Attitudes and Job Satisfaction

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Attitude isn't everything, but it's close.

—*New York Times* headline, August 6, 2006

Photo: SAS recreational center. *Source:* Charly Kurz/laif/Redux Pictures

SAS because they feel regarded—seen, attended to and cared for. I have stayed for that reason, and love what I do for that reason."

Sources: "100 Best Companies to Work For 2011," *Fortune* (January 7, 2011), http://money.cnn.com/; D. Bracken, "SAS Again Tops Fortune List of Best Places to Work," *Charlotte Observer* (January 20, 2011), www.charlotteobserver.com/; and S. Rezvani, "What Makes a 'Best Workplace?' " *Washington Post* (January 21, 2011), http://views.washingtonpost.com/.

Though most will not go as far as SAS to promote employee satisfaction, many organizations are very concerned with the attitudes of their employees. In this chapter, we look at attitudes, their link to behavior, and how employees' satisfaction or dissatisfaction with their jobs affects the workplace.

What are your attitudes toward your job? Use the following Self-Assessment Library to determine your level of satisfaction with your current or past jobs.

SELF-ASSESSMENT LIBRARY

How Satisfied Am I with My Job?

In the Self-Assessment Library (available on CD or online), take assessment I.B.3 (How Satisfied Am I with My Job?) and then answer the following questions. If you currently do not have a job, answer the questions for your most recent job.

1. How does your job satisfaction compare to that of others in your class who have taken the assessment?
2. Why do you think your satisfaction is higher or lower than average?

Attitudes

1 Contrast the three components of an attitude.

Attitudes are evaluative statements—either favorable or unfavorable—about objects, people, or events. They reflect how we feel about something. When I say "I like my job," I am expressing my attitude about work.

Attitudes are complex. If you ask people about their attitude toward religion, Lady Gaga, or the organization they work for, you may get a simple response, but the reasons underlying it are probably complicated. In order to fully understand attitudes, we must consider their fundamental properties or components.

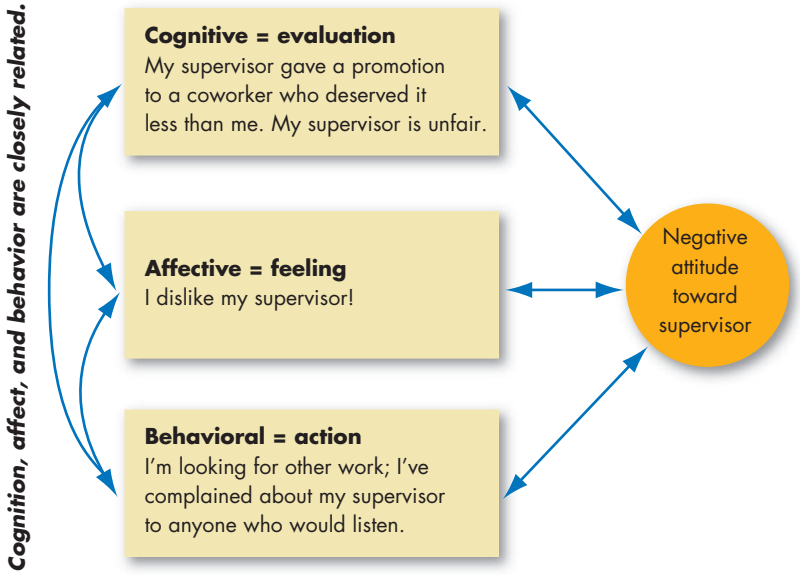
What Are the Main Components of Attitudes?

Typically, researchers have assumed that attitudes have three components: cognition, affect, and behavior.[1] Let's look at each.

The statement "My pay is low" is the **cognitive component** of an attitude—a description of or belief in the way things are. It sets the stage for the more critical part of an attitude—its **affective component**. Affect is the emotional or feeling segment of an attitude and is reflected in the statement "I am angry over how little I'm paid." Finally, affect can lead to behavioral outcomes. The **behavioral component** of an attitude describes an intention to behave in a certain way toward someone or something—to continue the example, "I'm going to look for another job that pays better."

Viewing attitudes as having three components—cognition, affect, and behavior—is helpful in understanding their complexity and the potential

Exhibit 3-1 The Components of an Attitude



relationship between attitudes and behavior. Keep in mind that these components are closely related, and cognition and affect in particular are inseparable in many ways. For example, imagine you realized that someone has just treated you unfairly. Aren't you likely to have feelings about that, occurring virtually instantaneously with the realization? Thus, cognition and affect are intertwined.

Exhibit 3-1 illustrates how the three components of an attitude are related. In this example, an employee didn't get a promotion he thought he deserved; a co-worker got it instead. The employee's attitude toward his supervisor is illustrated as follows: the employee thought he deserved the promotion (cognition), he strongly dislikes his supervisor (affect), and he is looking for another job (behavior). As we've noted, although we often think cognition causes affect, which then causes behavior, in reality these components are often difficult to separate.

In organizations, attitudes are important for their behavioral component. If workers believe, for example, that supervisors, auditors, bosses, and time-and-motion engineers are all in conspiracy to make employees work harder for the same or less money, it makes sense to try to understand how these attitudes formed, how they relate to actual job behavior, and how they might be changed.

Does Behavior Always Follow from Attitudes?

2 Summarize the relationship between attitudes and behavior.

Early research on attitudes assumed they were causally related to behavior—that is, the attitudes people hold determine what they do. Common sense, too, suggests a relationship. Isn't it logical that people watch television programs they like, or that employees try to avoid assignments they find distasteful?

attitudes *Evaluative statements or judgments concerning objects, people, or events.*

cognitive component *The opinion or belief segment of an attitude.*

affective component *The emotional or feeling segment of an attitude.*

behavioral component *An intention to behave in a certain way toward someone or something.*

However, in the late 1960s, a review of the research challenged this assumed effect of attitudes on behavior.[2] One researcher—Leon Festinger—argued that attitudes *follow* behavior. Did you ever notice how people change what they say so it doesn't contradict what they do? Perhaps a friend of yours has consistently argued that the quality of U.S. cars isn't up to that of imports and that he'd never own anything but a Japanese or German car. But his dad gives him a late-model Ford Mustang, and suddenly he says U.S. cars aren't so bad. Festinger proposed that cases of attitude following behavior illustrate the effects of **cognitive dissonance**,[3] any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes. Festinger argued that any form of inconsistency is uncomfortable and that individuals will therefore attempt to reduce it. They will seek a stable state, which is a minimum of dissonance.

Research has generally concluded that people do seek consistency among their attitudes and between their attitudes and their behavior.[4] They either alter the attitudes or the behavior, or they develop a rationalization for the discrepancy. Tobacco executives provide an example.[5] How, you might wonder, do these people cope with the continuing revelations about the health dangers of smoking? They can deny any clear causation between smoking and cancer. They can brainwash themselves by continually articulating the benefits of tobacco. They can acknowledge the negative consequences of smoking but rationalize that people are going to smoke and that tobacco companies merely promote freedom of choice. They can accept the evidence and make cigarettes less dangerous or reduce their availability to more vulnerable groups, such as teenagers. Or they can quit their job because the dissonance is too great.

No individual, of course, can completely avoid dissonance. You know cheating on your income tax is wrong, but you fudge the numbers a bit every year and hope you're not audited. Or you tell your children to floss their teeth, but you don't do it yourself. Festinger proposed that the desire to reduce dissonance depends on moderating factors, including the *importance* of the elements creating it and the degree of *influence* we believe we have over them. Individuals

Marriott International strives for consistency between employee attitudes and behavior through its motto "Spirit to Serve." CEO and chairman J. W. Marriott, Jr., models the behavior of service by visiting hotel employees throughout the year. "I want our associates to know that there really is a guy named Marriott who cares about them," he says. The company honors employees with job excellence awards for behavior that exemplifies an attitude of service to customers and co-workers.

