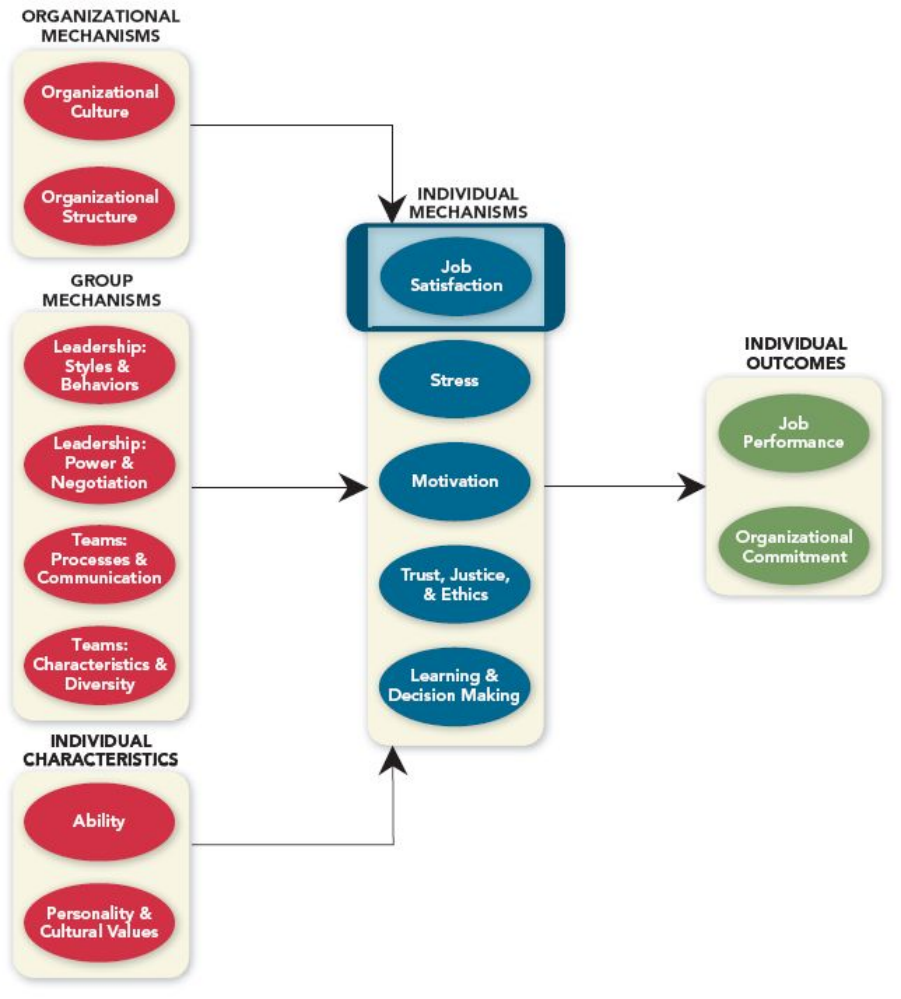
Chapter 4

Job Satisfaction



Learning Goals

- What do we mean by job satisfaction?
- What are values, and how do they affect job satisfaction?
- What specific facets do employees consider when evaluating their job satisfaction?
- Which job characteristics can create a sense of satisfaction with the work itself?
- How is job satisfaction affected by day-to-day events?

Learning Goals, Cont'd

- What specific forms do mood and emotions take?
- How does job satisfaction affect job performance and organizational commitment? How does it affect life satisfaction?
- What steps can organizations take to assess and manage job satisfaction?

Discussion Questions

- Think about the worst job you have ever held in your life.
  - How did you feel during the course of the day?
  - How did those feelings influence the way you behaved?

Job Satisfaction

Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences.

- It represents how you *feel* about your job and what you *think* about your job.
- 49 percent of Americans are satisfied with their jobs, down from 58 percent a decade ago.

Why Are Some Employees More Satisfied Than Others?

- At a general level, employees are satisfied when their job provides the things that they value.
- ***Values*** are those things that people consciously or subconsciously want to obtain.

