





Class Agenda

- Assessment
- Discussion starter
- Job satisfaction defined
- How important is job satisfaction?
- Value-percept theory
- Job characteristics theory
- Mood and emotions

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Discussion Starter



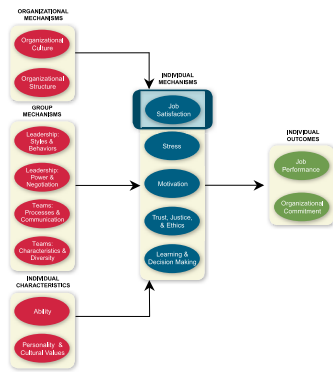
Please
listen
& take
notes...



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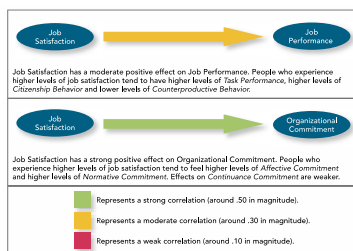
Job Satisfaction

- What is job satisfaction...you tell me...
 - It is based on both cognition (calculated opinions of your job) and affect (emotional reactions to your job)
 - Affect colors cognition, and vice-versa
 - We'll first go over the cognition focused reasons



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How Important is Job Satisfaction?



What would make Peggy more satisfied with her job?



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Why Are Some Employees More Satisfied than Others?



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Job Satisfaction

- What kinds of things do you value in a job--what is it that makes you satisfied?

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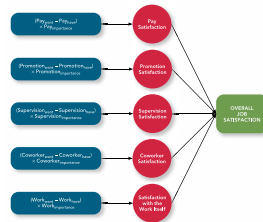
Value-Percept Theory

- Does your job supply what you value?
- Dissatisfaction = $(V_{\text{want}} - V_{\text{have}}) \times (V_{\text{importance}})$

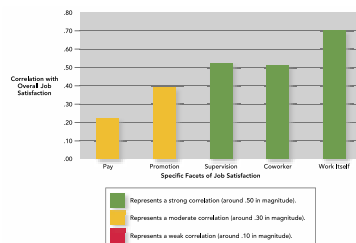
CATEGORIES	SPECIFIC VALUES
Pay	<ul style="list-style-type: none"> High salary Secure salary
Promotions	<ul style="list-style-type: none"> Frequent promotions Promotions based on ability
Supervision	<ul style="list-style-type: none"> Good supervisory relations Praise for good work
Coworkers	<ul style="list-style-type: none"> Enjoyable coworkers Responsible coworkers
Work Itself	<ul style="list-style-type: none"> Utilization of ability Freedom and independence Intellectual stimulation Creative expression Sense of achievement
Altruism	<ul style="list-style-type: none"> Helping others Moral causes
Status	<ul style="list-style-type: none"> Prestige Power over others Fame
Environment	<ul style="list-style-type: none"> Comfort Safety
Key Question: Which of these things are most important to you?	

Value-Percept Theory

- Does your job supply what you value?
- Dissatisfaction = $(V_{\text{want}} - V_{\text{have}}) \times (V_{\text{importance}})$



Value-Percept Theory



Value-Percept Theory

- OB on Screen: *Office Space*
 - What values might an IT-related job supply?
 - What values would seem to be missing in the job?



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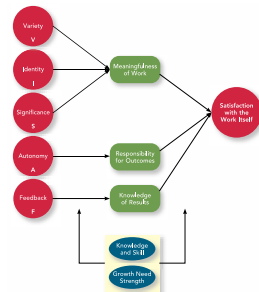
The Work Itself

- Job Characteristics Theory
 - Jobs are more intrinsically enjoyable when work tasks are challenging and fulfilling
 - Five "core job characteristics" combine to make some jobs more rewarding than others