Source: Bill Greenblat/UPI/Newscom

will be more motivated to reduce dissonance when the attitudes or behavior are important or when they believe the dissonance is due to something they can control. A third factor is the *rewards* of dissonance; high rewards accompanying high dissonance tend to reduce the tension inherent in the dissonance.

While Festinger argued that attitudes follow behavior, other researchers asked whether there was any relationship at all. More recent research shows that attitudes predict future behavior and confirmed Festinger's idea that "moderating variables" can strengthen the link.[6]

Moderating Variables The most powerful moderators of the attitudes relationship are the *importance* of the attitude, its *correspondence to behavior,* its *accessibility,* the presence of *social pressures,* and whether a person has *direct experience* with the attitude.[7]

Important attitudes reflect our fundamental values, self-interest, or identification with individuals or groups we value. These attitudes tend to show a strong relationship to our behavior.

Specific attitudes tend to predict specific behaviors, whereas general attitudes tend to best predict general behaviors. For instance, asking someone about her intention to stay with an organization for the next 6 months is likely to better predict turnover for that person than asking her how satisfied she is with her job overall. On the other hand, overall job satisfaction would better predict a general behavior, such as whether the individual was engaged in her work or motivated to contribute to her organization.[8]

Attitudes that our memories can easily access are more likely to predict our behavior. Interestingly, you're more likely to remember attitudes you frequently express. So the more you talk about your attitude on a subject, the more likely you are to remember it, and the more likely it is to shape your behavior.

Discrepancies between attitudes and behavior tend to occur when social pressures to behave in certain ways hold exceptional power, as in most organizations. This may explain why an employee who holds strong anti-union attitudes attends pro-union organizing meetings, or why tobacco executives, who are not smokers themselves and who tend to believe the research linking smoking and cancer, don't actively discourage others from smoking.

Finally, the attitude–behavior relationship is likely to be much stronger if an attitude refers to something with which we have direct personal experience. Asking college students with no significant work experience how they would respond to working for an authoritarian supervisor is far less likely to predict actual behavior than asking that same question of employees who have actually worked for such an individual.

What Are the Major Job Attitudes?

3 Compare and contrast the major job attitudes.

We each have thousands of attitudes, but OB focuses our attention on a very limited number of work-related attitudes. These tap positive or negative evaluations that employees hold about aspects of their work environment. Most of the research in OB has looked at three attitudes: job satisfaction, job involvement, and organizational commitment.[9] A few other important attitudes are perceived organizational support and employee engagement; we'll also briefly discuss these.

cognitive dissonance *Any incompatibility between two or more attitudes or between behavior and attitudes.*

An Ethical Choice

Do Employers Owe Workers More Satisfying Jobs?

Research by the Conference Board suggests that job satisfaction for U.S. employees is at a 23-year low. This appears to be occurring in the midst of a dramatic growth in information technology that was supposed to make work easier for employees. What is going on here? Are employers failing to consider an ethical responsibility to employees by providing a satisfying, fulfilling experience at work?

When Professor James Heskett of Harvard posted information about these low job satisfaction rates on his blog, respondents provided a variety of different explanations for why U.S. workers are less satisfied than they were in the past. They included economic pressures, instability in the business environment, and increased competition to get the best jobs. Others believe businesses have become so focused on stock prices and profitability that the personal relationship that used to exist between employers and employees has been lost. Still others proposed that in a poor economic environment, employees who wanted to switch to a new job aren't always able to find alternatives, leaving them "hostages" to a dissatisfying work situation.

Whatever the explanation, there is cause for concern. Survey data from Towers Watson's global workforce study of 20,000 employees in 22 markets around the world found that employees are especially concerned about job security and feel they are entirely responsible for ensuring their long-term career prospects work out. In the current economic environment, it seems that in employers' minds, employee well-being and security have taken a back seat to coping with workplace realities.

What can managers do to ensure they are making ethical decisions about protecting the quality of the workplace in their organizations? As we have shown, managers can enact a variety of concrete steps—including improving working conditions and providing a positive social environment—that will make work more enjoyable for employees. Employers may also want to think about whether their efforts to achieve efficiency and productivity are creating a work environment that is not very satisfying for employees.

Sources: Based on J. Heskett, "Why Are Fewer and Fewer U.S. Employees Satisfied with Their Jobs?" *Harvard Business School Working Knowledge* (April 2, 2010), hbswk.hbs.edu; and Towers Watson, *2010 Global Workforce Study* (New York: Author, 2010).

Job Satisfaction When people speak of employee attitudes, they usually mean **job satisfaction**, which describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings. Because OB researchers give job satisfaction high importance, we'll review this attitude in detail later in the chapter.

Job Involvement Related to job satisfaction is **job involvement**,[10] which measures the degree to which people identify psychologically with their job and consider their perceived performance level important to self-worth.[11] Employees with a high level of job involvement strongly identify with and really care about the kind of work they do. Another closely related concept is **psychological empowerment**, employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job, and their perceived autonomy.[12] One study of nursing managers in Singapore found that good leaders empower their employees by involving them in decisions, making them feel their work is important, and giving them discretion to "do their own thing."[13]

High levels of both job involvement and psychological empowerment are positively related to organizational citizenship and job performance.[14] High job involvement is also related to reduced absences and lower resignation rates.[15]

Organizational Commitment In **organizational commitment**, an employee identifies with a particular organization and its goals and wishes to remain a

Source: 044/Zums Press/Newscom

At Veterinary Cancer Group in Tustin, California, employees are committed to their company because they identify with their organization and its goals and want to remain part of the small business. The client care specialists shown in this photo and their co-workers share the cancer clinic's goal of improving the quality of life for patients and giving support to the families of patients. Veterinarian Mona Rosenberg, who founded the practice, has created a positive work environment at the clinic by hiring kind and compassionate people and by valuing the work of each employee, resulting in the favorable employee attitude of organizational commitment.

member. Most research has focused on emotional attachment to an organization and belief in its values as the "gold standard" for employee commitment.[16]

A positive relationship appears to exist between organizational commitment and job productivity, but it is a modest one.[17] A review of 27 studies suggested the relationship between commitment and performance is strongest for new employees and considerably weaker for more experienced employees.[18] Interestingly, research indicates that employees who feel their employers fail to keep promises to them feel less committed, and these reductions in commitment, in turn, lead to lower levels of creative performance.[19] And, as with job involvement, the research evidence demonstrates negative relationships between organizational commitment and both absenteeism and turnover.[20]

Theoretical models propose that employees who are committed will be less likely to engage in work withdrawal even if they are dissatisfied, because they have a sense of organizational loyalty. On the other hand, employees who are not committed, who feel less loyal to the organization, will tend to show lower levels of attendance at work across the board. Research confirms this theoretical proposition.[21] It does appear that even if employees are not currently happy with their work, they are willing to make sacrifices for the organization if they are committed enough.

job satisfaction *A positive feeling about one's job resulting from an evaluation of its characteristics.*

job involvement *The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth.*

psychological empowerment *Employees' belief in the degree to which they affect their work environment, their competence, the meaningfulness of their job, and their perceived autonomy in their work.*

organizational commitment *The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.*

glOBalization!

Culture and Work–Life Balance

The increased time pressures of the always-connected workplace are eroding the boundary between work life and personal life, and many individuals in postindustrial economies struggle to balance the two. Is this striving for work–life balance unique to the North American and European context, or is it a global phenomenon?

One possible reason for variations in work–life balance across countries is differences in the structure and functioning of the family. Some research suggests that countries with stronger differences in expectations for men and women have different levels and types of work–life conflict. Other research suggests that work–life balance will be different in an individualistic country like the United States than in a country that is more collectivist in its orientation. In individualist countries, employers might expect more sacrifice from their employees in terms of their family lives, whereas collectivist nations where family has a higher priority will have fewer work–life balance issues. Conversely, collectivists' higher value on family may mean they feel more conflicted if there are competing demands from the workplace and home.

