

Job Satisfaction

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Definition

- **Job satisfaction** describes how content an individual is with his or her job.
- The degree of pleasure an employee derives from his or her job.
- Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997).
- 2 levels of Job Satisfaction:
 - Global Job Satisfaction - Overall Good Feelings
 - Job Facet Satisfaction - Selected Dimensions
 - pay
 - promotions
 - work tasks
 - coworkers
 - supervisors

Definition contd...

- Job satisfaction is a key variable in the study of OB.
- Job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job or job experiences.
- In a sense, it represents how you feel about your job and what you think about your job

Theories of Job Satisfaction

- The Facet Model
- Herzberg's Motivator-Hygiene Theory
- The Discrepancy Model
- The Steady-State Theory
- Affect Theory
- Disposition Theory
- Value Percept Theory
- Job characteristics Theory

The Facet Model

- Focuses primarily on work situation factors by breaking a job into its component elements, or *job facets*, and looking at how satisfied workers are with each.
- A worker's overall job satisfaction is determined by summing his or her satisfaction with each facet of the job.

Job Facets

- Ability utilization
- Achievement
- Activity
- Advancement
- Authority
- Company policies and practices
- Compensation
- Co-workers
- Creativity
- Independence
- Moral values
- Recognition
- Responsibility
- Security
- Social service
- Social status
- Human relations supervision
- Technical supervision
- Variety
- Working conditions

Herzberg's Motivator-Hygiene Theory of Job Satisfaction

- Focuses on the effects of certain types of job facets
- Everyone has two sets of needs or requirements
 - *Motivator needs* are associated with the actual work itself and how challenging it is
 - Facets: interesting work, autonomy, responsibility
 - *Hygiene needs* are associated with the physical and psychological context in which the work is performed
 - Facets: physical working conditions, pay, security

Herzberg's Motivator-Hygiene Theory

- Hypothesized relationships between motivator needs, hygiene needs, and job satisfaction:
 - When *motivator needs* are met, workers will be satisfied; when these needs are not met, workers will not be satisfied.
 - When *hygiene needs* are met, workers will not be dissatisfied; when these needs are not met, workers will be dissatisfied.

Hygiene Factors

- Quality of supervision
- Pay
- Company policies
- Physical working conditions
- Relations with others
- Job security



Low

High



Motivators

- Promotion opportunities
- Opportunities for personal growth
- Recognition
- Responsibility
- Achievement

The Discrepancy Model of Job Satisfaction

- To determine how satisfied they are with their jobs, workers compare their job to some “ideal job.” This “ideal job” could be
 - What one thinks the job should be like
 - What one expected the job to be like
 - What one wants from a job
 - What one’s former job was like
- Can be used in combination with the Facet Model.

Determining Satisfaction with the Discrepancy and Facet Models

- A) How much (enter job facet) do you currently have at your job?
- B) How much (enter job facet) do you think your job should have?
- The difference between A and B indicates the level of satisfaction with that facet
- The differences are summed for an overall satisfaction score

The Steady-State Theory of Job Satisfaction

- Each worker has a typical or characteristic level of job satisfaction, called the steady state or equilibrium level.
- Different situational factors or events at work may move a worker temporarily from this steady state, but the worker will eventually return to his or her equilibrium level.

Consequences of Job (Dis)Satisfaction

- **Performance:** Satisfied workers are slightly more likely to perform at a higher level than dissatisfied workers
- **Absenteeism:** Satisfied workers are only slightly less likely to be absent than dissatisfied workers
- **Turnover:** Satisfied workers are less likely to leave the organization than dissatisfied workers

