EMPLOYEE ATTITUDES AND MANAGEMENT DILEMMA

Dr. K. R. Subramanian

Professor of Management & Business Consultant
E-Mail: k_rs@yahoo.com, Mobile: 09897173649

Abstract: Companies grow and survive today in an environment of competition and many companies fight for their survival. While the company efforts to be a going concern is understandable the employee attitudes can be divergent and defeatist. This is a serious problem and how companies fight against this despondency is the central theme of this article. "Attitude is everything'" is a common quote in management development and employee training programs. Employees on their own are interested to make the best out of their sojourn with the company and look for opportunities outside the company as well. Organizations need to ensure continuity of key employees for development of the organization particularly in times of turbulence from the business environment. But how far this is taken seriously needs investigation and the main purpose of this article is to explore ways and means of overcoming such lackadaisical attitudes. Whereas Management is concerned about providing a continuous congenial environment for employees for job satisfaction many job satisfaction surveys do not confirm positive results. This is the management dilemma of current business environment.

KEY WORDS: Divergent employee attitudes, Company efforts to survive and grow, overcoming despondency, key employees, turbulence in the environment, organizational awareness and seriousness, Congenial environment ,Management Dilemma - how to overcome such lackadaisical attitude?

1. INTODUCTION

In a professional workplace, bad attitude can affect everyone and cause conflict among employees. In some cases attitude problems are able to be ignored by the majority of employees, and a productive employee with a slight attitude problem is not a distraction. A manager needs to learn how to identify escalating attitude problems in the workplace to prevent them from becoming a distraction. A fear of inadequacy can sometimes cause an attitude problem with the employee who feels threatened. An employee may feel that his skill set is not adequate enough to perform at the same level as his co-workers, and this causes conflict and an attitude problem that can become pervasive. When people feel pressurized in many different aspects of their life, they sometimes react in non-productive ways. If an employee seems to be having problems communicating with co-workers, discuss with the employee and ask them why they are being difficult. Try to avoid being confrontational. If you offer the employee a sympathetic ear, you may find that the problems stem from personal issues that have nothing to do with the workplace, but because so much time is spent at work the frustration boils over in the form of a bad attitude. While you do not want to try to get involved in an employee's personal life, you may be able to help re-arrange some work responsibilities while the employee attends to his personal matters. You could even suggest some paid time off if the employee has the vacation time, or unpaid if they do not, to allow the employee time to sort out his issues.

According to the article "Important of Ethical Behavior in the Workplace" published by the Online Ethics Center, the employer could be fostering a bad attitude by not enforcing rules of conduct evenly throughout the company. If some people are allowed to act a certain way while others get punished for the same behavior without any explanation, then that situation can result in a bad attitude from the person that feels they are being mistreated. Sometimes the attitude problems in the workplace do not originate with the employees, but rather they originate with the actions of management. When employees complain of an uneven enforcement of the company rules, it is important for management to listen to that complaint and make steps to change managerial behavior

2. OBJECTIVES AND RESERCH METHODOLOGY

The attitudes of employees are very important for organizations to achieve their stated objectives. While some attitudes of employees may originate from his personal and domestic circumstances, there are significantly many attitudinal problems of employees arising out of his involvement in the organization and his work thereof. However the impact of the sum total of employee's attitude to work is very important for employers. With this in mind the following objectives have been identified for this research work.

1. Analysis of environmental factors which influence employees in shaping their attitude towards work.

2. A review of inherent personality traits which shapes employees attitudes.
3. How attitudes result in behavior in the organizational context.
4. Understand the role of work place surveys in helping employees to contribute and remove negative perceptions
5. How organizations in general can improve employee motivation to work.

Employee attitude forms a major chunk of organizational research and there is no dearth of published literature of high quality. The researcher had to make a detailed search of literature available in print as well as in the web and electronic media. After a crucial survey of literature it was found that adequate data can be compiled and collated for the purpose of meeting the above objectives of the research. The data so collected was analyzed thoroughly to arrive at the conclusions.