There are other reasons to suspect that research based on the U.S. context will not generalize to other countries. Data from a study by Harvard and McGill University researchers found that work–life balance policies like paid maternity leave, paternity leave, and paid time off in the United States are far less generous than in other wealthy nations. The study's lead author, Jody Heymann, notes, "More countries are providing the workplace protections that millions of Americans can only dream of." The research interest in work–life balance may at least partially be a reflection of an unusually strong conflict between work and family life in the United States.

At the same time, many of the same issues that contribute to work–life imbalance *are* present in other countries. Globally, the rise of the dual-earner couple has meant that both partners now have family responsibilities that must be met. Always-connected technology that blurs the line between personal and work time have become standard for managers in every part of the world. The institution of "siesta," or a midday break, used to be much more common in Hispanic cultures than it is today as the globalized workplace puts greater demands on workers. Concerns about overwork have also become very prevalent in the rapidly growing economic sphere of East Asia. The Japanese even have a term, *karoshi,* referring to death from overwork.

Research to date does suggest that work–life concerns are present in other cultures. For example, most studies find that feelings of conflict between work and personal life are related to lower levels of satisfaction and higher levels of psychological strain. The magnitude of these relationships varies across countries, but it appears that concerns about work interfering with family are present around the world. There is also evidence that translated U.S. surveys about work–life conflicts are equally good measures of work–life conflicts in Europe and East Asia.

Even with the growth of international research, most studies to date have been designed and conducted entirely within the United States, and many others have been conducted in cultures with marked similarities to the United States, like Canada and Great Britain. As the number of international studies continues to increase, we will develop a better understanding of how different cultures relate to work–life challenges.

Sources: Based on G. N. Powell, A. M. Francesco, and Y. Ling, "Toward Culture-Sensitive Theories of the Work–Family Interface," *Journal of Organizational Behavior* 30 (2009), pp. 597–616; "Survey: U.S. Workplace Not Family-Oriented." *MSNBC.com*, (May 22, 2007), www.msnbc.msn.com/id/16907584/; and J. Lu, O. Siu, P. E. Spector, and K. Shi, "Antecedents and Outcomes of a Fourfold Taxonomy of Work-Family Balance in Chinese Employed Parents," *Journal of Occupational Health Psychology* 14 (2009), pp. 182–192.

Perceived Organizational Support **Perceived organizational support (POS)** is the degree to which employees believe the organization values their contribution and cares about their well-being (for example, an employee believes his organization would accommodate him if he had a child care problem or would forgive an honest mistake on his part). Research shows that people perceive their organization as supportive when rewards are deemed fair, when employees have a voice in decisions, and when they see their supervisors as supportive.[22] Employees with strong POS perceptions have been found more likely to have higher levels of organizational citizenship behaviors, lower levels of tardiness, and better customer

Source: Paul Sakuma/AP Images

Employee engagement is high at Genentech, a biotechnology firm where employees share a serious commitment to science and patients and are passionate about the work they do. Genentech employees discover, develop, manufacture, and commercialize medicines that treat patients with serious or life-threatening medical conditions. Feeling that their contributions are important and meaningful, employees cite the chance to make a difference in the lives of patients as the number one reason they enjoy working at Genentech.

service.[23] Though little cross-cultural research has been done, one study found POS predicted only the job performance and citizenship behaviors of untraditional or low power-distance Chinese employees—in short, those more likely to think of work as an exchange rather than a moral obligation.[24]

Employee Engagement A new concept is **employee engagement**, an individual's involvement with, satisfaction with, and enthusiasm for, the work she does. We might ask employees whether they have access to resources and the opportunities to learn new skills, whether they feel their work is important and meaningful, and whether their interactions with co-workers and supervisors are rewarding.[25] Highly engaged employees have a passion for their work and feel a deep connection to their company; disengaged employees have essentially checked out—putting time but not energy or attention into their work. A study of nearly 8,000 business units in 36 companies found that those whose employees had high-average levels of engagement had higher levels of customer satisfaction, were more productive, brought in higher profits, and had lower levels of turnover and accidents than at other companies.[26] Molson Coors found engaged employees were five times less likely to have safety incidents, and when one did occur it was much less serious and less costly for the engaged employee than for a disengaged one ($63 per incident versus $392). Engagement becomes a real concern for most organizations because surveys indicate that few employees—between 17 percent and 29 percent—are highly engaged by their work. Caterpillar set out to increase employee engagement and recorded a resulting 80 percent drop in grievances and a 34 percent increase in highly satisfied customers.[27]

perceived organizational support (POS) *The degree to which employees believe an organization values their contribution and cares about their well-being.*

employee engagement *An individual's involvement with, satisfaction with, and enthusiasm for the work he or she does.*

Such promising findings have earned employee engagement a following in many business organizations and management consulting firms. However, the concept is relatively new and still generates active debate about its usefulness. One review of the literature concluded, "The meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients." Another reviewer called engagement "an umbrella term for whatever one wants it to be."[28] More recent research has set out to clarify the dimensions of employee engagement. This work has demonstrated that engagement is distinct from job satisfaction and job involvement and incrementally predicts job behaviors after we take these traditional job attitudes into account.

SELF-ASSESSMENT LIBRARY

Am I Engaged?

In the Self-Assessment Library (available on CD or online), take assessment IV.B.1 (Am I Engaged?). (Note: If you do not currently have a job, answer the questions for your most recent job.)

Are These Job Attitudes Really All That Distinct? You might wonder whether these job attitudes are really distinct. If people feel deeply engaged by their job (high job involvement), isn't it probable they like it too (high job satisfaction)? Won't people who think their organization is supportive (high perceived organizational support) also feel committed to it (strong organizational commitment)?

Evidence suggests these attitudes *are* highly related, perhaps to a troubling degree. For example, the correlation between perceived organizational support and affective commitment is very strong.[29] That means the variables may be redundant—if you know someone's affective commitment, you know her perceived organizational support. Why is redundancy troubling? Because it is inefficient and confusing. Why have two steering wheels on a car when you need only one? Why have two concepts—going by different labels—when you need only one?

Although we OB researchers like proposing new attitudes, often we haven't been good at showing how they compare and contrast with each other. There is some distinctiveness among them, but they overlap greatly, for various reasons including the employee's personality. Some people are predisposed to be positive or negative about almost everything. If someone tells you she loves her company, it may not mean a lot if she is positive about everything else in her life. Or the overlap may mean some organizations are just all-around better places to work than others. Then if you as a manager know someone's level of job satisfaction, you know most of what you need to know about how that person sees the organization.

Job Satisfaction

4 Define *job satisfaction* and show how we can measure it.

We have already discussed job satisfaction briefly. Now let's dissect the concept more carefully. How do we measure job satisfaction? What causes an employee to have a high level of job satisfaction? How do dissatisfied and satisfied employees affect an organization?

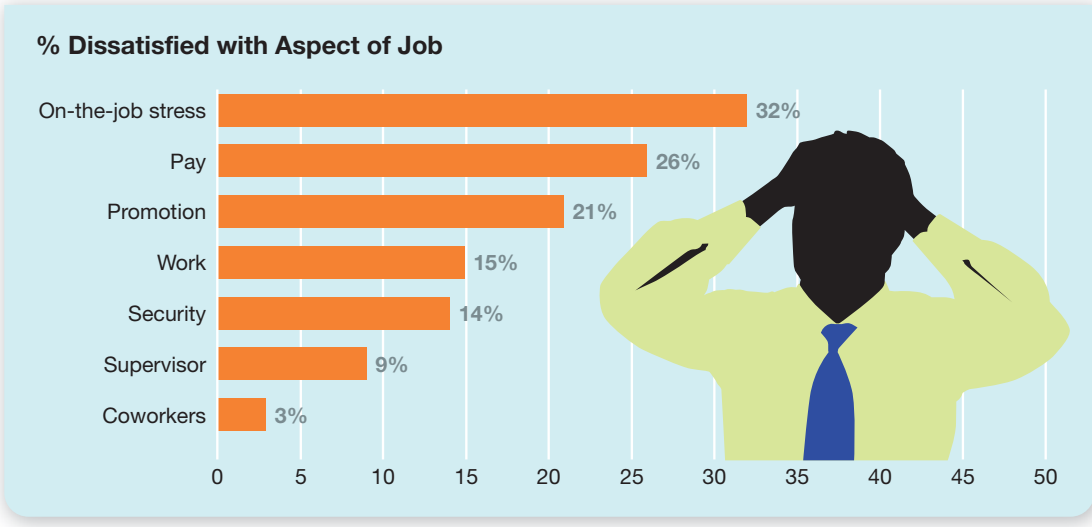
Measuring Job Satisfaction

Our definition of job satisfaction—a positive feeling about a job resulting from an evaluation of its characteristics—is clearly broad.[30] Yet that breadth is appropriate. A job is more than just shuffling papers, writing programming code, waiting on customers, or driving a truck. Jobs require interacting with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and the like.[31] An employee's assessment of his satisfaction with the job is thus a complex summation of many discrete elements. How, then, do we measure it?

