

**Full Length Research**

# The Importance of Job Attitudes, Integrative Behavioral Outcomes and Time Sequences of Staffs at Garissa Law Courts

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Drawing on the compatibility principle in attitude theory, the authors proposes that overall job attitude (job satisfaction and organizational commitment) provides increasingly powerful prediction of more integrative behavioral criteria (focal performance, contextual performance, lateness, absence, and turnover combined). The principle was sustained by a combination of meta-analysis and structural equations showing better fit of unified versus diversified models of meta-analytic correlations between those criteria. Overall job attitude strongly predicted a higher-order behavioral construct, defined as desirable contributions made to one's work role ( $r = .59$ ). Time-lagged data also supported this unified, attitude- engagement model.

**Keywords:** job attitude, job satisfaction, organizational commitment, focal performance, contextual performance, lateness, absence, turnover.

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## INTRODUCTION

Job attitudes and job performance are perhaps the two most central and enduring sets of constructs in individual-level organizational research. Yet, a longstanding debate persists about the nature and the strength of relationships between these fundamental predictors and criteria (Austin & Villanova, 1992; Brief, 1998; Johns, 1998; Judge, Thoreson, Bono, & Patton, 2001). An elemental question remains: How important are job attitudes for predicting and understanding job performance in particular, and work role– directed behaviors in general? Authors of early qualitative reviews concluded that only

the weak support existed for the relationship between one principal attitude, job satisfaction, and supervisor ratings or output measures of job performance (e.g., Brayfield & Crockett, 1955). A common inference in those reviews was that job were more strongly related to absence, turnover, and other forms of work role withdrawal than they were to in-role performance (e.g., Herzberg, Mausner, Peterson, & Capwell, 1957; Vroom, 1964). Subsequent quantitative reviews also failed to show job attitudes as having strong predictive utility. One meta-analysis reported a lackluster value as the best

assess of the correlation between satisfaction and performance (Iaffaldano & Muchinsky, 1985). Another review showed organizational commitment bore a weaker relationship to job performance than to at least one withdrawal behavior, turnover. (Mathieu & Zajac, 1990). Consequently, the pendulum of causal potency has swung away from job attitudes (Judge et al., 2001). One widely held view is that attitudes are inconsistent or epiphenomenal forces in work behavior (e.g., Locke & Latham, 1990): they explain only 3–4 percent of performance variance and have little practical importance for managers.

The study focused on empirical scrutiny via comprehensive and comparative tests. In doing so, the study attempted to contribute to knowledge management in five objectives. First, to investigate and more fully map the individual-level criterion space (i.e., a set of work behaviors valued by organizations (Austin & Villanova, 1992) by bringing four original meta-analyses to the literature, estimating the connections between contextual performance and lateness, absence, turnover, and focal (in-role) performance. Second, the study created a multivariate matrix of meta-analytic correlations between pairs of these five behavioral criteria and the two most commonly studied job attitudes: job satisfaction and organizational commitment.

This effort involved combining employees' new meta-analyses with clarified results of existing meta-analyses, a process resulting in estimate of bivariate relationships in adult working populations. Third, the study used the ensuing meta-analytic matrix to compare the fit of competing theoretical models that specify relationships between attitudinal predictors and behavioral criteria.

Fourth, the study established the time sequencing among job attitudes and behaviors, comparing predictive with "postdictive" time-lagged designs. Fifth and most importantly, the study determined and answered the question posed in the title by estimating links between predictors and criteria defined at increasingly compatible levels of generality, an effort culminating in a broad attitude-engagement model that connects overall job attitude with overall individual effectiveness.

## RATIONALE

The study was to assess the importance of job attitudes, integrative behavioral outcomes and time sequences of staffs at Garissa law courts in order to propose an appropriate job attitudes and integrative behavioral outcomes and time sequences of staffs of Garissa law courts. As no extensive research has been conducted in this area in Kenya, the study also fills the gap in the importance of job attitudes, integrative behavioral outcomes and time sequences of staffs literature related to this area.

## OBJECTIVES OF THE STUDY

- 1) To assess the connections between contextual performance and lateness, absence, turnover, and focal (in-role) performance.
- 2) To create a multivariate matrix of meta-analytic correlations between behavioral, job satisfaction and organizational commitment.
- 3) To use the ensuing meta-analytic matrix to compare the fit of competing theoretical models that specifies relationships between attitudinal predictors and behavioral criteria.
- 4) To establish the time sequencing among job attitudes and behaviors, comparing predictive with "postdictive" time-lagged designs.
- 5) To determine and answer the question posed in the overall job attitude with overall individual effectiveness.