Commonly Assessed Work Values

Table 4-1

CATEGORIES	SPECIFIC VALUES
Pay	High salary Secure salary
Promotions	Frequent promotions Promotions based on ability
Supervision	Good supervisory relations Praise for good work
Coworkers	Enjoyable coworkers Responsible coworkers
Work Itself	Utilization of ability Freedom and independence Intellectual stimulation Creative expression Sense of achievement
Altruism	Helping others Moral causes
Status	Prestige Power over others Fame
Environment	Comfort Safety

Key Question:
Which of these things are *most important* to you?

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.

$$\textbf{Dissatisfaction} = (V_{want} - V_{have})\,(V_{importance})$$

Value-Percept Theory, cont'd

- ***Pay satisfaction***
  - As much as deserved?
  - Secure?
  - Adequate?
- ***Promotion satisfaction***
  - Frequent?
  - Fair?
  - Based on ability?

Value-Percept Theory, cont'd

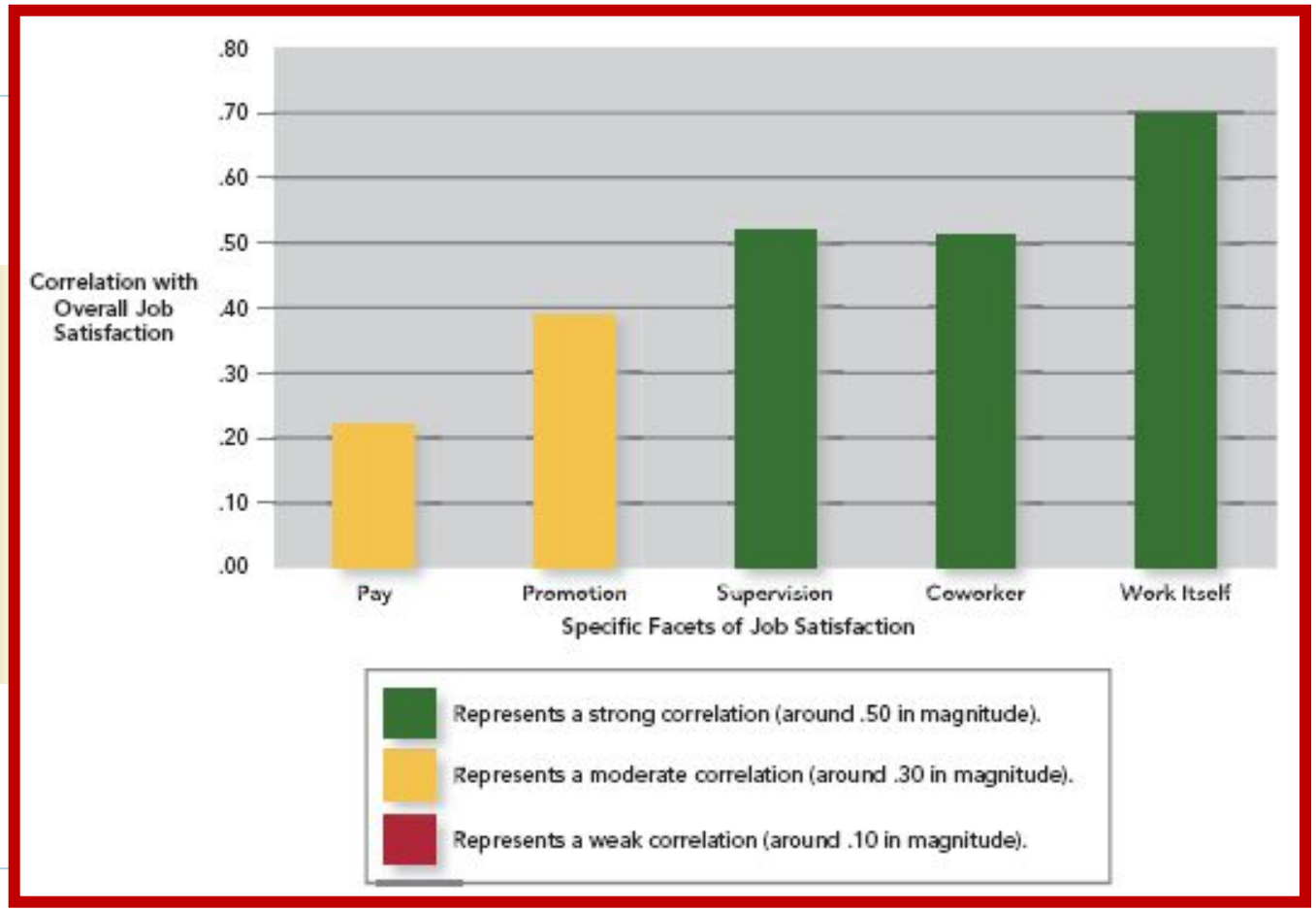
- ***Supervision satisfaction***
  - Competent, polite, and a good communicator?
  - "Can they help me attain the things that I value?"
  - "Are they generally likable?"
- ***Coworker satisfaction***
  - Smart, responsible, helpful, fun, interesting?
  - "Can they help me do my job?"
  - "Do I enjoy being around them?"