REVIEW OF LITERATURE

Bad attitudes spread, which is why we need to address the issue quickly. Bad attitudes destroy employee morale and cause organizational disturbances. One rotten apple in the basket makes the entire lot spoiled in time if not detected early. Bad attitudes in the workplace might include laziness, tardiness, rudeness, rumor mongering or any other attitude or activity that lowers overall morale. Negative attitudes could be due to personal problems. For example, an employee might be having trouble at home that influences his/her behavior at work. Bad attitudes also can result from workplace events, such as a firing, pay decreases or other small-business problems.

A single person's bad attitude can have a huge effect on the operation of your business. For example, if one employee begins complaining, his discontent might spread to other workers. Bad attitudes also can trickle downward. A cranky manager can ruin the workplace atmosphere for everyone he supervises. Negative attitudes can have a detrimental effect on performance, causing employees to become apathetic and despondent. Mistakes might occur more often, and output and Productivity will slow down. If your customers encounter bad attitudes from your employees, they won't come back. Customers don't want to deal with rude representatives, and employee apathy leads to project deadlines getting delayed and incomplete fulfillment of orders. Monitoring the performance of employees who deal directly with customers might save some trouble, but a more effective approach is to deal with the underlying causes of the discontent to raise the morale of the entire workplace.

Sometimes, one person is the clear cause of an organization's problem. Other times, organization as a whole must identify underlying causes for general discontent. For example, if one Manager enforces unreasonable deadlines for projects, meaning employees must work overtime to meet expectations, we can expect resentment to build. Though we should expect the best from our employees, pushing them too hard will test their loyalty and might be bad for morale and employee retention. Other possible causes of bad attitudes include employee perceptions concerning the financial health of the business, insufficient support from management or a feeling that hard work goes unappreciated. Corporate and internal communications for building employee morale is required.

Regular employee feedback is essential so that you can stay ahead of the bumpy ride.. Act quickly and decisively to nip negative attitudes in the bud. For example, if an employee consistently voices unreasonable complaints, take that person aside for a private discussion. Try to come to an equitable resolution but warn the employee you won't tolerate negative influences in your business. Dealing with systemic problems is more difficult but well worth it in the long run if it improves employee morale. High morale has been shown to lead to better performance and happier customers. For example, invite employee feedback concerning workloads when determining project deadlines.

The first step in turning around this potentially harmful, but common, *management dilemma* is to clearly articulate to the employees that their attitude and inability to positively contribute to the department are performance hindrances equal to not performing primary job responsibilities. They affect the department's bottom line and overall effectiveness in ways that are harder to measure, but nonetheless drag the department down. The following steps will help ensure that you handle the situation successfully:

- Get the cooperation and concurrence of HR department before you have the conversation with your negative employee. They will advise you on needed documentation, time frame and how your organization's culture addresses these issues.

- Clearly articulate to your department that you expect more than efficient individual contributions by your staff. Rather, each person is responsible for building a respectful, collaborative team environment that supports the department's productivity and the company as a whole.

- Directly point out the implications of the staff member's negative behaviors to the department's core goals, functions and performance objectives.

- Do not describe the employee's problem as an "attitude" problem. This is too subjective and will in all likelihood be viewed as personal dislike rather than a legitimate performance problem. Cite specific examples drawing the relationship between the negative behavior and staff productivity and morale.

- Refer this person to a Training Program that will coax him out of a negative pattern of behavior. Many organizations have Employee Assistance Programs (EAPs) that confidentially advise employees. By doing this, you are identifying the behavior problem, and also sending the message that you want the person to change and are willing to help in this process.

- Leave your own frustration at the door and do not air it.. By the time many managers finally confront a negative employee, they have usually been picking up the pieces for quite a while, helping other staff cope with the negativity, even designing "work realignment" to maintain peace.

Another helpful strategy is to rate, in employee performance reviews, each staff member's contribution to the overall functioning and morale of the department. This way, there's less chance someone will claim he is being singled out. Generalize this expectation to all staff. Send and regularly reinforce the message that how the group works with each other and how people support the overarching goals of the department are as much performance variables as meeting sales figures or project deadlines. Actress Mae West was famous for saying, "It's not what I say; it's the way that I say it. It's not what I do; it's the way that I do it." The truth is that the most successful people in organizations have always built good relationships while being valuable contributors to their companies.

A McKinsey study concluded 59 percent of employees would be "delighted" if managers dealt with problem employees, but only 7 percent of those responding to employee surveys believed their companies were actually doing it. By talking to your negative employee, you send the message to your department that you are a strong manager up to the task, and reinforce the positive contributions of your hardworking, positive staff.