Table 3.3 Determinants of Absence from Work

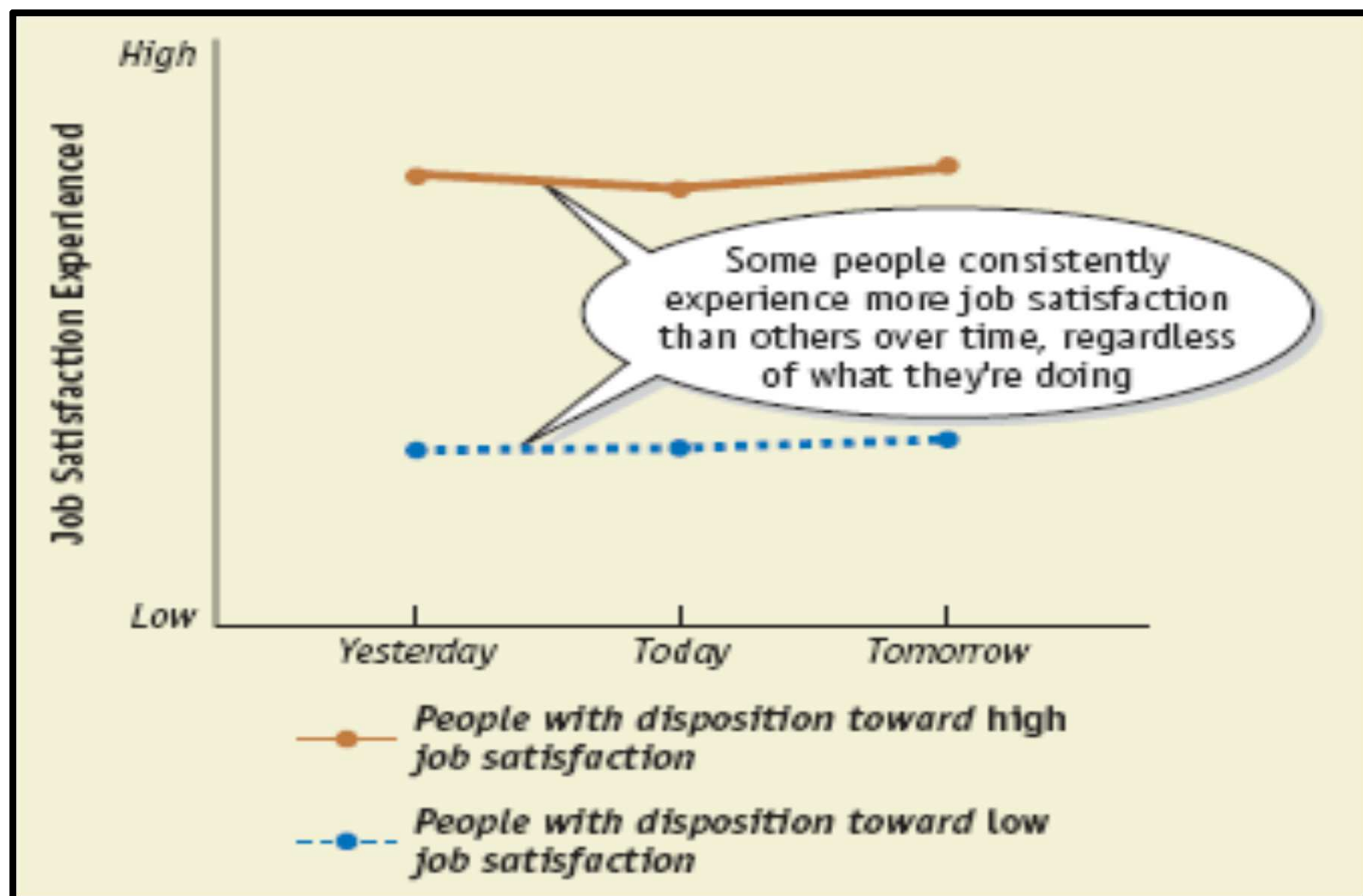
- ***Motivation*** to attend work is affected by
 - Job satisfaction
 - Organization's absence policy
 - Other factors
- ***Ability*** to attend work is affected by
 - Illness and accidents
 - Transportation problems
 - Family responsibilities

Affect Theory

- Satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job.
- The degree to which one values a given facet of work moderates how satisfied/dissatisfied one becomes when expectations are/aren't met.

Dispositional Theory

- The theory suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job.
- Those who have reported a high job satisfaction tends to be stable over time and across careers and jobs.