## LITERATURE REVIEW

The literature review will be guided by the research objectives as follows:

### Contextual performance, absenteeism, and lateness

In formulating ideas about links between contextual performance, absenteeism, and lateness, one can also note the role of absenteeism and lateness as means through which employees can withhold inputs from an organization. Many foundational theories of organizational behavior, including equity theory (Adams, 1965), inducements-contributions theory (March & Simon, 1958), and social exchange theory (Thibault & Kelly, 1959) suggest straightforward reasons why individuals contribute or withhold such inputs. Under their auspices, The researcher theorize that lateness and absence are often controllable forms of input reduction, subject to the same motivations for withholding inputs as OCBs, helping behaviors, and other elements of contextual performance (Harrison, Johns, & Martocchio, 2000).

Those who are willing to expend the (extra-role) effort to engage in contextual performance are less apt to reduce their (in-role) effort to meet the focal demands of their work schedules. Additionally, absenteeism and lateness permit an employee to reduce the costs of an aversive job by engaging in more pleasurable activities while still maintaining the job's economic benefits. There are also fewer opportunities to enact forms of contextual performance when one spends less time at work (is late or absent). Thus hypothesis 2, Contextual performance is negatively related to absenteeism, hypothesis 3, Contextual performance is negatively related to lateness.

### Contextual performance and turnover

Chen, Hui, and Segó (1998) proposed that avoidance of citizenship behavior may be a discretionary and primary means for employees to reduce work role inclusion. If the morale building or relationship-enhancing actions comprising contextual performance (Van Scotter & Motowidlo, 1996) are considered "prepayment" for eventual good treatment by an employer, then avoidance of contextual performance may signal employees' intentions to "write off" these investments in a firm they plan to leave. Likewise, in their job embeddedness model, Mitchell, Holtom, Lee, Sablinski, and Erez (2001) proposed that a major factor inhibiting turnover is the depth and breadth of interpersonal relationships developed through contextual performance behaviors. Mossholder, Settoon, and Henagan (2005) also showed evidence that workers with fewer interpersonal ties were more likely to quit. Hence, contextual performance promotes the formal and informal connections that reduce an employee's likelihood of quitting.

### Contextual performance and focal performance

The connection between contextual and focal (task) performance has been given more research attention than the connection between contextual performance and withdrawal behaviors (e.g., Conway, 1999; Motowidlo & Van Scotter, 1994; Rotundo & Sackett, 2002). Task performance is typically defined as the degree to which an individual meets or exceeds expectations about focal role requirements. Hunt (2002) argued that when employees have a fixed pool of inputs or efforts, a negative relationship should be expected between contextual and focal performance. He refers to these situations as "Taylorist jobs," in which strict adherence to routinized procedures is advocated.

Most jobs, however, have become less routinized, less unidimensional, and less strictly defined (Cascio, 1998), reducing the asserted trade-off between contextual and focal performance. Additionally, for a variety of circumstances, individual difference variables have been found to produce relatively high levels of both task performance and citizenship behavior. These individual difference variables include conscientiousness, emotional stability, and agreeableness (Hurtz & Donovan, 2000; LePine, Erez, & Johnson, 2002). Further, Taylorist jobs are most likely to produce negative within person correlations of contextual with task performance, while our current focus is on between-person correlations. Given this pattern of evidence, The researcher expect that some individuals bring higher levels of personal resources (time, energy, and human capital) to their jobs, fostering higher levels of focal and contextual

performance hypothesis 4; Contextual performance is positively related to focal (task) performance.

### Predictors: job satisfaction, organizational commitment, and overall job attitude

Job satisfaction, although defined in many ways, has often been thought of as an emotional state resulting from the evaluation or appraisal of one's job experiences (Locke, 1976), or as a psychological state simultaneously represented by cognitive and affective indicators (Brief & Weiss, 2002; cf. Schleicher, Watt, & Greguras, 2004). The consensual portion of organizational commitment's definition is that it is a feeling of sharing beliefs and values with one's entire organization—itsself a positive emotional state (e.g., Meyer & Allen, 1991). That is, despite conceptual and empirical distinctions (e.g., Tett & Meyer, 1993), it is clear that job satisfaction and organizational commitment have theoretical and empirical commonalities. Both satisfaction and commitment are nonspecific with regard to the actions prescribed. In Meyer and Allen's (1991) three dimensional re-conceptualization, affective commitment is the most strongly overlapping in constitutive and operational definition with attitude. Indeed, recently it has been termed "attitudinal commitment" (Riketta, 2002). Hulin (1991) also noted considerable theoretical overlap between affective commitment and overall job satisfaction, remarking that the only clear difference between the two is their conceptual target. The target of job satisfaction is one's position or work role; the target of effective commitment is the entire organization (Hulin, 1991).