Two approaches are popular. The single global rating is a response to one question, such as "All things considered, how satisfied are you with your job?" Respondents circle a number between 1 and 5 on a scale from "highly satisfied" to "highly dissatisfied." The second method, the summation of job facets, is more sophisticated. It identifies key elements in a job such as the nature of the work, supervision, present pay, promotion opportunities, and relationships with co-workers.[32] Respondents rate these on a standardized scale, and researchers add the ratings to create an overall job satisfaction score.

Is one of these approaches superior? Intuitively, summing up responses to a number of job factors seems likely to achieve a more accurate evaluation of job satisfaction. Research, however, doesn't support the intuition.[33] This is one of those rare instances in which simplicity seems to work as well as complexity, making one method essentially as valid as the other. The best explanation is that the concept of job satisfaction is so broad a single question captures its essence. The summation of job facets may also leave out some important data. Both methods are helpful. The single global rating method isn't very time consuming, thus freeing time for other tasks, and the summation of job facets helps managers zero in on problems and deal with them faster and more accurately.

OB Poll **What Are the Main Causes of Job Dissatisfaction?**



Source: L. Saad, "On-the-Job Stress Is U.S. Workers' Biggest Complaint," *Gallup Poll* (August 30, 2010), www.gallup.com/.

How Satisfied Are People in Their Jobs?

Are most people satisfied with their jobs? The answer seems to be a qualified "yes" in the United States and most other developed countries. Independent studies conducted among U.S. workers over the past 30 years generally indicate more workers are satisfied with their jobs than not. But a caution is in order. Recent data show a dramatic drop-off in average job satisfaction levels during the economic contraction that started in late 2007, so much so that only about half of workers report being satisfied with their jobs now.[34]

Research also shows satisfaction levels vary a lot, depending on which facet of job satisfaction you're talking about. As shown in Exhibit 3-2, people have typically been more satisfied with their jobs overall, with the work itself, and with their supervisors and co-workers than they have been with their pay and with promotion opportunities. It's not really clear why people dislike their pay and promotion possibilities more than other aspects of their jobs.[35]

Although job satisfaction appears relevant across cultures, that doesn't mean there are no cultural differences in job satisfaction. Evidence suggests employees in Western cultures have higher levels of job satisfaction than those in Eastern cultures.[36] Exhibit 3-3 provides the results of a global study of job satisfaction levels of workers in 15 countries. (This study included 23 countries, but for presentation purposes we report the results for only the largest.) As the exhibit shows, the highest levels appear in the United States and western Europe. Do employees in Western cultures have better jobs? Or are they simply more positive (and less self critical)? Although both factors are probably at play, evidence suggests that individuals in Eastern cultures find negative emotions less aversive more than do individuals in Western cultures, who tend to emphasize positive emotions and individual happiness.[37] That may be why employees in Western cultures such as the United States and Scandinavia are more likely to have higher levels of satisfaction.

Exhibit 3-2 Average Job Satisfaction Levels by Facet

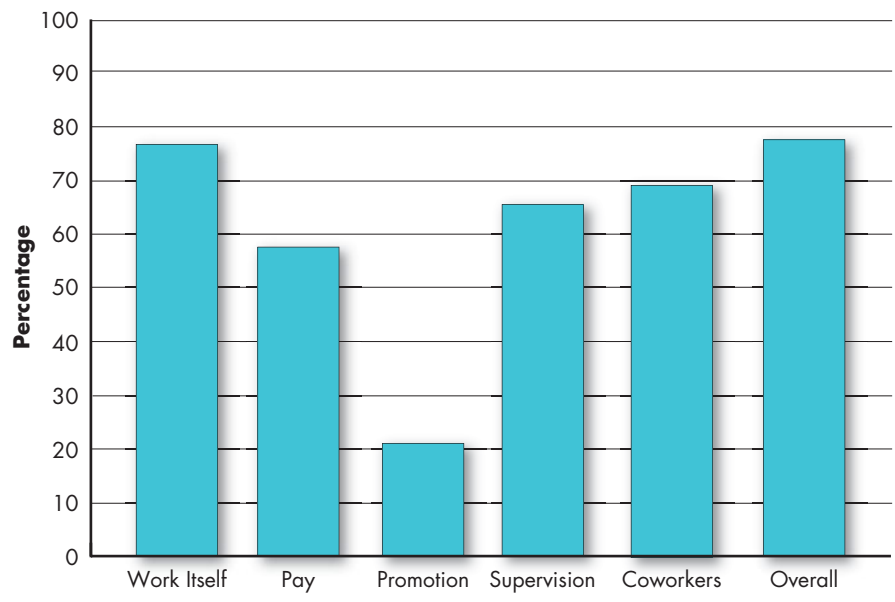
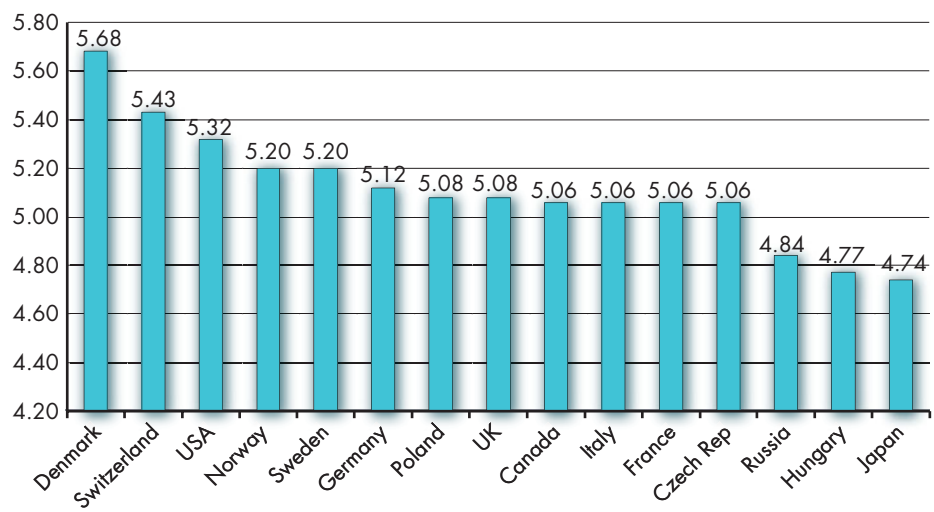


Exhibit 3-3 Average Levels of Job Satisfaction by Country



Note: Scores represent average job-satisfaction levels in each country as rated on a 1 = very dissatisfied to 10 = very satisfied scale.

Source: M. Benz and B. S. Frey, "The Value of Autonomy: Evidence from the Self-Employed in 23 Countries," working paper 173, Institute for Empirical Research in Economics, University of Zurich, November 2003 (ssrn.com/abstract=475140).

What Causes Job Satisfaction?