Value-Percept Theory, cont'd

- ***Satisfaction with the work itself***
  - Challenging?
  - Interesting?
  - Respected?
  - Use key skills?

Correlations Between Satisfaction Facets and Overall Job Satisfaction

Figure 4-2



Critical Psychological States

- ***Meaningfulness of work***
- ***Responsibility for outcomes***
- ***Knowledge of results***

What types of tasks create these psychological states?

Job Characteristics Theory

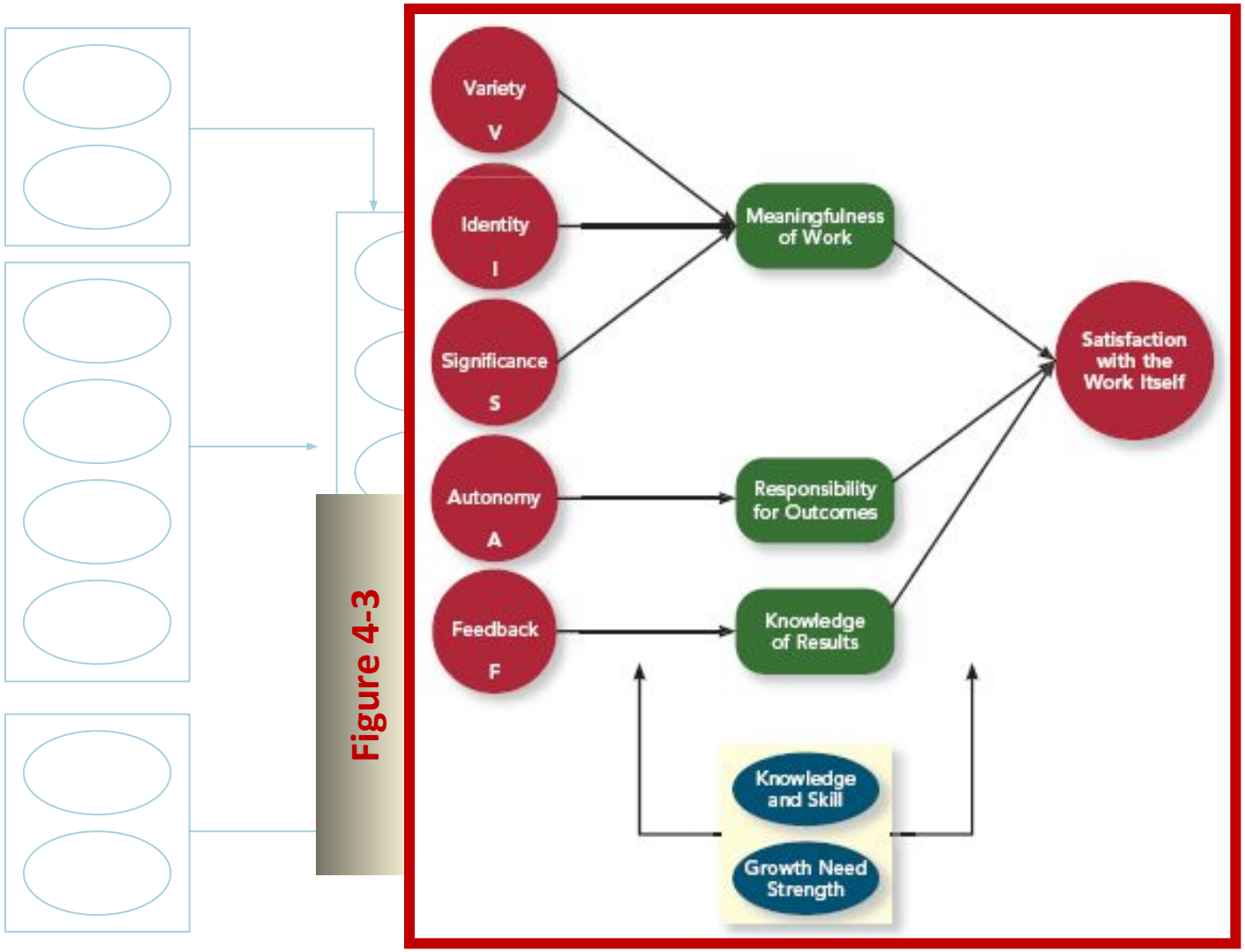


Figure 4-3

Job Characteristics Theory, cont'd

- ***Variety*** - job requires a number of different activities that involve a number of different skills and talents.
- ***Identity*** - job requires completing a whole, identifiable, piece of work from beginning to end with a visible outcome.
- ***Significance*** - job has a substantial impact on the lives of other people, particularly people in the world at large.

Job Characteristics Theory, cont'd

- ***Autonomy*** - job provides freedom, independence, and discretion to the individual performing the work.
- ***Feedback*** - carrying out the activities required by the job provides the worker with clear information about how well he or she is performing.
  - Reflects feedback obtained *directly from the job* as opposed to feedback from coworkers or supervisors.

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

Job Enrichment

Job enrichment: the process of using the five items in the job characteristics model to increase satisfaction

- Duties and responsibilities associated with a job are expanded to provide more variety, identity, autonomy, etc.
- Enrichment efforts can:
  - Boost job satisfaction levels
  - Enhance work accuracy and customer satisfaction

Moods and Emotions

- Job satisfaction reflects what you think and feel about your job.
  - Rational
  - Emotional
- A satisfied employee feels good about his or her job *on average.*

Moods and Emotions, cont'd

- ***Moods*** are states of feeling
  - Often mild in intensity
  - Last for an extended period of time
  - Not explicitly directed at or caused by anything
  - Pleasant or unpleasant
  - Activated or deactivated
- According to ***affective events theory,*** workplace events can generate affective reactions—which then can go on to influence work attitudes and behaviors.