Employers should not concern themselves with being friends with their employees. In fact, doing so promotes a dysfunctional workplace where roles are ill defined. This leads to power struggles, resentment and possibly stomach ulcers! Employers need to make it clear that relationships with their staff members will, in no way, resemble peer relationships. The relationship between employer and employee works best when the relationship is kind but formal as opposed to friend-like and casual.

It is fine to express words of appreciation for exceptional job performance from time to time, but it should not be routine. Compliments and words of affirmation mean much more when they are earned. There is a school of thought that for every criticism an employee receives five positive pieces of feedback should follow. Frankly, this practice is questionable at best. It's important that employees grasp the principal message employers are trying to convey. Minimize emotional communication .Less is more when it comes to emotional exchanges between employers and staff. Consider this example of a corrective message delivered emotionally with a pleading tone: "I really, really need you to be on time from now on. I know it's hard with the traffic and all, but please try to be on time." Now read the same message but delivered unemotionally: "You have not demonstrated that being on time is your priority. I expect you to correct that immediately." The second example is not harsh, hostile or overly critical. It is simply an honest observation with a clear directive. The first example puts the employer in the role of a child asking for something from an adult. The second example reinforces appropriate roles.

There's no doubt that companies can benefit from workplace surveys and questionnaires. A GTE survey in the mid-1990s, for example, revealed that the performance of its different billing operations, as measured by the accuracy of bills sent out, was closely tied to the leadership style of the unit managers. Units whose managers exercised a relatively high degree of control made more mistakes than units with more autonomous workforces. By encouraging changes in leadership style through training sessions, discussion groups, and videos, GTE was able to improve overall billing accuracy by 22% in the year following the survey and another 24% the year after. Unfortunately, not all assessments produce such useful information, and some of the failures are spectacular. In 1997, for instance, United Parcel Service was hit by a costly strike just ten months after receiving impressive marks on its regular annual survey on worker morale. Although the survey had found that overall employee satisfaction was very high, it had failed to uncover bitter complaints about the proliferation of part-time jobs within the company, a central issue during the strike. In other cases where failure occurs,

questionnaires themselves can cause the company's problems. Dayton Hudson Corporation, one of the nation's largest retailers, reached an out-of-court settlement with a group of employees who had won an injunction against the company's use of a standardized personality test that employees had viewed as an invasion of privacy.

What makes the difference between a good workplace survey and a bad one? The difference, quite simply, is careful and informed design. Ask questions about observable behavior rather than thoughts or motives. Include some items that can be independently verified; measure only behaviors that have a recognized link to your company's performance. Keep sections of the survey unlabeled and uninterrupted by page breaks and design sections to contain a similar number of items, and questions a similar number of words. Place questions about respondent demographics last in employee surveys but first in performance appraisals. Avoid terms that have strong associations. Change the wording in about one-third of questions so that the desired answer is negative and avoid merging two disconnected topics into one question. Create a response scale with numbers at regularly spaced intervals and words only at each end.; if possible, use a response scale that asks respondents to estimate a frequency. Use only one response scale that offers an odd number of options and avoid questions that require rankings. Make workplace surveys individually anonymous and demonstrate that they remain so. In large organizations, make the department the primary unit of analysis for company surveys and lastly make sure that employees can complete the survey in about 20 minutes.

Figure 1: Numbers Are Better than Words

The results of this kind of evaluation, however, are notoriously unreliable because they are influenced by a variety of extraneous factors. The biggest problem is that each response option on the scale contains different words, and so it is difficult to place the responses on an evenly spaced mathematical continuum in order to conduct statistical tests. Although the labels may be in a plausible order, the distance between each pair of classifications on the continuum remains unknown. Therefore, it is difficult to compare ratings on these scales from different managers in different years or to compare ratings from different departments, geographic regions, and even seasons.

Many surveys, particularly those designed to assess performance or leadership skill, ask respondents to speculate about the character traits or ideas of other individuals. While interest in the answers to those questions is understandable, the company is unlikely to obtain the answers by asking the questions directly. The best way around these problems is to ask questions about specific, observable behavior and let respondents draw on their own, firsthand, experience. This minimizes the potential for distortion.—at least responses could be tied to discrete events and behaviors that could be tabulated, analyzed, and discussed.