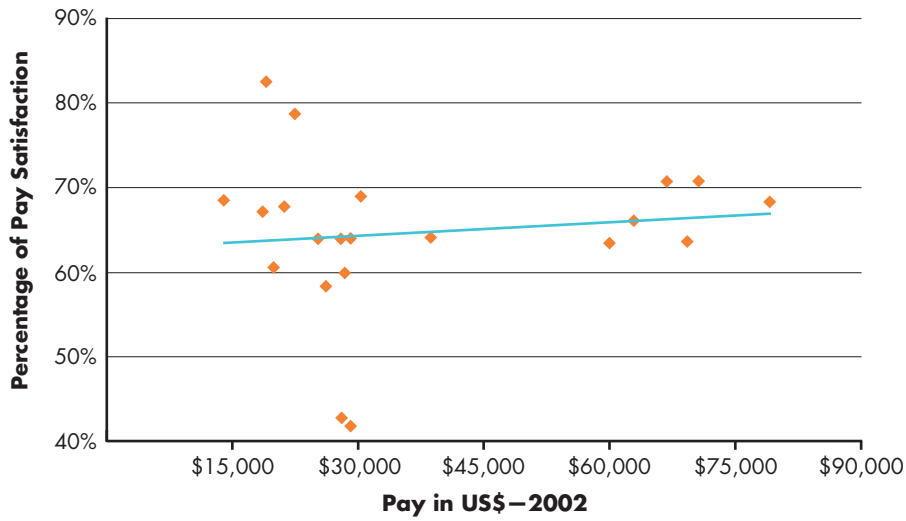
5 Summarize the main causes of job satisfaction.

Think about the best job you've ever had. What made it so? Chances are you liked the work you did and the people with whom you worked. Interesting jobs that provide training, variety, independence, and control satisfy most employees.[38] There is also a strong correspondence between how well people enjoy the social context of their workplace and how satisfied they are overall. Interdependence, feedback, social support, and interaction with co-workers outside the workplace are strongly related to job satisfaction even after accounting for characteristics of the work itself.[39]

You've probably noticed that pay comes up often when people discuss job satisfaction. For people who are poor or who live in poor countries, pay does correlate with job satisfaction and overall happiness. But once an individual reaches a level of comfortable living (in the United States, that occurs at about $40,000 a year, depending on the region and family size), the relationship between pay and job satisfaction virtually disappears. People who earn $80,000 are, on average, no happier with their jobs than those who earn closer to $40,000. Take a look at Exhibit 3-4. It shows the relationship between the average pay for a job and the average level of job satisfaction. As you can see, there isn't much of a relationship there. Handsomely compensated jobs have average satisfaction levels no higher than those that pay much less. One researcher even found no significant difference when he compared the overall well-being of the richest people on the *Forbes* 400 list with that of Maasai herders in East Africa.[40]

Money does motivate people, as we will discover in Chapter 6. But what motivates us is not necessarily the same as what makes us happy. A recent poll by UCLA and the American Council on Education found that entering college freshmen rated becoming "very well off financially" first on a list of 19 goals, ahead of choices such as helping others, raising a family, or becoming proficient in an academic pursuit. Maybe your goal isn't to be happy. But if it is, money's probably not going to do much to get you there.[41]

Exhibit 3-4 Relationship Between Average Pay in Job and Job Satisfaction of Employees in That Job



Source: T. A. Judge, R. F. Piccolo, N. P. Podsakoff, J. C. Shaw, and B. L. Rich, "Can Happiness Be 'Earned'? The Relationship Between Pay and Job Satisfaction," working paper, University of Florida, 2005.

Job satisfaction is not just about job conditions. Personality also plays a role. Research has shown that people who have positive **core self-evaluations**—who believe in their inner worth and basic competence—are more satisfied with their jobs than those with negative core self-evaluations. Not only do they see their work as more fulfilling and challenging, they are more likely to gravitate toward challenging jobs in the first place. Those with negative core self-evaluations set less ambitious goals and are more likely to give up when confronting difficulties. Thus, they're more likely to be stuck in boring, repetitive jobs than those with positive core self-evaluations.[42]

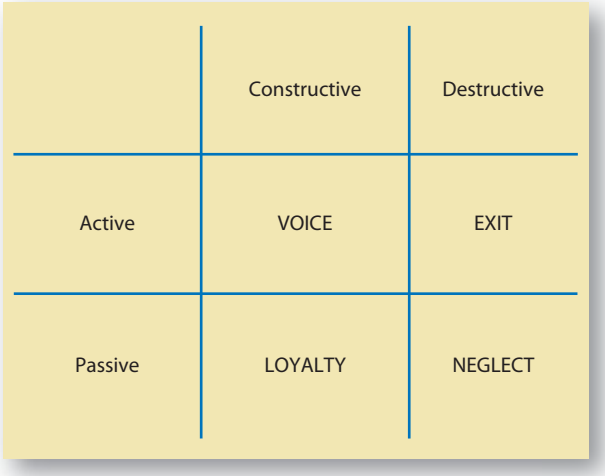
The Impact of Satisfied and Dissatisfied Employees on the Workplace

6 Identify four employee responses to dissatisfaction.

What happens when employees like their jobs, and when they dislike their jobs? One theoretical model—the exit–voice–loyalty–neglect framework—is helpful in understanding the consequences of dissatisfaction. Exhibit 3-5 illustrates the framework's four responses, which differ along two dimensions: constructive/destructive and active/passive. The responses are as follows:[43]

- **Exit.** The **exit** response directs behavior toward leaving the organization, including looking for a new position as well as resigning.
- **Voice.** The **voice** response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.
- **Loyalty.** The **loyalty** response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing."
- **Neglect.** The **neglect** response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate.

Exhibit 3-5 Responses to Dissatisfaction



Myth or Science?

"Favorable Job Attitudes Make Organizations More Profitable"

This statement appears to be true. A recent study of 2,178 business units suggested that job attitudes measured at one point in time predicted organizational financial performance roughly six months later. In the study, job attitudes were measured through employees' responses to 12 questions (such as, "At work, my opinions seem to count") and financial performance was measured in terms of revenue and profit margin.

Why does employee job satisfaction appear to pay off? The authors of this study uncovered two explanations: satisfied employees are less likely to quit, and they engender stronger customer loyalty. Low turnover and high customer loyalty both helped make organizations more profitable.

This study also found some evidence for what might be called a virtuous cycle: having satisfied employees tends to improve subsequent financial performance, which tends to improve later employee satisfaction even further.

No organization can be all things to all employees, but this study does suggest that attention to improving employee attitudes is well rewarded. The authors of this study conclude, "Improving employee work perceptions can improve business competitiveness while positively impacting the well-being of employees."

Sources: Based on Anonymous, "Happy Employees May Be the Key to Success for Organizations," *Science Daily* (August 4, 2010), www.sciencedaily.com; J. K. Harter and F. L. Schmidt, "What Really Drives Financial Success?" *Gallup Management Journal* (September 2, 2010), http://gmj.gallup.com/content/142733/really-drives-financial-success.aspx.

core self-evaluations *Bottom-line conclusions individuals have about their capabilities, competence, and worth as a person.*

exit *Dissatisfaction expressed through behavior directed toward leaving the organization.*

voice *Dissatisfaction expressed through active and constructive attempts to improve conditions.*

loyalty *Dissatisfaction expressed by passively waiting for conditions to improve.*