Different Kinds of Mood

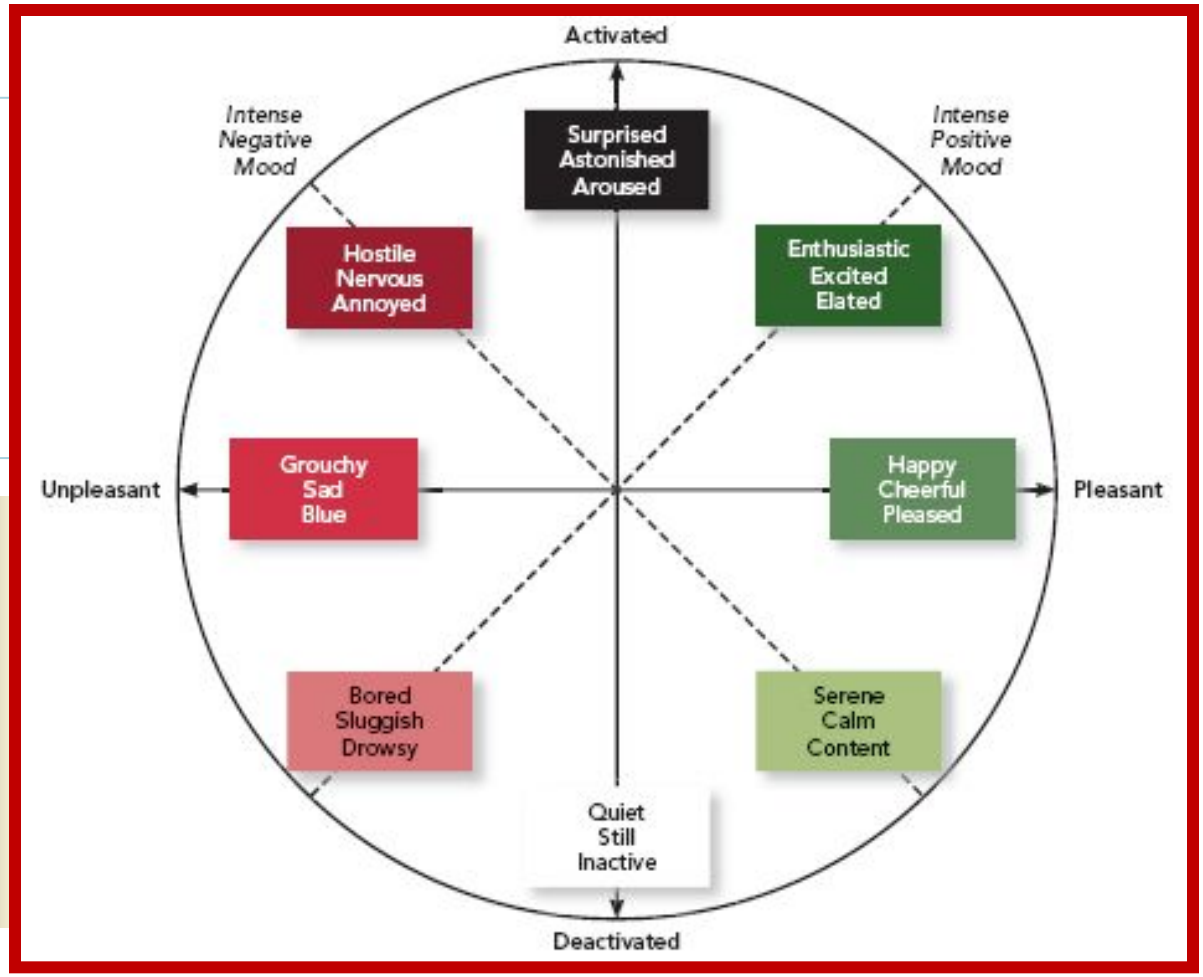


Figure 4-6

Moods and Emotions, cont'd

- ***Emotions*** are states of feeling
  - Often intense
  - Last for only a few minutes
  - Clearly directed at (and caused by) someone or some circumstance.
- ***Positive emotions*** include joy, pride, relief, hope, love, and compassion.
- ***Negative emotions*** include anger, anxiety, fear, guilt, shame, sadness, envy, and disgust.

Emotions are always *about something*.

Moods and Emotions, cont'd

- ***Emotional labor*** is the need to manage emotions to complete job duties successfully.
  - Flight attendants
  - Complaint desk
- ***Emotional contagion*** shows that one person can "catch" or "be infected by" the emotions of another person.
  - Customer service representative

How Important is Satisfaction?

- Job satisfaction job performance
  - Moderately correlated with task performance
  - Satisfied employees do a better job of fulfilling the duties described in their job descriptions
- Job satisfaction citizenship behavior
  - Satisfied employees engage in more frequent “extra mile” behaviors to help their coworkers and their organization.
- Job satisfaction organizational commitment
  - Strongly correlated with affective commitment
  - Moderately correlated with normative commitment
  - Weak or no relation to continuance commitment

Life Satisfaction

- Job satisfaction is strongly related to ***life satisfaction,*** or the degree to which employees feel a sense of happiness with their lives.
  - People feel better about their lives when they feel better about their jobs
  - Increases in job satisfaction have a stronger impact on life satisfaction than do increases in salary or income.

Application: Tracking Satisfaction

- Several methods assess the job satisfaction of rank-and-file employees, including focus groups, interviews, and attitude surveys.
  - Attitude surveys can provide a “snapshot” of how satisfied the workforce is and, if repeated over time, reveal trends in satisfaction levels.
  - Attitude surveys, ideally, should be a catalyst for some kind of improvement effort.
- An organization that struggles with satisfaction with the work itself could:
  - Redesign key job tasks
  - Train supervisors to increase 5 core job characteristics on an informal basis