Clearly, if there is no relation between survey responses and verifiable facts, something is amiss. Conversely, verifiable responses allow you to reach conclusions about the survey's validity, which is particularly important if the survey measures something new or unusual. In other assessments, one consulting firm frequently also use respondents to rate the profitability of their units, which can then be compared with actual profits. In addition to posing questions with verifiable answers, asking qualitative questions in a quantitative survey, although counterintuitive, can provide a way to validate the results. In an employee survey consultant analyzed for EDS in 2000, engaged independent, objective readers to classify the topic and valence (positive, negative, or neutral) of all written comments—45,000 of them. Then examined the correlation between these classifications and the quantitative data contained in the survey ratings from all 66,000 respondents. The tight correlation between ratings and comments in each section of the survey—high ratings accompanying positive comments—gave strong evidence of the survey's validity.

Well-Designed Surveys Produce Normal Results Well-designed surveys generate data that follow the normal bell curve: A small number of the results lie near the low end of the scale, most are average, and a few are exceptional. Poorly designed surveys generate skewed data that depict overly high or low responses.

A sign at the auto parts store states: "The wrong information will get you the wrong part…every time." Good surveys accurately home in on the problems the company wants information about. They are designed so that as many people as possible actually respond. And good survey design ensures that the spectrum of responses is unbiased. Following the guidelines as discussed above will make it more likely that the information from your workplace survey will be unbiased, representative, and useful.

Well-Designed Surveys Produce Normal Results

Well-designed surveys generate data that follow the normal bell curve: A small number of the results lie near the low end of the scale, most are average, and a few are exceptional. Poorly designed surveys generate skewed data that depict overly high or low responses.
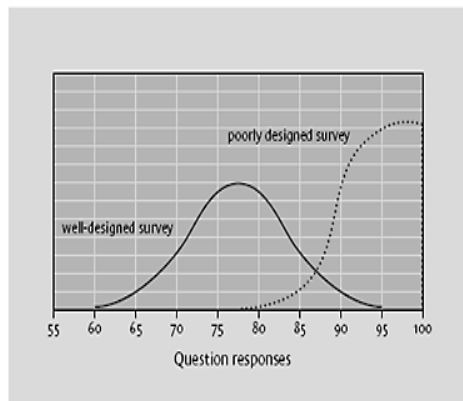

Figure 2: Illustration of poorly designed Customer surveys

3. FINDINGS AND CONCLUSION

Business environment along with the organizational internal environment are the two powerful influences on the members of the organization. The Employee is but human, and so he has to contend with his family and their demands on him. His expectations from the company, is dependent on the fulfillment of his personal needs to maintain his family and his self actualization needs form the job. Since the organization is not an isolated place, rather far from it, his emotions are influenced by his interactions with other members and peers. His innate personal qualities are either reinforced or changed with the organizational environment. His attitudes to work and leisure are influenced by his co-workers and the supervisors. The macro environmental factors like industry growth, government policies towards his industry and the state if the economy as well as micro

environment like the competitive forces, work culture and ethics in the company, co-worker and management attitudes towards rewards and recognition etc. have profound influence in shaping his attitude towards work.

Habits like laziness, tardiness, rudeness, rumor mongering can have a detrimental effect on the individual and in turn on the team. So, inherent personality traits like a cooperative outlook or a complaining outlook will shape the employee attitude. Problems arise out of his role clarity, organization purpose, skill adequacy in completing his work, supervisory and managerial help and assistance in improving his performance and a host of company factors like Trade union, rewards, management recognition and response to his grievances etc. So, it is a combination of inherent personality traits and the influence of environment in further shaping them that will determine the outcome – that is Employee attitude to work.

Attitudes shape behavior – this is the organization theory and practically so. Negative attitudes can have a detrimental effect on performance, causing employees to become apathetic and despondent. Complaints if not heard and resolved my lead to further deterioration. A small complaint like drinking water not being available from the cooler at the end of the shop floor if not attended promptly can be escalated to a companywide tool down. A small attitudinal change in supervisors to be more polite towards workers and a lending an ear to their problems, though no solution can be provided immediately, can go a long way in improving the work attitude.