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Job Characteristics Theory

- Core job characteristics



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Job Characteristics Theory

1 VERY INACCURATE	2 MOSTLY INACCURATE	3 SLIGHTLY INACCURATE	4 UNCERTAIN	5 SLIGHTLY ACCURATE	6 MOSTLY ACCURATE	7 VERY ACCURATE
V1. The job requires me to use a number of complex or high-level skills.						
V2. The job is quite simple and repetitive.						
I1. The job is arranged so that I can do an entire piece of work from beginning to end.						
I2. The job provides me the chance to completely finish the pieces of work I begin.						
S1. This job is one where a lot of other people can be affected by how well the work gets done.						
S2. The job itself is very significant and important in the broader scheme of things.						
A1. The job gives me a chance to use my personal initiative and judgment in carrying out the work.						
A2. The job gives me considerable opportunity for independence and freedom in how I do the work.						
F1. Just doing the work required by the job provides many chances for me to figure out how well I am doing.						
F2. After I finish a job, I know whether I performed well.						
$SPS = \frac{V1+V2+I1+I2+S1+S2}{6} \times \left \frac{A1+A2}{2} \right \times \left \frac{F1+F2}{2} \right $						
$SPS = \frac{\quad}{6} \times \left \frac{\quad}{2} \right \times \left \frac{\quad}{2} \right $						
SPS = <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>						

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Job Characteristics Theory

- Exercise: *Job Satisfaction across Jobs*
- Come to consensus on an SPS for:
 - A third grade public schoolteacher
 - A standup comedian
 - A computer programmer (who replaces "98" with "1998" in computer code)
 - A president of the United States

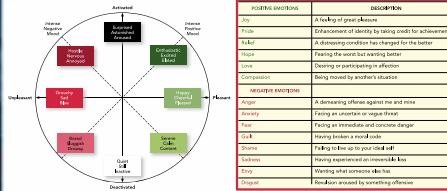


Job Characteristics Theory

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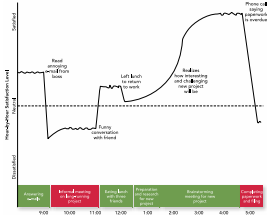
Mood and Emotions



- Even the most satisfied employees aren't satisfied every minute of every day
- Satisfaction levels wax and wane as a function of mood and emotions

Mood and Emotions

- Affective events theory
 - Specific events trigger discrete emotions during the course of the work day



Mood and Emotions

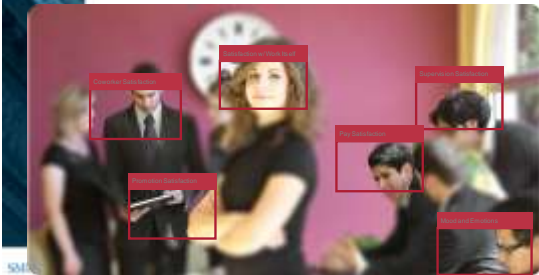
- Feeling vs. showing
 - Emotional labor
 - Emotional contagion

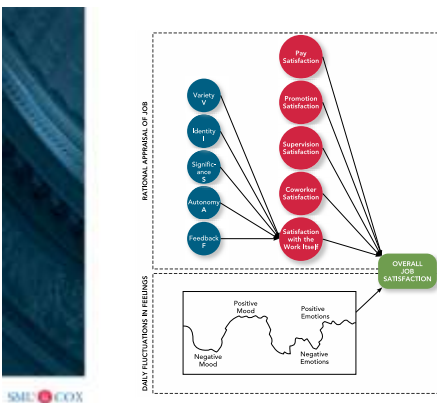


Why Are Some Employees More Satisfied than Others?

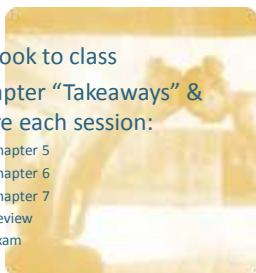


Why Are Some Employees More Satisfied than Others?





	1	2	3	4	5	6
	very POOR	poor	average	good	very good	very POOR
	POOR	POOR	POOR	POOR	POOR	POOR
V1. The job provides me with a sense of comradeship or helpfulness.						
V2. The job is very enjoyable and enjoyable.						
V3. The job is enjoyable in that it can be done with the pleasure of working.						
V4. The job provides me the chance to complete from the pleasure of work.						
V5. The job is one where others of the job can be affected by how well the job is done.						
V6. The job is very important and important in the broader scheme of things.						
V7. The job is one where my own personal interests and aspirations are being met.						
V8. The job is one where I can expect to be independent and independent.						
V9. The job is one where I can expect to be independent and independent.						
V10. The job is one where I can expect to be independent and independent.						
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