In addition to the evidence for a shared conceptual domain, there is evidence of these constructs having a great deal of shared variance. Mathieu and Zajac (1990) showed that measures of commitment from the Organizational Commitment Questionnaire (OCQ) were more strongly connected to overall satisfaction than to facet-specific (pay, coworker, supervision, etc.) satisfaction. Satisfaction and effective commitment measures have a strong correlation (e.g., meta-analytic  $r = .60$ ). (Meyer, Stanley, Herscovitch, & Topolnysky, 2002). In fact, the correlation between overall job satisfaction and effective commitment is stronger than many of the relationships between indicators typically taken as representing a single underlying construct. Moreover, the correlation between affective commitment and job satisfaction is stronger than the correlations between pairs of (effective, normative, and continuance) facets of Meyer and Allen's (1991) commitment construct (Meyer et al., 2002), and stronger than relationships between indicators of other general constructs (du Toit & du Toit, 2001). Thus, it is reasonable to treat job satisfaction and attitudinal commitment as specific reflections of a general

attitude, as each is a fundamental evaluation of one's job experiences. Hence, the authors extend the work of Judge and co authors (2001) and argue the researchers can conceptualize both job satisfaction and organizational commitment as indicating an underlying overall job attitude.

### **Criteria: focal versus contextual performance**

Another major issue in a comprehensive test of attitude-behavior relationships at work is the breadth of the criterion space. For the past two decades, scholars have systematically expanded individual-level behavioral criteria, responding in part to the early and fairly gloomy reviews of attitude-performance connections (e.g., Organ, 1977). Organ and his colleagues have defined organizational citizenship behavior (OCB) using elements of work activity not fully captured by traditional (focal performance, task completion) concepts (Bateman & Organ, 1983; Organ, 1997; Smith, Organ, & Near, 1983). Borman and Motowidlo further abstracted these behaviors (1993) into contextual performance, a more inclusive criterion dimension. Such behaviors were seen as more interpersonally oriented (Motowidlo, 2000; Van Scotter & Motowidlo, 1996), more discretionary, and more "extra role" (e.g., helping coworkers, encouraging or improving morale, and endorsing, supporting, and defending organizational objectives), than what has been characterized as "in-role" performance (Organ, 1988; Organ & Paine, 1999). The researcher suggests contextual performance is now an important part of what Fisher (1980) called the "total set of work-related behaviors," and examining this construct fulfills recommendations to study broader, more abstract criteria (see Hanisch, Hulin, & Roznowski, 1998; Judge et al., 2001).

Past studies have focused on attitudinal predictors of contextual performance (Organ & Ryan, 1995). Research on links between contextual performance and other criterion dimensions (e.g., lateness, absenteeism, and turnover) is more recent. Of equal importance, the position of contextual performance in the temporal progression of behavioral responses to negative attitudes has not been made explicit. Below, the researcher reviews and develops formal hypotheses supporting such links. Those hypotheses serve as conceptual bases for four new meta-analyses, which themselves are necessary for completing the meta-analytic matrix of pairwise correlations between all commonly studied behavioral criteria and job attitudes.

### **Contextual performance and turnover**

Chen, Hui, and Segó (1998) proposed that avoidance of

citizenship behavior may be a discretionary and primary means for employees to reduce work role inclusion. If the morale-building or relationship-enhancing actions comprising contextual performance (Van Scotter & Motowidlo, 1996) are considered "prepayment" for eventual good treatment by an employer, then avoidance of contextual performance may signal employees' intentions to "write off" these investments in a firm they plan to leave. Likewise, in their job embeddedness model, Mitchell, Holtom, Lee, Sablinski, and Erez (2001) proposed that a major factor inhibiting turnover is the depth and breadth of interpersonal relationships developed through contextual performance behaviors. Mossholder, Settoon, and Henagan (2005) also showed evidence those workers with fewer interpersonal ties were more likely to quit. Hence, contextual performance promotes the formal and informal connections that reduce an employee's likelihood of quitting. Hypothesis 1. Contextual performance is negatively related to turnover.

