

Chapter 4

Job Satisfaction

I'm quitting to pursue my dream of not working here.



someecards
user card

I'm so glad you work here so I have someone to talk to every day about quitting.



someecards



We often talk about job satisfaction.
But what does it really mean?



Job satisfaction

A pleasurable emotional state resulting from the appraisal of one's job or job experience.

In other words, how you "feel" (emotional) and "think" (cognitive) about your job.



Should companies and managers care about employee job satisfaction?

More specifically, to what extent does job satisfaction affect job performance?

In other words, purely from “business” perspective, is there enough evidence suggesting the importance of job satisfaction, other than for moral reasons?



Evidence suggests:

Companies on 100 BPTW

: Employees with higher job satisfaction showed 2.5-3.5% higher annual returns than peers

Weak correlations with job performance

: People started realizing that job satisfaction is not that good of a predictor of task performance

However, decent correlations with OCB, CWB, and organizational commitment

Collectively, job satisfaction matters, not just because of moral reasons but also for company's profitability.



As with “motivation,” we will learn a few important theoretical perspectives

Two-Factor Theory (Herzberg, 1966)

Value-Percept Theory (Locke, 1976)

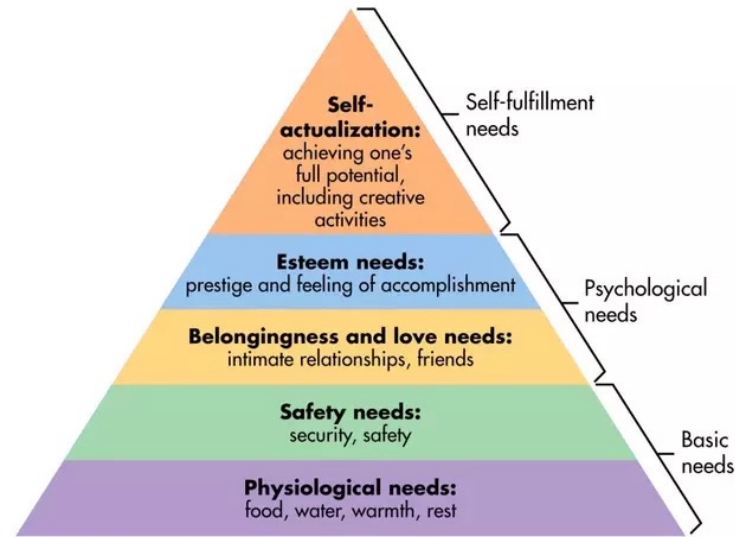
Job Characteristics Theory (Hackman & Oldham, 1974)

Affective Events Theory (Weiss & Cropanzano, 1996)



Two-factor theory

You know this from MGT2010.



You have needs; (1) motivator needs and (2) hygiene needs.

Motivator needs: achievement needs, self-actualization, recognition, interesting work

Hygiene needs: safety/security needs, working conditions, pay, benefits, relationships



Two-factor theory

: Each need component on a “different” continuum



Motivator Needs

Satisfaction

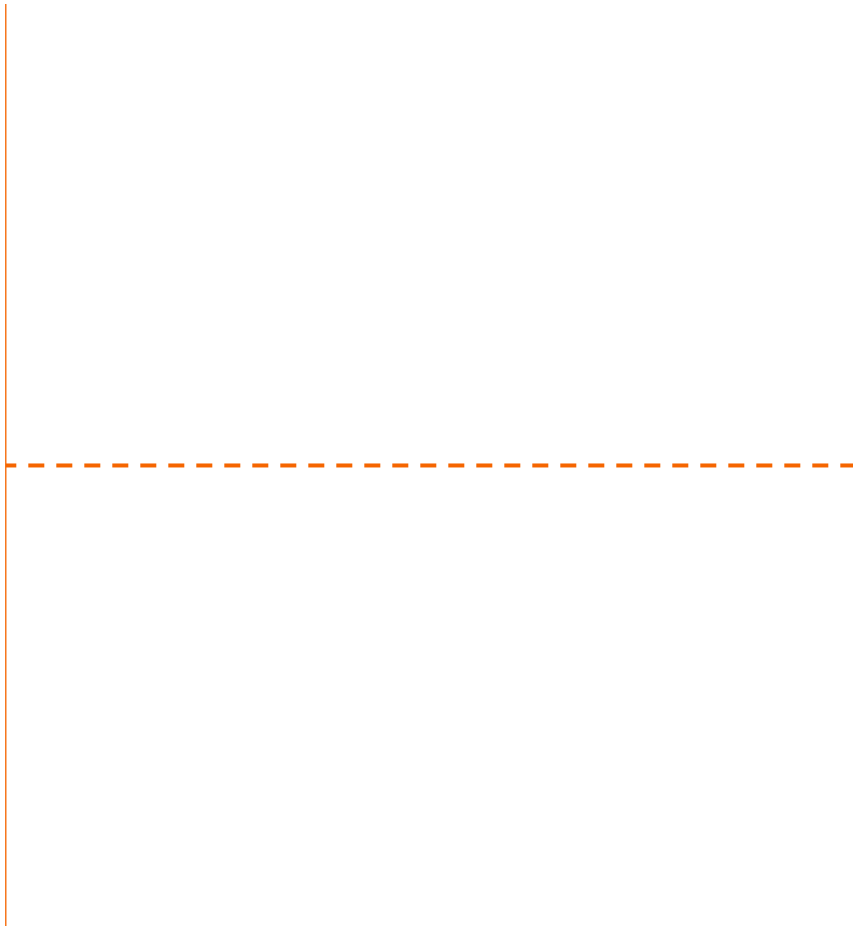
: When motivator needs are fulfilled, employees experience increased job satisfaction.



