at work: Past, present, and future. In P. Graf & D.J.A. Dozois (Eds.), *Handbook on the State of the Art in Applied Psychology* (pp. 19-49). New York: John Wiley & Sons.

Klein, H.J., Solinger, O.N., & Dufлот, V. (2022). Commitment systems theory: The evolving structure of commitments to multiple foci. *Academy of Management Review*, 47, 116-138.

Week 5
Oct. 8 **WORK ATTITUDES AND BEHAVIOUR**

Woznyj, H.M., Banks, G.C., Whelpley, C.E., Batchelor, J.H. & Bosco, F.A. (2020). Job attitudes: A meta-analytic review and agenda for future research. *Journal of Organizational Behavior*, DOI: 10.1002/job.2598

Harrison, D.A., Newman, D.A., & Roth, P.L. (2008). How important are job attitudes? Meta-analytic comparisons and integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305-325.

Week 6
Oct. 22 **OTHER WORK ‘ATTITUDES’**

Racial Attitudes

Brief, A. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA: Sage Publications. **Read Ch 5**

Trust

Dirks, K.T., & de Jong, B. (2022). Trust within the workplace: A review of two waves of research and a glimpse of the third. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 247-276.

Psychological Safety

Edmondson, A.C. & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annual Review of Organizational Psychology and Organizational Behavior, 1*, 23-43.

Empowerment

Spreitzer, G. (2008). Taking stock: A review of more than twenty years of research on empowerment at work. In J. Barling & C.L Cooper (Eds.), *The Sage Handbook of Organizational Behavior* (pp. 54-72). Los Angeles: Sage.

Perceived Organizational Support

Eisenberger, R., Shanock, L.R., & Wen, X. Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior, 7*, 101-124.

Week 7
Oct. 29

WITHDRAWAL BEHAVIOURS: TURNOVER, ABSENTEEISM,
PRESENTTEEISM

Hom, P.W., Lee, T.W., Shaw, J.D., & Hausknecht, J.P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology, 102*(3), 530-545.

Johns, G. (2008). Absenteeism and presenteeism: Not at work or not working well. In J. Barling & C.L Cooper (Eds.), *The Sage Handbook of Organizational Behavior* (pp. 160-177). Los Angeles: Sage.

Week 8
Nov. 5

TASK PERFORMANCE, ORGANIZATIONAL CITIZENSHIP BEHAVIOUR,
AND COUNTERPRODUCTIVE WORK BEHAVIOUR

Sonnentag, S., Volmer, J., & Spsychala, A. (2008). Job performance. In J. Barling & C.L Cooper (Eds.), *The Sage Handbook of Organizational Behavior* (pp. 427-448). Los Angeles: Sage.

Organ, D.W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior, 5*, 295-306.

Zappala, S., Sbaa, M.Y., Kamneva, E.V., Zhigun, L.A., Korobanova, Z.V., & Chub, A.A. (2022). Current approaches, typologies and predictors of deviant work behaviors: A scoping review of reviews. *Frontiers in Psychology*, doi: 10.3389/fpsyg.2021.674066

Week 9
Nov 12

OTHER WORK BEHAVIOURS

Proactive behaviour

Parker, S. K., Wang, Y., & Liao, J. (2019). When is proactivity wise? A review of factors that influence the individual outcomes of proactive behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 221–248.

Voice

Morrison, E.W. (2014). Employee voice and silence: *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 173-197,

Reactions to Change

Yin, Y., Mueller, J., & Wakslak, C. (2024). Understanding how people react to change: A domain of uncertainty approach. *Academy of Management Annals*, <https://doi.org/10.5465/annals.2022.0033>.

Job Crafting

Wrzesniewski, A., LoBuglio, N., Dutton, J. E., & Berg, J. M. (2013). Job crafting and cultivating positive meaning and identity in work. In A. B. Bakker (Ed.), *Advances in positive organizational psychology* (pp. 281–302). West Yorkshire, UK: Emerald Group.

Week 10
Nov 19

WORK ATTITUDES AND BEHAVIOUR: IMPLICATIONS FOR
UNIT/ORGANIZATIONAL EFFECTIVENESS

Park, T-Y & Shaw, J. (2013). Turnover rates and organizational performance: A meta-analysis. *Journal of Applied Psychology*, 98, 268-309.

Whitman, D.S., Van Rooy, D.L., & Viswesvaran, C. (2010). Satisfaction, citizenship behaviors, and performance in work units: A meta-analysis of collective construct relations. *Personnel Psychology*, 63, 41-81.

Weeks 11-12
Nov 26 -Dec 3

STUDENT PRESENTATIONS