### **Contextual performance, absenteeism, and lateness**

In formulating ideas about links between contextual performance, absenteeism, and lateness, the researcher also notes the role of absenteeism and lateness as means through which employees can withhold inputs from an organization. Many foundational theories of organizational behavior, including equity theory (Adams, 1965), inducements-contributions theory (March & Simon, 1958), and social exchange theory (Thibault & Kelly, 1959) suggest straightforward reasons why individuals contribute or withhold such inputs. Under their auspices, the researcher theorizes that lateness and absence are often controllable forms of input reduction, subject to the same motivations for withholding inputs as OCBs, helping behaviors, and other elements of contextual performance (cf. Harrison, Johns, & Martocchio, 2000). Those who are willing to expend the (extra-role) effort to engage in contextual performance are less apt to reduce their (in-role) effort to meet the focal demands of their work schedules. Additionally, absenteeism and lateness permit an employee to reduce the costs of an aversive job by engaging in more pleasurable activities while still maintaining the job's economic benefits. There are also fewer opportunities to enact forms of contextual performance when one spends less time at work (is late or absent). Thus hypothesis 2 Contextual performance is negatively related to absenteeism. Hypothesis 3 Contextual performance is negatively related to lateness.

### **Criteria: withdrawal behaviors**

Alongside contextual and focal performance, withdrawal

behavior is arguably a third major dimension of the individual-level criterion space. Actions such as lateness, absenteeism, and turnover have a long history of study in management, and direct bottom-line implications for firms. Although researchers have meta-analyzed connections between pairs of withdrawal behaviors (e.g., Mitra, Jenkins, & Gupta, 1992), and between each of the major withdrawal behaviors and job attitudes (e.g., Hackett, 1989), they have not been examined simultaneously or as key components of a broader criterion space.

Just as there are debates about the connections of job attitudes with performance, there are decade's old sets of opposing ideas about the nomological networks of single- and multiple-behavior forms of withdrawal (Johns (1998). Hulin (1984, 1991) suggested that the meanings of lateness, absence, and turnover can be found in their patterns of covariation. Rosse and Miller (1984) identified five sets of those patterns, or nomological networks, as underlying theories of relationships among withdrawal behaviors themselves, and between withdrawal behaviors and their proposed antecedents and consequences (also see their reinterpretation by Harrison and Martocchio (1998). According to the independent forms model of withdrawal, lateness, absenteeism, and turnover each have a unique etiology. In its extreme form, this model is taken to predict near-zero covariances among uniquely determined withdrawal behaviors (Rosse & Miller, 1984). However, a more precise characterization of the independent forms model might be that it predicts differential connections of job attitudes to each type of withdrawal behavior. Under an independent forms model of withdrawal, a model fitted to attitude-behavior correlations that keeps lateness, absenteeism, and turnover distinct (and therefore includes no underlying withdrawal construct) should fit best.

In contrast, for the compensatory forms and alternative forms models, single withdrawal behaviors are assumed to be substitutable in specific ways for one another. Rosse and Miller (1984) described them in terms of "water under pressure"; the metaphoric flowing water is the urge to withdraw from a dissatisfying work environment (Johns, 1997). Under the alternate forms model, external constraints on one behavior (the turnover faucet is closed) mean that the urge will be expressed in another behavior (the absenteeism faucet is open).

Under compensatory forms, enacting one form of withdrawal will have a tempering (relief valve) effect on dissatisfaction, and therefore lessen the probability of enacting another form of withdrawal. Both models are taken to predict negative within-person covariance between individual withdrawal behaviors over short periods of time (Martocchio & Harrison, 1993). The spillover model connects withdrawal behaviors in a positive way (Rosse & Miller, 1984). Engaging in lateness, absence, or turnover is a reflection of a general,

underlying propensity to withdraw, which itself is determined by an overall, negative job attitude. What differentiates the three behaviors is merely the threshold that the underlying attitudinal propensity must breach to reveal itself in a particular action (lateness has the lowest threshold (Hulin, 1991). This model would be operationalized with all three behaviors serving as congeneric reflections of a single withdrawal construct. The compensatory, alternative forms, and spillover models also mandate a separate dimension of withdrawal from task and contextual performance in this study's meta-analytic model-fitting, as all three models specify a single underlying urge to withdraw that is variously manifested through lateness, absenteeism, and turnover.

Finally, according to the progression of withdrawal model, positive covariances occur between pairs of withdrawal behaviors in a specific, cascading order (Benson & Pond, 1987; Krausz, Koslowsky, & Eiser, 1998; Mobley, 1982; Rosse, 1988).

Under the progression conceptualization, all three withdrawal behaviors are presumed to be responses to negative job attitudes. But an additional requirement is that they be connected in a causal chain, generating a simplex pattern of behavior specific correlations from lateness to absence, and then absence to turnover.