Value-Percept Theory

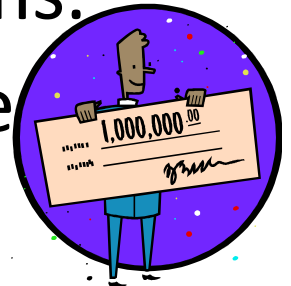
- ***Value-percept theory*** argues that job satisfaction depends on whether you *perceive* that your job supplies the things that you *value*.
- People evaluate job satisfaction according to specific “facets” of the job.

$$\text{Dissatisfaction} = (V_{\text{want}} - V_{\text{have}}) \times (V_{\text{importance}})$$

- V_{want} reflects how much of a value an employee wants
- V_{have} indicates how much of that value the job supplies
- $V_{\text{importance}}$ reflects how important the value is to the employee

Value-Percept Theory, Cont'd

- ***Pay satisfaction*** refers to employees' feelings about their pay, including whether it is as much as they deserve, secure, and adequate for both normal expenses and luxury items.
- ***Promotion satisfaction*** refers to employee feelings about the company's promotion policies and their execution, including whether promotions are frequent, fair, and based on ability.



Value-Percept Theory, Cont'd

- ***Supervision satisfaction*** reflects employees' feelings about their boss, including whether the boss is competent, polite, and a good communicator.
 - “Can they help me attain the things that I value?”
 - “Are they generally likable?”
- ***Coworker satisfaction*** refers to employees' feelings about their fellow employees, including whether coworkers are smart, responsible, helpful, fun, and interesting as opposed to lazy, gossipy, unpleasant, and boring.
 - “Can they help me do my job?”
 - “Do I enjoy being around them?”

Value-Percept Theory, Cont'd

- ***Satisfaction with the work itself*** reflects employees' feelings about their actual work tasks, including whether those tasks are challenging, interesting, respected, and make use of key skills rather than being dull, repetitive, and uncomfortable.

Job Characteristics Theory

- ***Critical Psychological States***
 - ***Meaningfulness of work*** reflects the degree to which work tasks are viewed as something that “counts” in the employee’s system of philosophies and beliefs.
 - ***Responsibility for outcomes*** captures the degree to which employees feel that they are key drivers of the quality of the unit’s work.
 - ***Knowledge of results*** reflects the extent to which employees know how well (or how poorly) they are doing.

What type of tasks create these psychological states?

Job Characteristics Theory, Cont'd

- **Variety** is the degree to which the job requires a number of different activities that involve a number of different skills and talents.
- **Identity** is the degree to which the job requires completing a whole, identifiable, piece of work from beginning to end with a visible outcome.
- **Significance** is the degree to which the job has a substantial impact on the lives of other people, particularly people in the world at large.
- **Autonomy** is the degree to which the job provides freedom, independence, and discretion to the individual performing the work.
- **Feedback** is the degree to which carrying out the activities required by the job provides the worker with clear information about how well he or she is performing.

Job Characteristic Moderators

- Knowledge and skill
- Growth need strength
 - Captures whether employees have strong needs for personal accomplishment or developing themselves beyond where they currently are.

