



# CONSTRUCTING ORGANIZATION-SPECIFIC JOB ATTITUDE SURVEYS

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# Overview

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- Job Attitude Survey Options
- Organizational Purpose
- Available Constructs
- Approaches
  - Theoretical
  - Rational
- Assessing Scale Functioning
  - Dimensionality
  - Functioning
  - Utility
- Examples

# Job Attitude Survey Options

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- Take one from the empirical literature
  - Organizational Commitment
  - Perceived Organizational Support
  - Employee Engagement
- Pay a consulting company for their scale and norms
  - Job Descriptive Index
  - Gallup 12
- Pay an external consultant to make a scale
  - Expensive
- Build your own scale
  - *Three hours and a bottle of wine?* (Burisch, 1984)
  - Organization-specific nuances

# Organizational Purposes

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- Employee Understanding
  - Type of Attitudes
  - Source/Target of Attitudes
- Employee Development
- Change Management
  - See effects of change
  - Watch for problems
- Anonymous/Confidential?
  - Depends on purpose
  - Affect response rates/truthfulness

# Available constructs

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- Job Satisfaction
  - Facets
- Organizational Commitment
  - Types
- Organizational Justice
  - Types
- Perceived Organizational Support
- Job Characteristics
  - Task Identity, Task Importance, Skill Variety, Autonomy, & Feedback
- Employee Engagement
  - To include OCBs or not?
- Leader-Member Exchange
- Organizational Trusts
- Burnout

# Two Basic Approaches

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- Theoretical
  - Pick Constructs of interest
  - Write/adapt items to measure those constructs
  - Analyze scale according to your survey design
- Rational
  - Obtain relevant employee attitudes
    - Focus Groups
    - Interviews
  - Write appropriate items
  - See what happens ...
- Empirical?
  - Give employees a number of scales and pick the best items

# Assessing Scale Functioning

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- Using Statistics to Understand your Scales
  - Internal Consistency
  - Inter-item Correlations
  - Factor Analyses
    - Exploratory v. Confirmatory
  - Structural Equation Models
    - Path Analysis
    - Model Fitting v. Model Testing
  - Multiple Regression
    - Dominance Analysis (Budescu, 1993)
- Areas
  - Dimensionality
  - Functioning
  - Utility