## RESEARCH METHODOLOGY

To test the compatibility principle, and therefore estimate the importance of overall job attitude for predicting a higher-order job behavior construct, the researcher applied the models described to a meta-analytic matrix of relationships among specific job attitudes and behaviors that have frequently appeared in past research. These behaviors included focal performance (task or in-role performance, typically measured by supervisor ratings), contextual performance (typically measured as OCB), lateness, absenteeism, and turnover. Although published meta-analytic estimates were available for bivariate relationships between attitudes (job satisfaction and organizational commitment) and each specific criterion dimension, one of the contributions of this study is to review and estimate meta-analytic relationships between contextual performance and other criteria. The researcher derived meta-analytic correlations between contextual performance and turnover, absenteeism, lateness, and focal performance.

In many of the primary studies included in this study, contextual and task performance ratings were taken from the same source (e.g., supervisors). Therefore, to be commensurate with the other meta-analytic values that were not subject to bias by common method variance or percept-percept inflation (cf. Organ & Ryan, 1995), the researcher separated original studies on the basis of whether data for the two variables came from a common

source. Non common source estimates were used in the tests of competing models. The researcher adopted this method because questionnaires were used to collect data to answer research questions on the importance of job attitudes, integrative behavioral outcomes and time sequences of staffs at Garissa law courts.

### Sampling techniques

The study employed purposive sampling technique to select the sample for the study. Purposive sampling was also used to sample key informants like the Executive Officer (E.O) and Head of station of the court. Simple random sampling was also used to select the staff managing court records in the two courts and the researcher considered this to be representative sample because the sample size was large enough to contain all the variations in the population and equal and independent chances were given to each individual in the population to be selected. Purposive sampling was deemed appropriate in this study because it makes it possible for the selection of subjects on the basis of their expertise in the subject investigated (Uma, 2010) while simple random sampling was preferred for the staff managing court records because it ensured that all staff members of the target population had an equal and independent chance of being included in the sample.

### DATA COLLECTION INSTRUMENTS

- **Questionnaire**

These are a set of questions for obtaining statistical information from an individual. They are printed lists of questions and controlled responses that are given out to respondents to answer on their own. The questions concerned the importance of job attitudes, integrative behavioral outcomes and time sequences of staffs working at Garissa law courts.

Data was collected using three (3) types of questionnaires designed for records staff, Executive Officer (E.O) and Head of stations. The study questions contained both structured and unstructured questions that give the respondents an opportunity to give detailed information. The staff questionnaire had two parts; personal information and connections between contextual performance and lateness, absence, turnover, and focal (in-role) performance, multivariate matrix of meta-analytic correlations between behavioral, job satisfaction and organizational commitment, compare the fit of competing theoretical models that specifies relationships between attitudinal predictors and behavioral criteria, time sequencing among job attitudes and behaviors, comparing predictive with "postdictive" time-lagged

designs, question posed in the overall job attitude with overall individual effectiveness. The Executive Officer (E.O) questionnaire was structured to have two parts; personal information and attitude of staff managing court records.

- **Interview schedule**

Is a method of collecting data verbally that is discussing with the staff or respondents and users involved? This was also used to ascertain the duration of work, responsibilities and previous places worked by the staff working at Garissa law courts. The interview was done to the Executive Officer (E.O), Head of station to collect specific information on job attitudes of staff.

- **Observation**

Is seeing and recording what is happening at the station as far as the importance of job attitudes, integrative behavioral outcomes and time sequences of staffs working at Garissa law courts is concerned. This was used to collect information where the researcher used an observation check list to observe the tasks, duration of work, attendance and reporting and departure of staffs at Garissa law courts.

### DATA ANALYSIS

Data was analyzed using Microsoft excel. Because Microsoft excel is the popular software in use and used in many colleges, it's also a user friendly software for analyzing data.

### RESULTS AND DISCUSSION

#### Attitude-Behavior Relationships: Specific Models

The study on the importance of job attitudes, integrative behavioral outcomes and time sequences of staffs at Garissa law courts were based on several theoretical models of the structure of the behavioral criteria which organize these ideas about criterion structure in ways that correspond with increasing fidelity to the compatibility principle. Conceptualizations of the criterion space might be characterized as diversified, treating multiple responses to job attitudes as unique behaviors or sets, to those that might be characterized as unified, treating all behavioral dimensions as parts of an overall effectiveness construct. The former models— including those that mandate a distinct criterion dimension for each form of withdrawal behavior— treat elements of the

criterion space as more behaviorally specific, and the latter treat them as more general. According to the compatibility principle, the latter models should show stronger connections between overall job attitude and the (shared) variance in behavioral criteria. Differences between diversified and unified theoretical models stem mainly from how they arrange elements of task performance, contextual performance, and withdrawal behaviors relative to one another. The models can be described as shown in Figure 1.