Both of these increase the strength of the relationships within the model

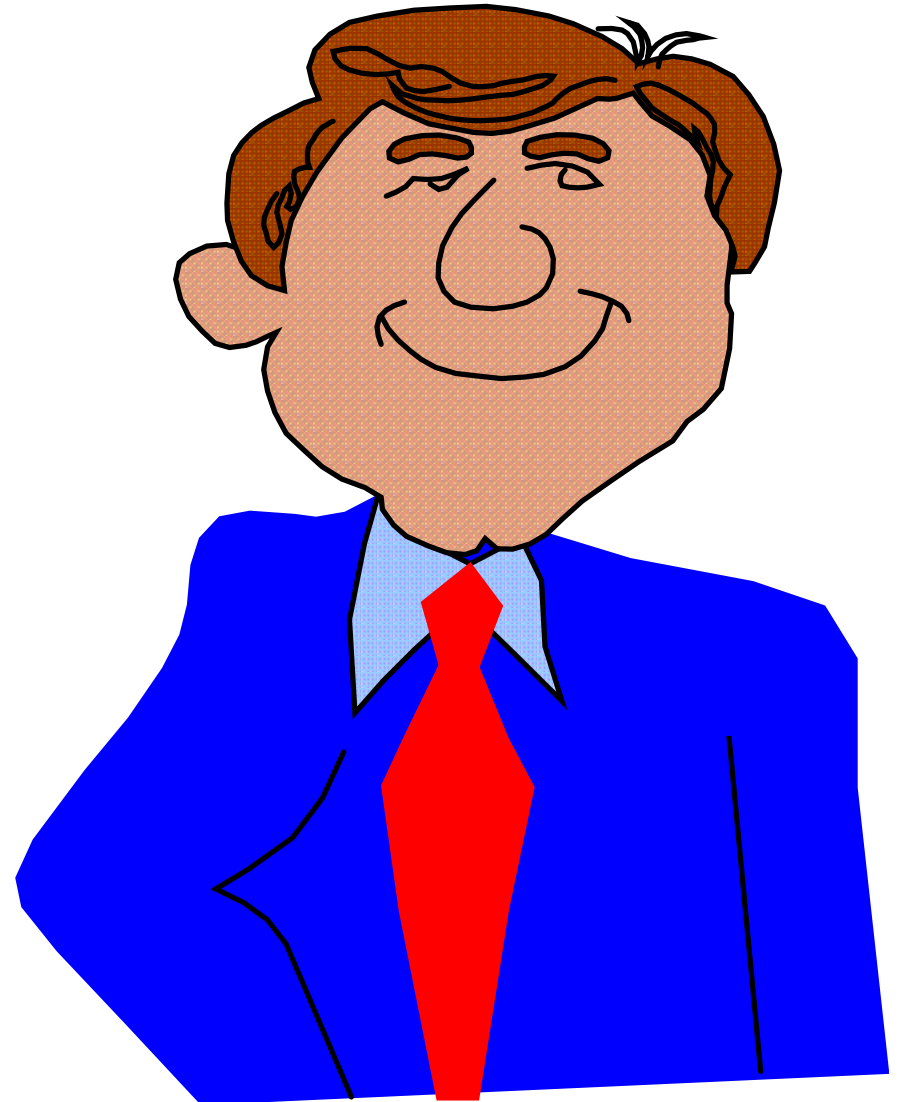
DETERMINANTS OF JOB SATISFACTION

Individual

Personality: *self-esteem, stamina,
internal locus of control,
positive affectivity (disposition),
hope, and resilience*

Status/seniority in the organization

Genetics ????



Determinants of Job Satisfaction

- Personality: the enduring ways a person has of feeling, thinking, and behaving
 - Extroverts tend to have higher levels of job satisfaction than introverts
- Values: reflect employees' convictions about the outcomes that work should lead to and how one should behave at work
 - Those with strong intrinsic work values is more likely than one with weak intrinsic work values to be satisfied with a job that is meaningful but requires long hours and offer poor pay