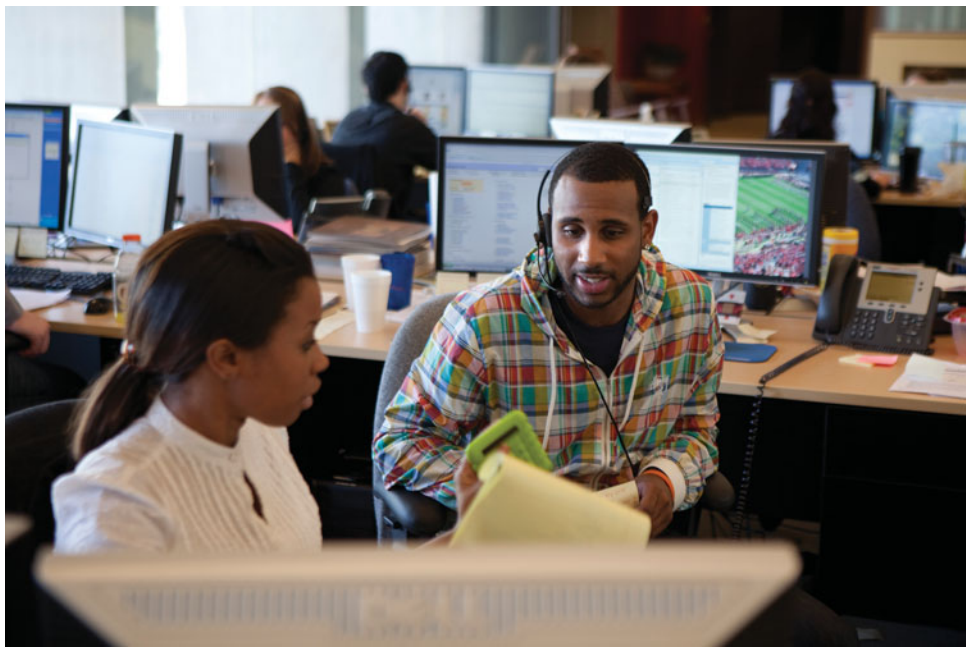
neglect *Dissatisfaction expressed through allowing conditions to worsen.*

Exit and neglect behaviors encompass our performance variables—productivity, absenteeism, and turnover. But this model expands employee response to include voice and loyalty—constructive behaviors that allow individuals to tolerate unpleasant situations or revive satisfactory working conditions. It helps us understand situations, such as we sometimes find among unionized workers, for whom low job satisfaction is coupled with low turnover.[44] Union members often express dissatisfaction through the grievance procedure or formal contract negotiations. These voice mechanisms allow them to continue in their jobs while convincing themselves they are acting to improve the situation.

As helpful as this framework is, it's quite general. We now discuss more specific outcomes of job satisfaction and dissatisfaction in the workplace.

Job Satisfaction and Job Performance As several studies have concluded, happy workers are more likely to be productive workers. Some researchers used to believe the relationship between job satisfaction and job performance was a myth. But a review of 300 studies suggested the correlation is pretty strong.[45] As we move from the individual to the organizational level, we also find support for the satisfaction–performance relationship.[46] When we gather satisfaction and productivity data for the organization as a whole, we find organizations with more satisfied employees tend to be more effective than organizations with fewer.

Job Satisfaction and OCB It seems logical to assume job satisfaction should be a major determinant of an employee's organizational citizenship behavior (OCB).[47] Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job, perhaps because they want to reciprocate their positive experiences. Consistent with this thinking, evidence suggests job satisfaction *is* moderately correlated with OCBs; people who are more satisfied with their jobs are more likely to engage in OCBs.[48] Why? Fairness perceptions help explain the relationship.[49] Those who feel their co-workers support them are more likely to engage in helpful behaviors, whereas those who have antagonistic relationships with co-workers are less likely to do so.[50] Individuals with certain personality traits are



Customers of CSN Stores appreciate the excellent service provided by the online retailer's customer representatives shown here at the company's offices in Boston. Service firms like CSN understand that satisfied employees increase customer satisfaction and loyalty. CSN believes that customers deserve exceptional service and is dedicated to hiring people who are friendly and willing to help others. The company helps shape a positive on-the-job attitude by giving employees product knowledge training and teaching them how to assess customer needs and how to guide buyers in making well-informed decisions.

Source: Melanie Stetson Freeman/CSM/Newscom

also more satisfied with their work, which in turn leads them to engage in more OCBs.[51] Finally, research shows that when people are in a good mood, they are more likely to engage in OCBs.[52]

Job Satisfaction and Customer Satisfaction As we noted in Chapter 1, employees in service jobs often interact with customers. Because service organization managers should be concerned with pleasing those customers, it is reasonable to ask, Is employee satisfaction related to positive customer outcomes? For frontline employees who have regular customer contact, the answer is "yes." Satisfied employees increase customer satisfaction and loyalty.[53]

A number of companies are acting on this evidence. The first core value of online retailer Zappos, "Deliver WOW through service," seems fairly obvious, but the way in which Zappos does it is not. Employees are encouraged to "create fun and a little weirdness" and are given unusual discretion in making customers satisfied; they are encouraged to use their imaginations, including sending flowers to disgruntled customers, and Zappos even offers a $2,000 bribe to quit the company after training (to weed out the half-hearted).[54] Other organizations seem to work the other end of the spectrum. Two independent reports—one on the Transportation Security Administration (TSA) and the other on airline passenger complaints—argue that low employee morale was a major factor undermining passenger satisfaction. At US Airways, employees have posted comments on blogs such as "Our planes (sic) smell filthy" and, from another, "How can I take pride in this product?"[55]

Job Satisfaction and Absenteeism We find a consistent negative relationship between satisfaction and absenteeism, but it is moderate to weak.[56] While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors affect the relationship. Organizations that provide liberal sick leave benefits are encouraging all their employees—including those who are highly satisfied—to take days off. You can find work satisfying yet still want to enjoy a 3-day weekend if those days come free with no penalties. When numerous alternative jobs are available, dissatisfied employees have high absence rates, but when there are few they have the same (low) rate of absence as satisfied employees.[57]

Job Satisfaction and Turnover The relationship between job satisfaction and turnover is stronger than between satisfaction and absenteeism.[58] The satisfaction–turnover relationship also is affected by alternative job prospects. If an employee is presented with an unsolicited job offer, job dissatisfaction is less predictive of turnover because the employee is more likely leaving in response to "pull" (the lure of the other job) than "push" (the unattractiveness of the current job). Similarly, job dissatisfaction is more likely to translate into turnover when employment opportunities are plentiful because employees perceive it is easy to move. Finally, when employees have high "human capital" (high education, high ability), job dissatisfaction is more likely to translate into turnover because they have, or perceive, many available alternatives.[59]

Job Satisfaction and Workplace Deviance Job dissatisfaction and antagonistic relationships with co-workers predict a variety of behaviors organizations find undesirable, including unionization attempts, substance abuse, stealing at work, undue socializing, and tardiness. Researchers argue these behaviors are indicators of a broader syndrome called *deviant behavior in the workplace* (or *counterproductive behavior* or *employee withdrawal*).[60] If employees don't like their work environment, they'll respond somehow, though it is not always easy to forecast exactly *how*. One worker might quit. Another might use work time to

Source: Robyn Beck/Getty Images

When employees do not like their work environment, they will respond in some way. An attempt to form a union is one specific behavior that may stem from job dissatisfaction. At several different Wal-Mart locations throughout the United States, dissatisfied employees have tried, unsuccessfully, to organize a union as a way to receive better pay and more affordable health insurance. Joined by supporters, the employees shown here from a Wal-Mart warehouse and distribution center in California are protesting low wages and no health care or other benefits.

surf the Internet or take work supplies home for personal use. In short, workers who don't like their jobs "get even" in various ways—and because those ways can be quite creative, controlling only one behavior, such as with an absence control policy, leaves the root cause untouched. To effectively control the undesirable consequences of job dissatisfaction, employers should attack the source of the problem—the dissatisfaction—rather than try to control the different responses.

Managers Often "Don't Get It" Given the evidence we've just reviewed, it should come as no surprise that job satisfaction can affect the bottom line. One study by a management consulting firm separated large organizations into high morale (more than 70 percent of employees expressed overall job satisfaction) and medium or low morale (fewer than 70 percent). The stock prices of companies in the high-morale group grew 19.4 percent, compared with 10 percent for the medium- or low-morale group. Despite these results, many managers are unconcerned about employee job satisfaction. Still others overestimate how satisfied employees are with their jobs, so they don't think there's a problem when there is. In one study of 262 large employers, 86 percent of senior managers believed their organization treated its employees well, but only 55 percent of employees agreed. Another study found 55 percent of managers thought morale was good in their organization, compared to only 38 percent of employees.[61]

Regular surveys can reduce gaps between what managers *think* employees feel and what they *really* feel. Jonathan McDaniel, manager of a KFC restaurant in Houston, surveys his employees every 3 months. Some results led him to make changes, such as giving employees greater say about which workdays they have off. However, McDaniel believes the process itself is valuable. "They really love giving their opinions," he says. "That's the most important part of it—that they have a voice and that they're heard." Surveys are no panacea, but if job attitudes are as important as we believe, organizations need to find out where they can be improved.[62]

Employer–Employee Loyalty Is an Outdated Concept

POINT

The word *loyalty* is so outdated it is practically laughable. Long gone are the days when an employer would keep an employee for life, as are the days when an employee would work for a single company for his or her entire career.