**Model A: Diversified criteria.** Job performance has been defined as behaviors that are under individual control and that affect the goals of the employing organization (Campbell, 1990). As mentioned above, a diversified model of the criterion space would specify no general, higher-order factor underlying the various dimensions of work behavior or performance. According to this model, sets of actions such as lateness, absenteeism, turnover, and contextual performance are determined in different ways and in different strengths by job attitudes. The criteria do not share a single etiology. Instead, performance-related behaviors reflect how much individual control or discretion each one entails. Contextual performance is associated with the level of effort or persistence that an individual exerts beyond what is required. Absenteeism and lateness, as the reduction of effort, are somewhat less discretionary, with controls on their expression that vary across jobs (Johns, 1991). Focal performance is the least discretionary. Typically in role or expected, it serves as the basis for the distribution of formal organizational rewards (Borman & Motowidlo, 1993). The discretionary component of turnover depends upon the external labor market and information about alternative job opportunities. Such a conceptualization also implies that overall job attitude has a stronger connection to contextual performance, lateness, and absence, than to focal performance and (perhaps) turnover (e.g., Chen et al., 1998). That is, when individual control is considered, overall job attitude is predicted to have unique effects on each criterion dimension (see Figure 1, top panel). The independent forms model of job withdrawal (Rosse & Miller, 1984) would fall under this rubric, as it rests on different strengths of predictors for lateness, absence, and turnover (including a version that supposes one behavior is a function of unfavorable job attitude while the others are not [Johns, 1998]).

**Model B: Diversified criteria, plus progression of withdrawal.** Within the diversified criterion model, relationships among single withdrawal behaviors can be structured to be consistent with one or more of the withdrawal theories. In particular, overall job attitude can relate in a unique way to each behavior within the criterion space, while the withdrawal behaviors inside that

space are interrelated in a predefined way. In keeping with the progression of withdrawal hypothesis, The researcher propose a model of a diversified criterion space that overlays an ordered sequence among withdrawal behaviors, moving from lateness to absenteeism to turnover (see the dotted arrows in Figure 1, top panel).

**Model C: Diversified criteria, but unitary withdrawal.**

As suggested in reviews of the consequences of job satisfaction and organizational commitment (Herzberg et al., 1957; Mathieu & Zajac, 1990; Vroom, 1964), as specified in a model which task and contextual performance are distinguished from withdrawal as criteria (see Figure 1, middle panel). In terms of specific versus general approaches to the criterion space, this intermediate, three- rather than five-dimensional model, groups' lateness, absenteeism, and turnover together as outcroppings of an underlying withdrawal construct (Hanisch & Hulin, 1991; Hanisch, Hulin, & Rosnowski, 1998; Rosse & Hulin, 1985). This model is also consistent with withdrawal as spillover (Rosse & Miller, 1984).

