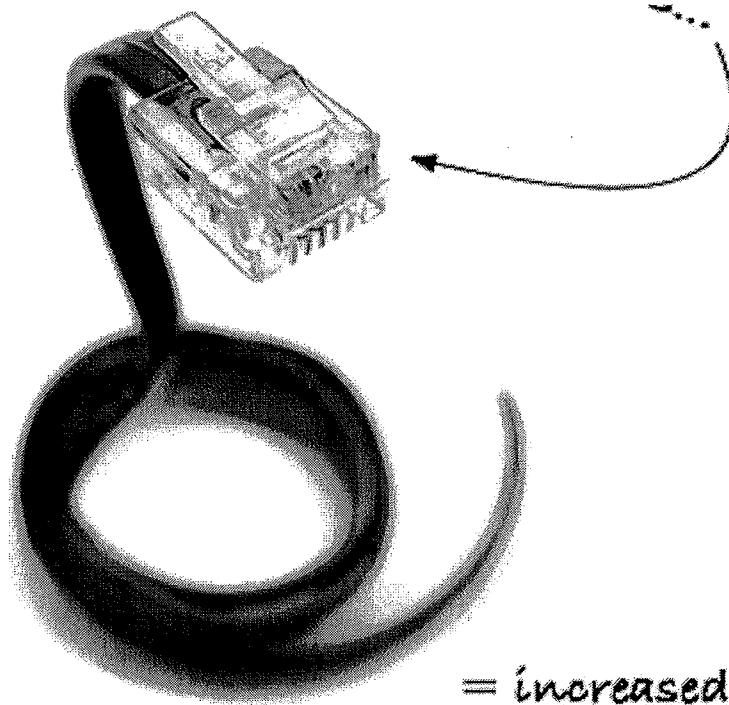


CHANGING WORK ATTITUDE FOR INCREASED PRODUCTIVITY



= increased
productivity

VENUE
MIKLINHOTEL, KUMAI

Prepared by: Judicial Training Institute

CHANGING WORK ATTITUDES

COURT ROOM STAFF

1 Judicial Training Institute

What Is Attitude?

- Simply put, attitude can be defined as the mind-set, feelings, way of thinking, thoughts, opinions etc of people which makes them make certain kind of judgments about external events and other peoples behaviors.
- Thus a complex mental state involving beliefs, feelings and values and the predisposition to act in certain ways.
- Individuals will act based on their attitudes a given issue.

2 Judicial Training Institute

Perspectives on Attitude?

- So for example, if you believe that Rastafarians are social misfits, your attitude will cause you to treat them in that manner regardless of the place you meet them.
- An attitude can therefore be seen as being either positive or negative in a specific cultural context or from one's point of view.
- These beliefs, values, feelings etc go to influence behaviours.

3 Judicial Training Institute

- Understanding different behaviours and preferences is crucial to functioning as an effective team leader or a manager.
- Understanding these differences allows us to work with our team members and adapt to different behaviours and preferences.

4 Judicial Training Institute

CHANGING ORGANIZATIONAL BEHAVIOUR

- Organisational behaviour in the context of judicial Service would be defined as the study of the way individuals and groups in the service behave at work including individual and group interrelationships and interactions with their environments and the conduct of change.

5 Judicial Training Institute

Changing the organisational behaviour of the services would mean that:

- Managers of the Judicial services should endeavour to understand and appreciate the mission of the Service and to share it with other employees.
- Understanding employee attitudes to work, personality and behaviours that influence their performance at the work place.
- Managers of the Judicial Service need to acquire the skills to manage the attitudes of their supporting staff in a way that ultimately addresses the reason (s) for the existence of the Services.

6 Judicial Training Institute

CHANGING ORGANIZATIONAL BEHAVIOUR

In improving the behaviour of individual employees and groups interrelationships in the Judicial Service, the following areas should be worked on to motivate staff:

- Job Satisfaction
- Job Involvement
- Organizational Commitment.

7 Judicial Training Institute

DEFINITIONS

- Job Satisfaction measures employees general attitudes towards their jobs.
- Job Involvement is the degree to which employees identify with their jobs, actively participate in their jobs and consider job performance important to their self-worth.
- Organizational Commitment refers to how the employees identifies with the organization.