DETERMINANTS OF JOB SATISFACTION

Organizational/Job Related

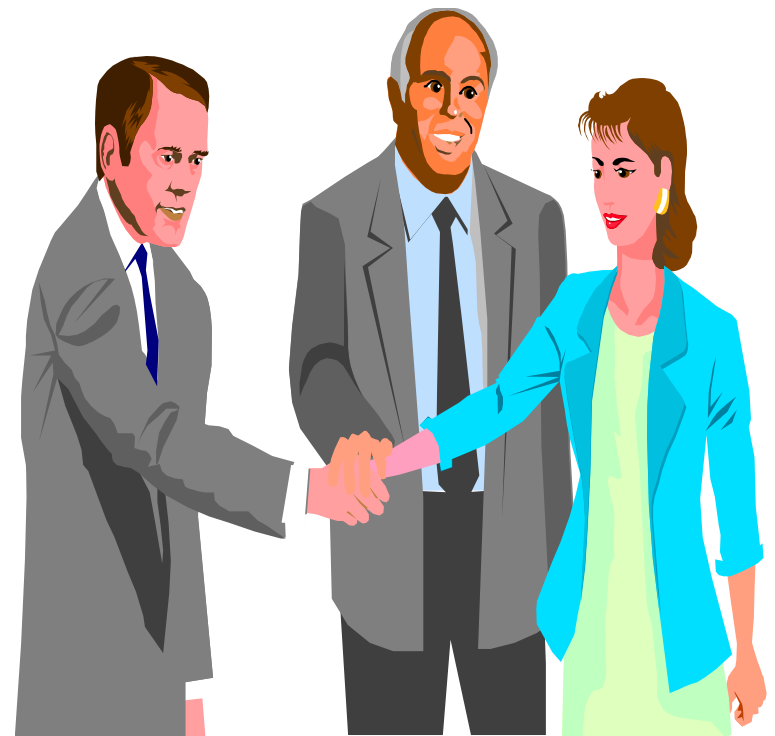
Perceived fairness of rewards

Perceived quality of supervision

Decentralization of power

Pleasant physical working conditions

Job design



Determinants of Job Satisfaction

- Work Situation
 - tasks a person performs
 - people a jobholder interacts with
 - surroundings in which a person works
 - the way the organization treats the jobholder

Determinants of Job Satisfaction

- Social Influence: influence that individuals or groups have on a person's attitudes and behavior
 - Coworkers
 - Family
 - Other reference groups (unions, religious groups, friends)
 - Culture

Organizational factors

- 1. Occupational Level
- 2. Job Content
- 3. Considerate Leadership
- 4. Pay and Promotional Opportunities
- 5. Working Conditions
- 6. Respect from Co-Workers
- 7. Relationship with Supervisors
- 8. Opportunity for Advancement
- 9. Workload and Stress Level
- 10. Financial Rewards

Occupational Level

- The higher the level of the job, the greater is the satisfaction of the individual. This is because higher level jobs carry greater prestige and self control

Job content

- Greater the variation in job content and the less repetitiveness with which the tasks must be performed, the greater is the satisfaction of the individual involved.

Considerate Leadership

- People like to be treated with consideration.
Hence considerate leadership results in higher job satisfaction than inconsiderate leadership.

Pay and Promotional Opportunities

- All other things being equal these two variables are positively related to job satisfaction. i.e., if pay and promotional opportunities are increased it'll result in an increase in job satisfaction

Working conditions

- Working for eight hours or more can be really tolerable if you have a great and entertaining crew working along with you. Further, if you receive the right working conditions, such as lighting, space, and other such factors, it will only increase your level of job satisfaction.
- In short, you will want to go to work if your organization provides you with a good workplace communication and encouraging environment.

Respect from co-workers

- Employees seek to be treated with respect by those they work with. A hostile work environment -- with rude or unpleasant co-workers -- is one that usually has lower job satisfaction.
- Managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action.
- Employees may need to be reminded what behaviours are considered inappropriate when interacting with co-workers.

Relationship with Supervisors

- Effective managers know that their employees need recognition and praise for their efforts and accomplishments.
- Employees also need to know, their supervisors door is always open for them to discuss any concerns they have that are affecting their ability to do their jobs effectively and impeding their satisfaction at the office.

Opportunities from Supervisor

- Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation.
- Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion.

Work load and stress level

- Dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee.
- Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace.

Financial Awards

- Job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation she may be receiving.
- Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace.

Personal Factors

- 1. Personality Job Fit
- 2. Work itself
- 3. Educational Level
- 4. Role Perceptions
- 5. Gender
- 6. Career development

Personality Job Fit

- Individuals should be assigned the job that suits their interest.
- Recently it has been seen that MBA graduates are satisfied with their job if they get the job related to the “specialization” they have chosen during the MBA degree.

Work Itself

- One of the key findings from research is the open expression of fulfillment in workplace to gain fulfillment in their work is a powerful motivator
- To be fulfilled, people need to value their day-to-day work activities. People need to have a sense of accomplishment or pleasure from the work itself.