Work place surveys and implementation of feedback goes a long way in creating an employee motivation to work and perform better. Work place surveys help organizations to have a firsthand knowledge of the problems for workers so that creative solutions can be designed and implemented. Various pitfalls in the design of scales and evaluation methods have been discussed in earlier pages. The relationship between employer and employee works best when the relationship is kind but formal as opposed to friend-like and casual. It's important that employees grasp the principal message employers are trying to convey. Minimize emotional communication .Less is more when it comes to emotional exchanges between employers and staff. An honest observation with a clear directive reinforces employee roles and clarity.

Attitude survey gives a clear indication for organizations the focus areas for improvement in improving Employee motivation and help in performance improvements. The management dilemma of understanding clearly the employee needs

and attitudinal problems will be by and large overcome by a good work place survey through a competent and credible agency who have the experience to handle the job. As already seen, the dynamic nature of the business environment requires a clearly focused and identified strategy to overcome motivational problems. Management dilemma, as the word suggests is just an illusion and in philosophic terms we can call it 'Maya'.

4. REFERENCES:

1. Palmer Morrel-Samuels -"Getting the Truth into Workplace Surveys" (HBR, February 2002).

2. Brief, A. P. Attitudes in and around organizations. Thousand Oaks, CA: Sage. . (1998).

3. Ann P. Bartel,. "Human Resource Management and Organizational Performance: Evidence from Retail Banking," ILR Review, Cornell University, ILR School, vol. 57(2), pages 181-203, January, 2004

4. Allen Berger & John Leusner & John Mingo, "The Efficiency of Bank Branches," Center for Financial Institutions Working Papers 94-27, Wharton School Center for Financial Institutions, University of Pennsylvania,1994.

5. Berger, Allen N. & Leusner, John H. & Mingo, John J., "The efficiency of bank branches," Journal of Monetary Economics, Elsevier, vol. 40(1), pages 141-162, September,1997.

6. Larry W. Hunter & Annette Bernhardt & Katherine L. Hughes & Eva Skuratowicz,. "It's Not Just the ATMs: Technology, Firm Strategies, Jobs, and Earnings in Retail Banking," ILR Review, Cornell University, ILR School, vol. 54(2), pages 402-424, January,2001

7. Casey Ichniowski & Kathryn Shaw,. "Using "Insider Econometrics" to Study Productivity," American Economic Review, American Economic Association, vol. 94(2), pages 217-223, May,2004

8. Arvey, R. D., Bouchard, T. J., Segal, N. L., & Abra-ham, L. M. (1989). Job satisfaction: Environ-mental and genetic components. Journal of Applied Psychology, 74, 187–192.

9. Ashworth, S. D., Higgs, C., Schneider, B., Shepherd, W., & Carr, L. S. (1995, May). The linkage between customer satisfaction data and employee-based measures of a company's strategic business intent. Paper presented at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Or-lando, FL.

10. Brayfield, A. H., & Rothe, H. F. (1951). An index ofjob satisfaction. Journal of Applied Psychology, 35, 307–311.

11. Cascio, W. F. (1986). Managing human resources: Productivity, quality of work life, profits. New York: McGraw-Hill.

12. Colihan, J., & Saari, L. M. (2000). Linkage research: A global, longitudinal approach over 12 "web years." In J. W. Wiley (Chair), Linking Employee Attitudes and Job Satisfaction, employee, customer, and business measures: Longitudinal insights and implications. Symposium conducted at the Fifteenth Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

13. Davis-Blake, A., & Pfeffer, J. (1989). Just a mirage: The search for dispositional effects in organizational research. Academy of Management Review, 14, 385–400.

14. Edwards, J. E. (2001). Digging deeper to better understand and interpret employee survey result-Paper presented at the Sixteenth Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

15. Edwards, J. E., & Fisher, B. M. (2004). Evaluating employee survey programs. In J. E. Edwards, J.C. Scott, & N. S. Raju (Eds.), The human re-sources program-evaluation handbook (pp.365–386). Thousand Oaks, CA: Sage.

16. Erez, M. (1994). Toward a model of cross-cultural industrial and organizational psychology.

17. H.C. Triandis, M. D. Dunnette, & L. M. Hough (Eds.), Handbook of industrial and organizational psychology (Vol. 4, pp. 559–608). PaloAlto, CA: Consulting Psychologists Press.