8 Judicial Training Institute

REFLECTION

- What steps does your organization currently start to demonstrate its concern with employees job satisfaction?
- Are these effective?
- What else can be done?
- What can you do as a manager to ensure job satisfaction?

9 Judicial Training Institute

Job satisfaction Motivators

- Satisfactory work environment
- Being part of what is going on
- Employee assistance programmes
- Appropriate discipline
- Good Pay
- Challenging work
- Recognition for Good work done
- Job Security
- Promotion and growth Opportunities

10 Judicial Training Institute

Job satisfaction Motivators

- Employees tend to rank recognition for hard work, challenging work and being part of what is going on most highly.
- Managers assume that good pay, job security, promotion and growth opportunity are the most important

11 Judicial Training Institute

Job satisfaction Motivators

Managers should therefore raise motivation levels by:

- Clarifying task roles for each individual indicating managers performance expectations
- Providing regular , positive feedback, however small the achievement
- Personalising causes of performance and pride in accomplishment— inform employees exactly what they can do to create their own performance

12 Judicial Training Institute

Job satisfaction Motivators

Remove supervisory road blocks

- Removing as many organizational and supervisory blocks as possible – think like “facilitator” and “supporter” rather than “supervisor”
- Remove procedures that impede productivity and innovation – encourage suggestions

Job satisfaction Motivators

- Keep Employees Informed
 - Sharing information – a strong demotivator is when they are kept in the dark
- Encouraging participative decision making when and where appropriate – employees have more ownership in decisions to which they have contributed.

Job satisfaction Motivators

- Recognise Individuals
 - Develop a system for recognising individuals
- Encourage personal goal clarification – encourage people to talk about their career goals, objectives and ambition - this helps clarify relationship between the job performance and goals.

What is Job Involvement

- It is the degree to which employees identify with their jobs, actively participate in their jobs and consider job performance important to their self-worth.
- Individuals who rate extremely high on Job Involvement can be said to “eat, breathe and sleep” their jobs and have lower absentee rates, greater job satisfaction and stay longer with the organization.

What Brings about Job Involvement

- An effective way to increase employees Job Involvement is to seek to align their personal values with organizational values.
- The more individuals can identify with the values that form part of the organizations vision, the greater the degree of “ownership” they will have of that vision.

Organizational Commitment

- Organizational Commitment refers to employees orientation towards or degree of identification with the organization and its goals, as well as their desire to remain members of the organization in order that the goals are achieved.

Commitment Motivators

- Sense of Belonging
- Positive feeling towards the organization
- Human resource policies and practices are carried out and perceived by employees
- Opportunity for employees to contribute to decisions regarding their work and things that affect them
- Communication and management styles
- Code of Dressing
- Adherence to Code of Ethics

19

Judicial Training Institute

Group Level Attitudinal Change

- Roles
- Norms
- Group Cohesiveness

20

Judicial Training Institute

CHANGING ORGANIZATIONAL BEHAVIOUR

- Each member of a group occupies a position and each position carries with it a role, which is defined as a set of expectations as to how individuals in positions are expected to behave.
- Which behaviours are expected of us as Managers?
- How can we avoid role conflicts?

21

Judicial Training Institute

CHANGING ORGANIZATIONAL BEHAVIOUR

• NORMS

- "The way we do things here" - standard of behaviour that are shared by all or unspoken rules or doing things around here.
- Norms dictate elements such as code of dressing, working hours, use of office telephone for personal calls ,etc

22

Judicial Training Institute

Reflections

- What are some of the prevailing norms in your work group?
- Are they beneficial
- Is there anything you could do to improve this situation?

23

Judicial Training Institute

Group Cohesiveness

- How cohesive is your group?
- Is the level of cohesiveness affecting performance and productivity?

24

Judicial Training Institute

GROUP EXERCISE

- What are the Negative Attitudes that affect your work
- What are the Solutions to solving these Negative Attitudes
- COURT CLERK
- COURT RECORDER
- REGISTRAR