Educational Level

- With occupational level there is a negative relationship between the educational level and job satisfaction.
- The higher the education, the higher the reference group which the individual looks to for guidance to evaluate his job rewards
- Well-educated individuals know the scope expectations and dept of their jobs

Role perception

- Different individuals hold different perceptions about their role.
- Job satisfaction is determined by this factor also. The more accurate the role perception of an individual, the greater his satisfaction.

Gender

- One might predict gender to be the case, generally low occupational aspiration of women.
- Women are less satisfied with their jobs in workplaces where family friendly work environment are not available.

Career Development

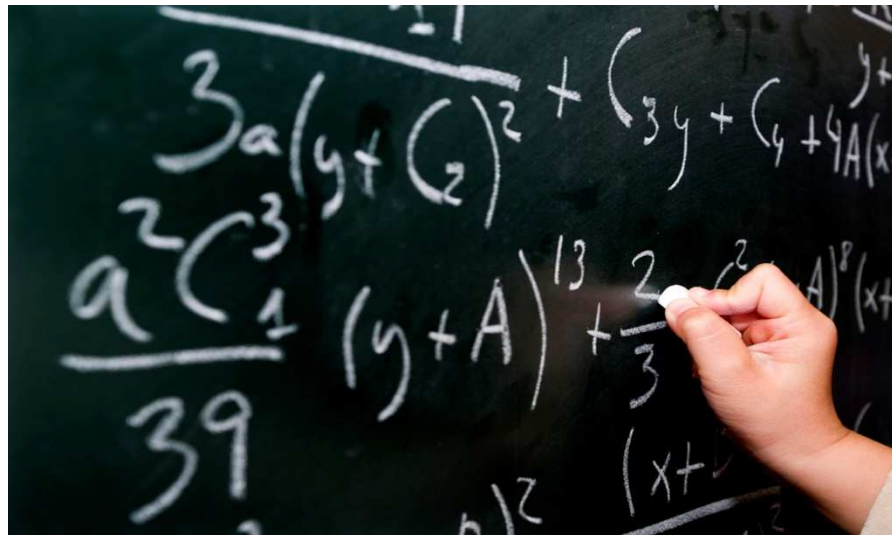
- The Employee is more satisfied with the job:
- Experience within a specific field of interest
- Success at each stage of development
- Educational attainment with each incremental stage.

Consequences of Job Satisfaction

- Job performance
- Organizational citizenship behavior (OCB)
- Turnover
- Absenteeism
- Aggression and counterproductive work behavior (CWB)