18. Hackett, R. D., & Guion, R. M. (1985). A re-evaluation of the absenteeism-job satisfaction relationship. Organizational Behavior and Human Decision Processes, 35, 340–381.

19. Harter, J. K., & Creglow, A. (1998). A meta-analysis and utility analysis of the relationship between core employee perceptions and business out-comes. Princeton, NJ: SRI/Gallup.

20. Harter, J. W., Schmidt, F. L., & Hayes, T. L. (2002).Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal of Applied Psychology, 87, 268–279

21. Hofstede, G. (1980). Culture's consequences: International differences in work-related values.Newbury Park, CA: Sage.

22. Hofstede, G. (1985). The interaction between national and organizational value systems. Journal of Management Studies, 22, 347–357.

23. House, R. J. (1995). Leadership in the twenty-first century: A speculative inquiry. In A. Howard(Ed.), The changing nature of work. San Francisco: Jossey-Bass.

24. Hui, C. H. (1990). Work attitudes, leadership styles and managerial behavior indifferent cultures.

25. R. W. Brislin (Ed.), Applied cross-cultural psychology (pp. 186–208). Newbury Park, CA: Sage.

26. Hui, C. H., & Triandis, H. C. (1985). Measurement in cross-cultural psychology: A review and comparison of strategies. Journal of Cross-Cultural Psychology, 16, 131–152.

27. Hulin, C. L. (1991). Adaptation, persistence, and commitment in organizations. In M. D. Dunnette & L. M. Hough (Eds.), Handbook of industrial and organizational psychology (Vol. 2), pp. 445–505). Palo Alto, CA: Consulting Psychologists Press.

28. Jackson, T. (2002). The management of people across cultures: Valuing people differently.Human Resource Management, 41, 455–475.

29. Johnson, R. H. (1996). Life in the consortium: The Mayflower Group. In A. I. Kraut (Ed.), Organizational surveys: Tools for assessment and change (pp. 285–309). San Francisco: Jossey-Bass.

30. Johnson, S. R. (1996). The multinational opinion survey. In A. I. Kraut (Ed.), Organizational surveys: Tools for assessment and change (pp.310–329). San Francisco: Jossey-Bass.

31. Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. Journal of Applied Psychology, 86, 80–92.

32. Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. Journal of Applied Psychology, 83, 17–34.

33. Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. Psychological Bulletin, 127,376–407.

34. Judge, T. A., & Watanabe, S. (1994). Individual differences in the nature of the relationship between job and life satisfaction. Journal of Occupational and Organizational Psychology, 67, 101–107.

35. Kraut, A. I. (1996). Organizational surveys: Tools for assessment and change. San Francisco: Jossey-Bass.

36. Kunin, T. (1955). The construction of a new type of attitude measure. Personnel Psychology, 8, 65–77.

37. Macey, W. H. (1996). Dealing with the data: Collection, processing, and analysis. In A. I. Krau (Ed.), Organizational surveys: Tools for assessment and change (pp. 204–232). San Francisco: Jossey-Bass.

38. Mirvis, P. H., & Lawler, E. E. (1977). Measuring the financial impact of employee attitudes. Journalof Applied Psychology, 62, 1–8.

39. Morris, G. W., & LoVerde, M. A. (1993). Consortium surveys. American Behavioral Scientist, 36, 531–550.

40. Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. Journal of Management, 14, 547–557.

41. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. Personnel Psychology, 48, 775–802.

42. Parisi, A. G., & Weiner, S. P. (1999, May). Retention of employees: Country-specific analyses in a multinational organization. Poster at the Fourteenth Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

43. Ryan, A. M., Chan, D., Ployhart, R. E., & Slade, A.L. (1999). Employee attitude surveys in a multinational organization: Considering language and culture in assessing measurement equivalence. Personnel Psychology, 52, 37–58.

44. Saari, L. M., & Erez, M. (2002). Cross-cultural diversity and employee attitudes. Paper presented at the Seventeenth Annual Conference of the Society for Industrial and Organizational Psychology, Toronto.

45. Staw, B. M., Bell, N. E., & Clausen, J. A. (1986). The dispositional approach to job attitudes: A lifetime longitudinal test. Administrative Science Quarterly, 31, 437–453.

46. Staw, B. M., & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. Journal of Applied Psychology, 70, 469–480.