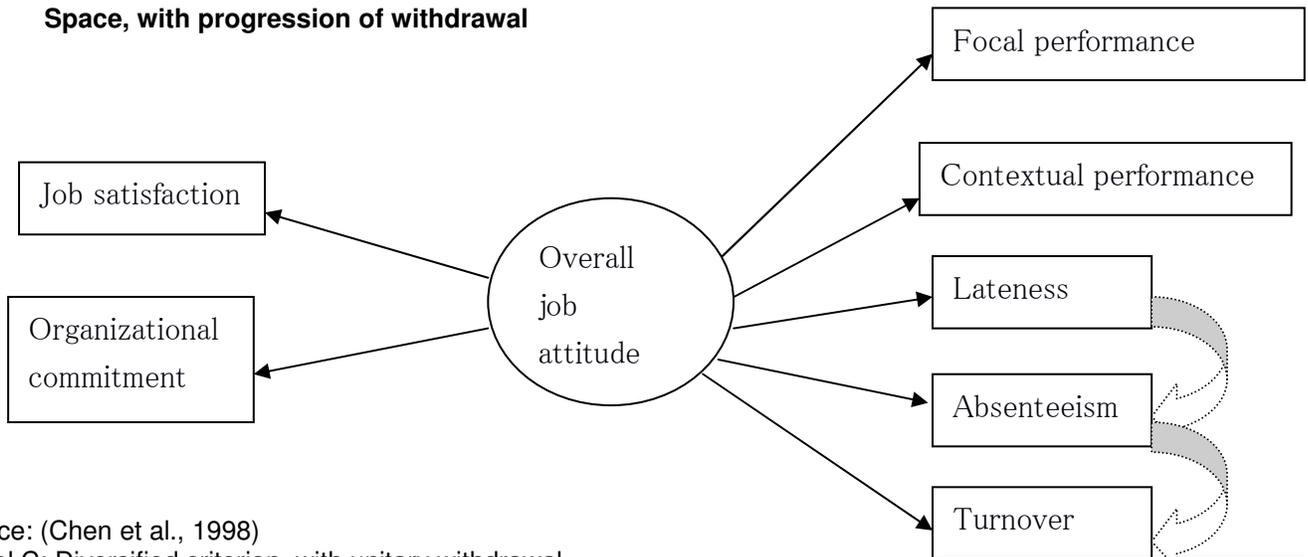
**Model D: Unified criterion.** Moving from three dimensions to a single, general effectiveness dimension involves moving from a diversified to a unified behavioral criterion. Such a model is consistent with the hierarchical perspective of a p-factor in the criterion space (Viswesvaran and Ones [2000]; see Figure 1, bottom panel). Hulin (1982) implied a similar structure decades earlier. The unified model implies that overall job attitude is associated with the shared or empirically overlapping portions of behavioral criteria at work. In terms of attitude theory, this model represents the greatest attitude-behavior compatibility (Fishbein & Ajzen, 1997). Both constructs are treated at the highest level of generality or abstraction. Overall job attitude is generic with respect to actions, contexts, and times. The researcher contends that positive job attitude creates a tendency to engage or contribute desirable inputs to one's work role, rather than withhold them. Each behavioral criterion is a reflection of this general tendency.

**Model E: Unified criterion, plus progression of withdrawal.**

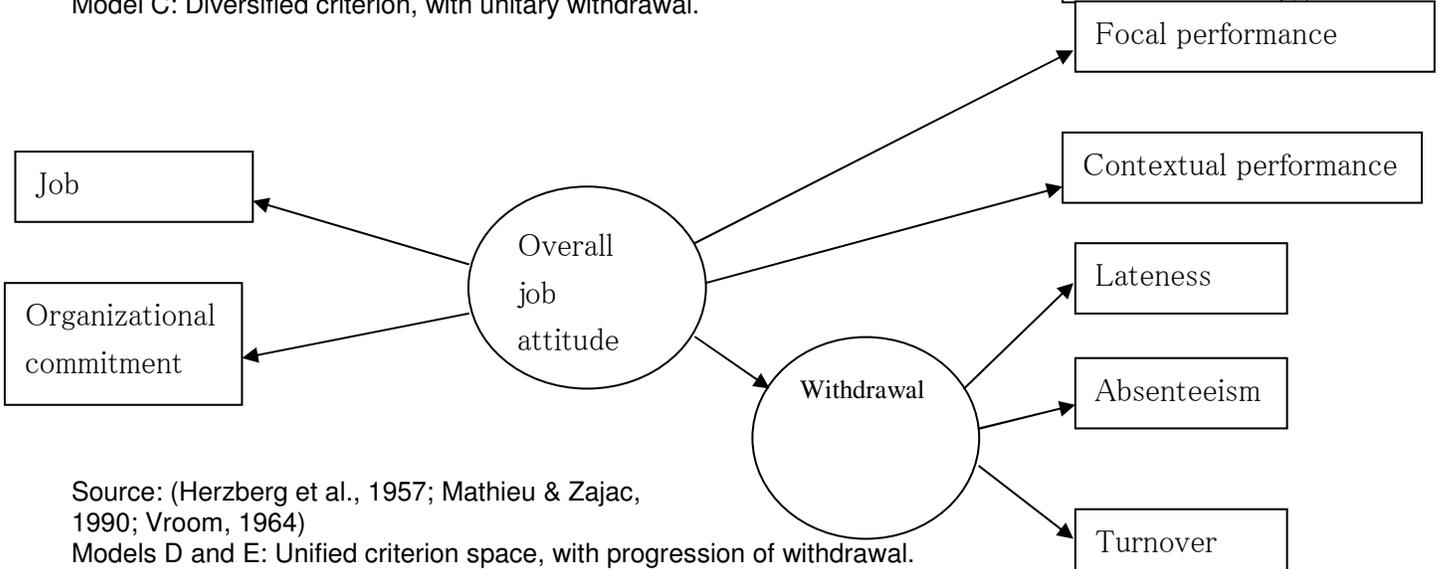
Finally, it is possible that both the compatibility principle and the progression of withdrawal model operate simultaneously (Rosse, 1988). In this specification, individual withdrawal behaviors owe a major portion of their covariation to the general effectiveness criterion. At the same time, there is a dependency structure between pairs of withdrawal behaviors (see Figure 1, bottom panel, and dashed arrows).