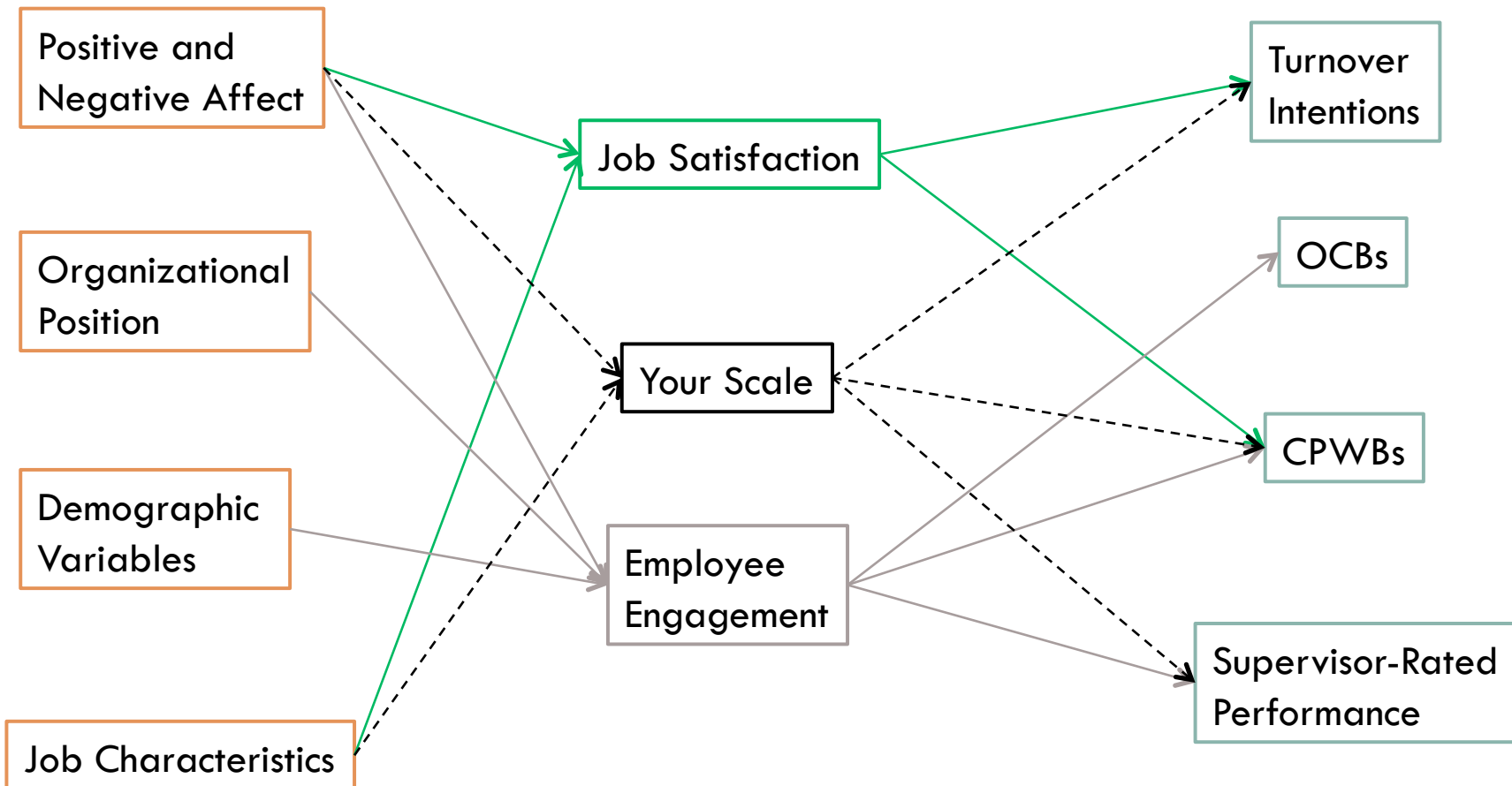
# Dimensionality

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- Theoretical
  - Attitude type (Harrison, et al., 2006)
  - Attitude source/target
    - Supervisor, work itself, turnover, etc.
- Implications of having multiple dimensions
  - More analyses
  - Need to describe results by scale dimension
  - Scoring might be an issue
    - Factor scoring worthwhile?
    - Oblique factors might work similarly

# Functioning (Nomological network)

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# Utility

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- What can you expect your survey to do?
  - Predict outcomes
    - Turnover
    - OCBs
    - CPWBs
    - Task Performance
    - Work-life Balance Program usage
- Which research findings can you confidently borrow?
  - Compare scale overlap empirically
  - Examine correlation patterns
  - Be mindful of sampling issues

# Example: Predict Attrition

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- Spectrum HR
  - Supervisor Survey (5 scales)
    - Awards/recognition
    - Promotion /raises
    - Job withdrawal behaviors
    - Performance
    - Pay
  - Employee Survey (4 scales)
    - Satisfaction
      - Work itself
      - Supervisor, Coworkers, Pay, Organization
    - Commitment/Engagement
    - Turnover intentions / Job search behavior
- Use
  - Compare supervisor and employee scales for predicting turnover
  - Find best Predictive Equation
  - Intervene for people with high scores

# Example: Predict Attrition

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## □ Supervisor Items

- This person has received awards from the organization for his/her performance.
- It is likely that this person will be promoted in the near future.
- This person's desk or personal areas are filled with personal effects and pictures.
- This person puts extra effort into projects and other work when necessary.
- This person has recently received a substantial raise in pay.

## □ Employee Item

- My work has a significant impact on the world.
- I often receive feedback on performance at work.
- I have a good chance for advancement at this organization.
- I am proud to be a member of this organization.
- I have posted my resume online.

# Example: Employee Engagement

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## □ Affective

- I am satisfied with my current job
- I am emotionally connected to my coworkers
- This organization feels like a family.
- I like my supervisor as a person.
- I enjoy the work that I do.
- I feel fulfilled in this occupation.

## □ Cognitive

- I am committed to this organization
- I am compensated fairly for the work that I do.
- I am provided with adequate resources to do my job.
- I owe this organization my support.
- There are opportunities for advancement at this organization.
- I plan to remain with this organization.

## □ Behavioral

- I spend my own time developing work-related knowledge and skills.
- I do more than my assigned work to accomplish organizational goals
- I defend and promote my organization to people outside the organization.
- I would remain with this organization through economic hardship.
- I teach coworkers my knowledge and skills.
- I provide coworkers with personal support.

# Example: Employee Engagement

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- 5 point *Strongly disagree* to *Strongly agree*
- The Gallup measure has a true score correlation with “how satisfied are you with your current job” of .91 (Harter, Schmidt, & Hayes, 2002)
- Alpha Reliability:
  - My scale = .90
  - Gallup = .87
- Affective
  - satisfaction, coworkers, organization, supervisor, work itself, & occupation
- Cognitive
  - commitment, pay, resources, promotions, normative & continuance
- Behavioral
  - 2 items each on personal support, org support, & conscientious initiative

	My Scale	Gallup
Gallup engagement	0.81	
Withdrawal cognitions	-0.44	-0.26
OCBs	0.70	0.74
CPWBs	-0.45	-0.41
Task Performance	0.49	0.57
Justice Perceptions	0.65	0.69
Job Satisfaction	0.77	0.69
POS	0.76	0.76
LMX	0.71	0.76