Workplace guru Linda Gratton says, "Loyalty is dead—killed off through shortening contracts, outsourcing, automation and multiple careers. Faced with what could be 50 years of work, who honestly wants to spend that much time with one company? Serial monogamy is the order of the day."

Right or wrong, the commitment on each side of the equation is weak. Take the example of Renault. The company ended the 31-year career of employee Michel Balthazard (and two others) on charges of espionage. The problem? The charges were proved false. When the falseness of the charges became public, Renault halfheartedly offered the employees their jobs back and a lame apology: "Renault thanks them for the quality of their work at the group and wishes them every success in the future."

As for employee's loyalty to their employers, that too is worth little nowadays. One manager with Deloitte says the current employee attitude is, "I'm leaving, I had a great experience, and I'm taking that with me."

Employers tend to cut commitments to an employee, and reduce his or her benefits, the minute they perceive they can do so. Employees tend to jump at the best available job offer as soon as they see it.

The sooner we see the employment experience for what it is (mostly transactional, mostly short to medium term), the better off we'll be. The workplace is no place for fantasies.

COUNTERPOINT

There are employers and employees who show little regard for each other. That each side can be uncaring or cavalier is hardly a revelation. No doubt such cynical attitudes are as old as the employment relationship itself.

But is that the norm? And is it desirable? The answer to both these questions is "no."

Says management guru Tom Peters, "Bottom line: loyalty matters. A lot. Yesterday. Today. Tomorrow." University of Michigan's Dave Ulrich says, "Leaders who encourage loyalty want employees who are not only committed to and engaged in their work but who also find meaning from it."

It is true that the employer–employee relationship has changed. For example, (largely) gone are the days when employers provide guaranteed payout pensions to which employees contribute nothing. But is that such a bad thing? There is a big difference between asking employees to contribute to their pension plans and abandoning plans altogether (or firing without cause).

Moreover, it's not that loyalty is dead, but rather that employers are loyal to a different kind of employee. Gone are the days when an employer would refuse to fire a long-tenured but incompetent employee. But is that the kind of loyalty most employees expect today anyway? Companies are loyal to employees who do their jobs well, and that too is as it should be.

In short, employees still expect certain standards of decency and loyalty from their employers, and employers want engaged, committed employees in return. That is a good thing—and not so different from yesterday. Says workplace psychologist Binna Kandola, "Workplaces may have changed but loyalty is not dead—the bonds between people are too strong."

Sources: P. Korkki, "The Shifting Definition of Worker Loyalty," *The New York Times* (April 24, 2011), p. BU8; "Is Workplace Loyalty an Outmoded Concept?" *Financial Times* (March 8, 2011), www.ft.com/; and O. Gough and S. Arkani, "The Impact of the Shifting Pensions Landscape on the Psychological Contract," *Personnel Review* 40, no. 2 (2011), pp. 173–184.

MyManagementLab

Now that you have finished this chapter, go back to **www.mymanagementlab.com** to continue practicing and applying the concepts you've learned.

Summary and Implications for Managers

Managers should be interested in their employees' attitudes because attitudes give warnings of potential problems and influence behavior. Creating a satisfied workforce is hardly a guarantee of successful organizational performance, but evidence strongly suggests that whatever managers can do to improve employee attitudes will likely result in heightened organizational effectiveness. Some takeaway lessons from the study of attitudes include the following:

- Satisfied and committed employees have lower rates of turnover, absenteeism, and withdrawal behaviors. They also perform better on the job. Given that managers want to keep resignations and absences down—especially among their most productive employees—they'll want to do things that generate positive job attitudes.
- Managers will also want to measure job attitudes effectively so they can tell how employees are reacting to their work. As one review put it, "A sound measurement of overall job attitude is one of the most useful pieces of information an organization can have about its employees."[63]
- The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting.
- Although paying employees poorly will likely not attract high-quality employees to the organization or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment.

QUESTIONS FOR REVIEW

1 What are the main components of attitudes? Are these components related or unrelated?

2 Does behavior always follow from attitudes? Why or why not? Discuss the factors that affect whether behavior follows from attitudes.

3 What are the major job attitudes? In what ways are these attitudes alike? What is unique about each?

4 How do we measure job satisfaction?

5 What causes job satisfaction? For most people, is pay or the work itself more important?

6 What outcomes does job satisfaction influence? What implications does this have for management?

EXPERIENTIAL EXERCISE What Factors Are Most Important to Your Job Satisfaction?

Most of us probably want a job we think will satisfy us. But because no job is perfect, we often have to trade off job attributes. One job may pay well but provide limited opportunities for advancement or skill development. Another may offer work we enjoy but have poor benefits. The following is a list of 21 job factors or attributes:

- Autonomy and independence.
- Benefits.
- Career advancement opportunities.
- Career development opportunities.
- Compensation/pay.
- Communication between employees and management.
- Contribution of work to organization's business goals.
- Feeling safe in the work environment.
- Flexibility to balance life and work issues.
- Job security.
- Job-specific training.
- Management recognition of employee job performance.
- Meaningfulness of job.
- Networking.
- Opportunities to use skills/abilities.
- Organization's commitment to professional development.
- Overall corporate culture.
- Relationship with co-workers.
- Relationship with immediate supervisor.
- The work itself.
- The variety of work.

On a sheet of paper, rank-order these job factors from top to bottom so number 1 is the job factor you think is most important to your job satisfaction, number 2 is the second most important factor to your job satisfaction, and so on.

Next, gather in teams of three or four people and try the following:

1. Appoint a spokesperson who will take notes and report the answers to the following questions, on behalf of your group, back to the class.
2. Averaging across all members in your group, generate a list of the top five job factors.
3. Did most people in your group seem to value the same job factors? Why or why not?
4. Your instructor will provide you the results of a study of a random sample of 600 employees conducted by the Society for Human Resource Management (SHRM). How do your group's rankings compare with the SHRM results?
5. The chapter says pay doesn't correlate all that well with job satisfaction, but in the SHRM survey, people say it is relatively important. Can your group suggest a reason for the apparent discrepancy?
6. Now examine your own list again. Does your list agree with the group list? Does your list agree with the SHRM study?

ETHICAL DILEMMA Bounty Hunters

His SUV carefully obscured behind a row of trees, Rick Raymond, private investigator, was on another case. This case was not to catch the unfaithful spouse or petty criminal in action. Instead, Raymond was tracking an employee, at the request of an employer, to determine whether an Orlando repairman was sick as he claimed today and as he had claimed to be several times recently.

As we have seen, absenteeism is a huge problem for organizations that has left them desperate for solutions. One solution is to investigate. In the typical routine, when an employee calls in sick, the employer asks for the reason. If the reason is illness, and illness has been the reason for an abnormal number of times in the past, the employer hires a P.I. to follow the employee and photograph or videotape his or her activity outside the house. Private investigators also are used to ascertain whether individuals filing injury claims (and drawing worker's compensation benefits) are in fact injured.

It may surprise you to learn that a recent court decision indicated hiring a private investigator to follow an employee is legal. In this particular case, Diana Vail was fired by Raybestos Products, an automotive parts manufacturer in Crawfordsville, Indiana, after an off-duty police officer hired by Raybestos produced evidence that she was

abusing her sick-leave benefits. The U.S. Court of Appeals ruled that such investigations were legal.