As the researcher has noted, withdrawal, contextual performance, and focal (task) performance have not been

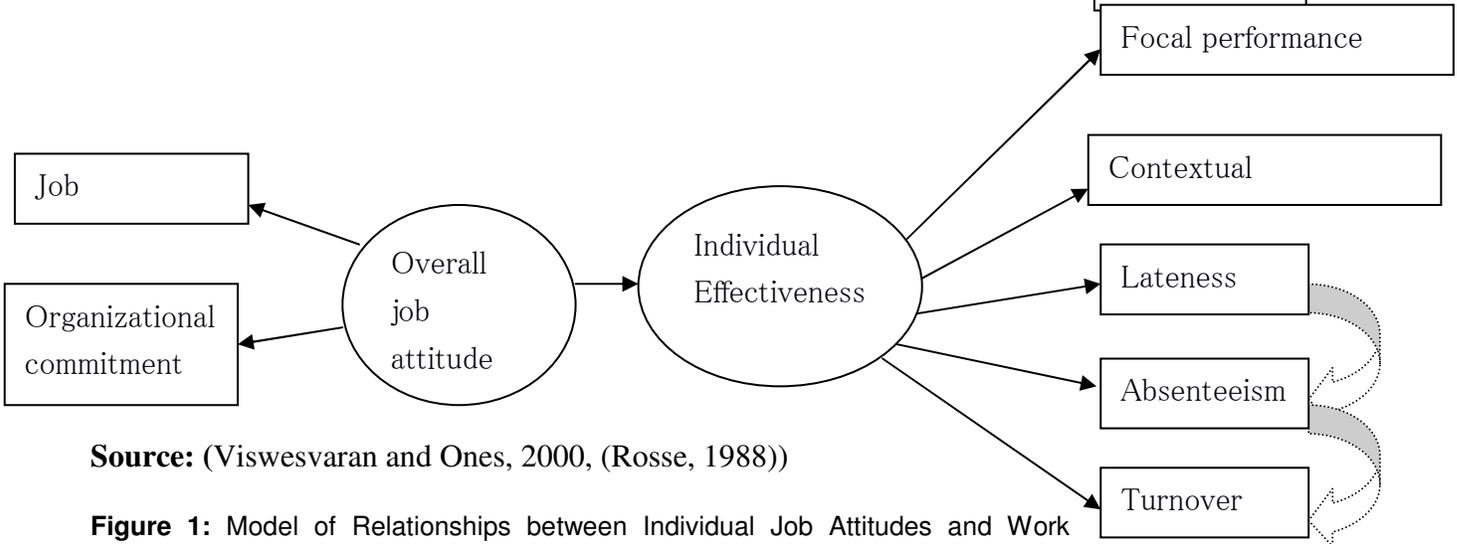
**Models A and B: Diversified criterion Space, with progression of withdrawal**



Source: (Chen et al., 1998)  
 Model C: Diversified criterion, with unitary withdrawal.



Source: (Herzberg et al., 1957; Mathieu & Zajac, 1990; Vroom, 1964)  
 Models D and E: Unified criterion space, with progression of withdrawal.



**Source:** (Viswesvaran and Ones, 2000, (Rosse, 1988))

**Figure 1:** Model of Relationships between Individual Job Attitudes and Work Behavior

drawn together in a comprehensive empirical analysis involving attitudinal predictors.

## RECOMMENDATIONS

Based on the results and discussions with some identified setbacks the researcher has the following recommendations to make;

- Create favorable work conditions. Guide the staff to communicate effectively, build a good interpersonal environment within the work place, and create good work conditions.
- Concern about the employees' education and training. Provide the employees with effective training them in science and cultural knowledge, and let the employees acquire practical knowledge.

Therefore, if organizations can be more concerned about the job satisfaction of employees, better performances can be expected.

## CONCLUSION

Overall job attitude is fundamentally important for understanding work behavior. By thinking about behavioral criteria at a broad level of generality— as overall individual effectiveness— the research findings are consistent with an integrative, *attitude- engagement* idea. A general, positive, job attitude leads individuals to contribute rather than withhold desirable inputs from their work roles.

Research findings are also consistent with a resurgence of interest in more general human resources and organizational behavior constructs. In view of the current work, the authors forward that, along with general cognitive ability, a sound measurement of overall job attitude is one of the most useful pieces of information an organization can have about its employees.

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