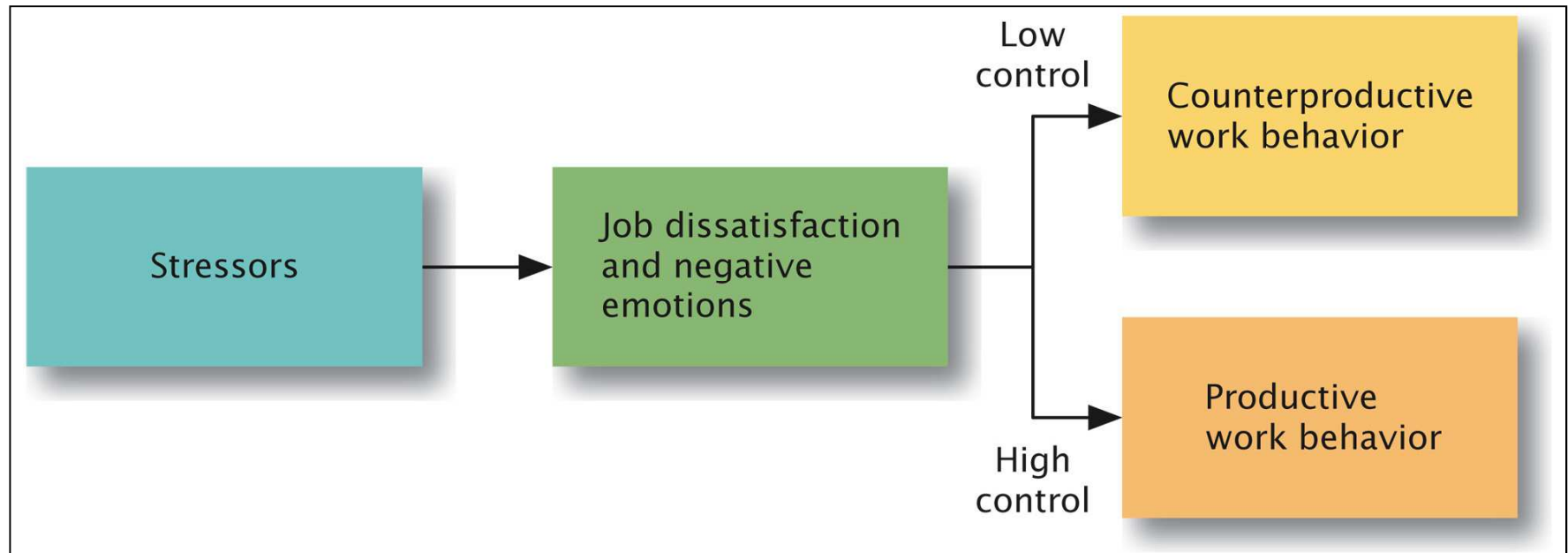
JOB (DIS)SATISFACTION

Most believe that happy or satisfied employees are more productive at work...



...but the relationship between job satisfaction and performance is more complex.

Job Satisfaction and Counterproductive Work Behavior



Satisfaction - Performance

- General attitudes (job sat.) don't predict specific performance behaviors very well. Dissatisfied employees can still put out effort and work productively while complaining, looking for another job or waiting for something to be fixed.

Satisfaction - Performance

- Job Performance leads to Job satisfaction but only when performance is linked to valued rewards. Higher performers receive more rewards, consequently they are more satisfied.
- Many organizations don't reward good performance

Satisfaction - Performance

- Job satisfaction might influence motivation but this isn't real predictive of actual performance.
- The job sat. --->performance relationship is strongest when employees have control at work and more freedom.

Conceptual Framework



Relationship

- There is a significant impact of job satisfaction on performance of employees
- Employees who are in higher levels tend to derive more satisfaction from intrinsic rewards while, employees who are in lower levels tend to derive more satisfaction with extrinsic rewards.
- Higher level employees are more satisfied than the lower level employees

- High experienced employees tend to be more satisfied with their jobs than the less experienced employees.
- Satisfied workers tend to less absenteeism to the work than low satisfied workers.
- High satisfaction leads to less turn over of employees in private sector organizations.
- Financial benefits play an important role to satisfy, retain and attract employees
- Satisfied employees have high commitment to the job than dissatisfied employees

Responses to Dissatisfaction

Exit	<ul style="list-style-type: none">• Leaving the situation• Quitting, transferring
Voice	<ul style="list-style-type: none">• Changing the situation• Problem solving, complaining
Loyalty	<ul style="list-style-type: none">• Patiently waiting for the situation to improve
Neglect	<ul style="list-style-type: none">• Reducing work effort/quality• Increasing absenteeism

Job Satisfaction and Performance

Happy workers are *somewhat* more productive workers, but:

1. General attitude is a poor predictor of specific behaviors
2. Job performance affects satisfaction only when rewarded
3. Depends on employee control of job performance (

Organizational Commitment

- Affective commitment
 - Emotional attachment to, identification with, and involvement in an organization
- Continuance commitment
 - Belief that staying with the organization serves your personal interests

Building Organizational Commitment

- Justice and support
 - Apply humanitarian values
 - Support employee wellbeing
- Shared values
 - Values congruence
- Trust
 - Employees trust org leaders
 - Job security supports trust
- Organizational comprehension
 - Know firm's past/present/future
 - Open and rapid communication
- Employee involvement
 - Employees feel part of company
 - Involvement demonstrates trust