Despite their legality, such investigations are controversial. Oracle and Hewlett-Packard have reportedly used private investigators to follow managers or uncover the source of leaks. Both actions spawned negative media coverage.

There is no doubt, though, that some employees do abuse their sick-leave benefits. In an earlier case, Raymond investigated an employee who called in sick with the flu for 3 days. Raymond discovered that she actually visited Orlando theme parks on each of those days. When Raymond showed her three time-stamped pictures of herself on rides, the employee's first response was, "That's not me!" In another case, Raymond caught a worker constructing an elaborate scheme to call in sick and go on a cruise. "When he was shown the video surveillance I'd done, he actually said to his boss, 'I can't believe you'd be so sneaky.' " Raymond said. "The hypocrisy is amazing."

Questions

1. If you had reason to believe someone was lying about an absence from work, do you think it would be appropriate to investigate?
2. If excessive absenteeism is a real problem in an organization, are there alternatives to surveillance? If so, what are they, and do they have any limitations of their own?

Sources: E. Spitznagel, "The Sick-Day Bounty Hunters," *Businessweek* (December 6, 2010), pp. 93–95; D. Levine, "Oracle Enlists Private Eyes to Find HP CEO," *Reuters* (November 9, 2010), http://in.reuters.com/; and K. Gullo, "HP's Apotheker, Like Carmen Sandiego, Focus at Trial," *Businessweek* (November 10, 2010), www.businessweek.com/.

CASE INCIDENT 1 Long Hours, Hundreds of E-Mails, and No Sleep: Does This Sound Like a Satisfying Job?

In the 1970s, futurists were predicting that increases in technology would dramatically shorten the workweek for most people. But in the wired work world of today, where employees can reach "the office" from wherever they are, many managers are finding it extremely difficult to get away from their jobs. In fact, one employment firm estimated that 30 percent of professionals take less than their allotted vacation time, and 42 percent said they have to cancel vacation plans regularly. Consider a few examples:

- Gian Paolo Lombardo might work for a firm that manufactures luggage for luxury travel, but he's had precious little time for vacationing himself. During his last "faux-cation" 3 years ago, he spent most of the time in his hotel room in the resort town of Carmel, California, with his BlackBerry, while his wife Ellen chatted with other guests, hoping he'd finally finish with work. Ellen notes that no meal or movie goes by without her husband being hunched over his smartphone. She says, "I think he needs to go into rehab." He agrees.
- Irene Tse heads the government bond-trading division at Goldman Sachs. For 10 years, she has seen the stock market go from all-time highs to recession levels. Such fluctuations can mean millions of dollars in either profits or losses. "There are days when you can make a lot, and other days where you lose so much you're just stunned by what you've done," says Tse. She says she hasn't slept through the night in years and often wakes up several times to check the global market status. Her average workweek? Eighty hours. "I've done this for 10 years, and I can count on the fingers of one hand the number of days in my career when I didn't want to come to work. Every day I wake up and I can't wait to get here."
- Tony Kurz is a managing director at Capital Alliance Partners, and he raises funds for real estate investments. However, these are not your average properties. Kurz often flies to exotic locations such as Costa Rica and Hawaii to woo prospective clients. He travels more than 300,000 miles per year, often sleeping on planes and coping with jet lag. Kurz is not the only one he knows with such a hectic work schedule. His girlfriend, Avery Baker, logs around 400,000 miles a year as the senior vice president of marketing for Tommy Hilfiger. "It's not easy to maintain a relationship like this," says Kurz. But do Kurz and Baker like their jobs? You bet.
- David Clark is the vice president of global marketing for MTV. His job often consists of traveling around the globe to promote the channel as well as to keep up with the global music scene. If he is not traveling (Clark typically logs 200,000 miles a year), a typical day consists of waking at 6:30 A.M. and immediately responding to numerous messages that have accumulated over the course of the night. He then goes to

his office, where throughout the day he responds to another 500 or so messages from clients around the world. If he's lucky, he gets to spend an hour a day with his son, but then it's back to work until he finally goes to bed around midnight. Says Clark, "There are plenty of people who would love to have this job. They're knocking on the door all the time. So that's motivating."

Many individuals would balk at the prospect of a 60-hour or more workweek with constant traveling and little time for anything else. Some individuals are exhilarated by it. But the demands of such jobs are clearly not for everyone. Many quit, with turnover levels at 55 percent for consultants and 30 percent for investment bankers, according to Vault.com. However, clearly such jobs, while time-consuming and often stressful, can be satisfying to some individuals.

Questions

1. Do you think only certain individuals are attracted to these types of jobs, or is it the characteristics of the jobs themselves that are satisfying?
2. What characteristics of these jobs might contribute to increased levels of job satisfaction?
3. Given that the four individuals we just read about tend to be satisfied with their jobs, how might this satisfaction relate to their job performance, citizenship behavior, and turnover?
4. Recall David Clark's statement that "There are plenty of people who would love to have this job. They're knocking on the door all the time." How might Clark's perceptions that he has a job many others desire contribute to his job satisfaction?

Sources: Based on L. Golden, "A Brief History of Long Work Time and the Contemporary Sources of Overwork," *Journal of Business Ethics* 84, (2009), pp. 217–227; L. Tischler, "Extreme Jobs (And the People Who Love Them)," *Fast Company,* April 2005, pp. 55–60, www.glo-jobs.com/article.php?article_no=87; M. Conlin, "Do Us a Favor, Take a Vacation," *Bloomberg Businessweek,* May 21, 2007, www.businessweek.com.

CASE INCIDENT 2 Crafting a Better Job

Consider for a moment a midlevel manager at a multinational foods company, Fatima, who would seem to be at the top of her career. She's consistently making her required benchmarks and goals, she has built successful relationships with colleagues, and senior management have identified her as "high potential." But she isn't happy with her work. She'd be much more interested in understanding how her organization can use social media in marketing efforts. Ideally, she'd like to quit and find something that better suits her passions, but in the current economic environment this may not be an option. So she has decided to proactively reconfigure her current job.

Fatima is part of a movement toward job "crafting," which is the process of deliberately reorganizing your job so that it better fits your motives, strengths, and passions. The core of job crafting is creating diagrams of day-to-day activities with a coach. Then you and the coach collaboratively identify which tasks fit with your personal passions, and which tend to drain motivation and satisfaction. Next the client and coach work together to imagine ways to emphasize preferred activities and de-emphasize those that are less interesting. Many people engaged in job crafting find that upon deeper consideration, they have more control over their work than they thought.

So how did Fatima craft her job? She first noticed that she was spending too much of her time monitoring her team's performance and answering team questions, and not enough time working on the creative projects that inspire her. She then considered how to modify her relationship with the team so that these activities incorporated her passion for social media strategies, with team activities more centered around developing new marketing. She also identified members of her team who might be able to help her implement these new strategies and directed her interactions with these individuals toward her new goals. As a result, not only has her engagement in her work increased, but she has also developed new ideas that are being recognized and advanced within the organization. In sum, she has found that by actively and creatively examining her work, she has been able to craft her current job into one that is truly satisfying.

Questions

1. Why do you think many people are in jobs that are not satisfying? Do organizations help people craft satisfying and motivating jobs, and if not, why not?
2. Think about how you might reorient yourself to your own job. Are the principles of job crafting described above relevant to your work? Why or why not?

3. Some contend that job crafting sounds good in principle but is not necessarily available to everyone. What types of jobs are probably not amenable to job crafting activities?
4. Are there any potential drawbacks to the job crafting approach? How can these concerns be minimized?

Sources: Based on A. Wrzesniewski, J. M. Berg, and J. E. Dutton, "Turn the Job You Have into the Job You Want," *Harvard Business Review* (June 2010), pp. 114–117; A. Wrzesniewski and J. E. Dutton, "Crafting a Job: Revisioning Employees as Active Crafters of Their Work," *Academy of Management Review* 26 (2010), pp. 179–201; and J. Caplan, "Hate Your Job? Here's How to Reshape It," *Time* (December 4, 2009), www.time.com.

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