Hygiene needs

Dissatisfaction

: When hygiene needs are NOT fulfilled, employees experience decreased job satisfaction.



Motivator needs and satisfaction



Hygiene needs and satisfaction



Which of the following is correct about job satisfaction?

- a) Job satisfaction is about emotional responses and it has little to do with cognition
- b) Two-factor theory of job satisfaction suggests that motivator needs and hygiene needs are on a same continuum
- c) According to Two-factor theory, things like job security and pay are considered hygiene needs rather than motivator needs
- d) There is not enough evidence to suggest that job satisfaction matters other than moral reasons



Value-Percept Theory

Job satisfaction depends on whether you “*perceive*” that your job supplies the things that you “*value*.”

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

Dissatisfaction is a function of:

(What you want/desire – what the company offers) * how important is it to you



Value-Percept Theory

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

You want \$60K. Your company gives you \$50K. Pay is not that important for you.

vs.

You want \$60K. Your company gives you \$50K. Pay is very important for you.



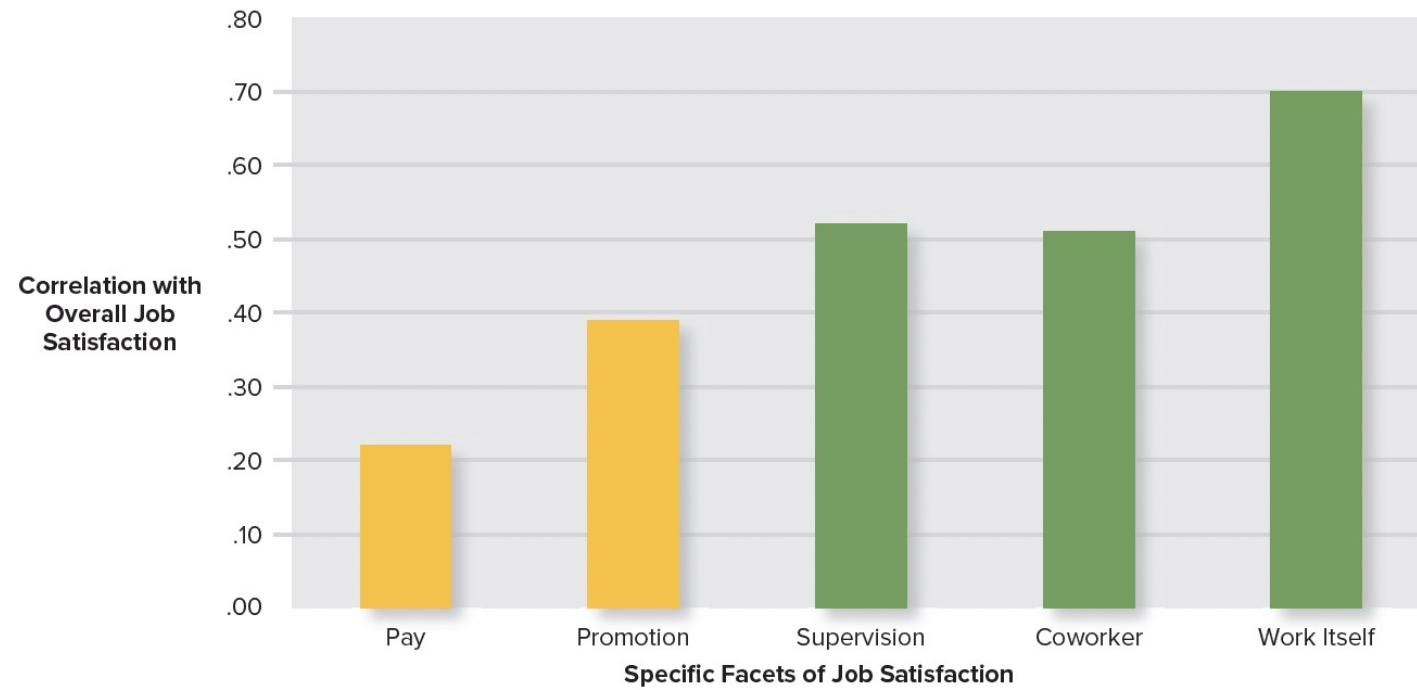
Value-Percept Theory

Job isn't about one thing (e.g., pay). It's a collection of multiple facets:

- Pay
- Promotions
- Supervision
- Coworkers
- Work itself
- Altruism
- Status
- Environment



What do you think is the strongest predictor of the overall job satisfaction among the specific job facets?



-  Represents a strong correlation (around .50 in magnitude).
-  Represents a moderate correlation (around .30 in magnitude).
-  Represents a weak correlation (around .10 in magnitude).



We now know that satisfaction with work itself (task) is the most important determinant of overall job satisfaction.
But what exactly about the task?

“Job Characteristics theory” can help answer the question!

(You also learned this in MGT 2010)

- Skill Variety
- Task Identity
- Task Significance
 - Autonomy
 - Feedback



Job Characteristics

Skill variety:

The degree to which the job requires a number of different *skills/talents*

Task identity:

The degree to which the job requires completing a whole, identifiable work from beginning to end with *visible outcomes*

Task significance:

The degree to which the job has a substantial impact on *other people* in/outside of work

Autonomy:

The degree to which the job provides freedom, independence, control

Feedback:

The degree to which employees receive information on their performance



How do these “job characteristics” help promote job satisfaction?

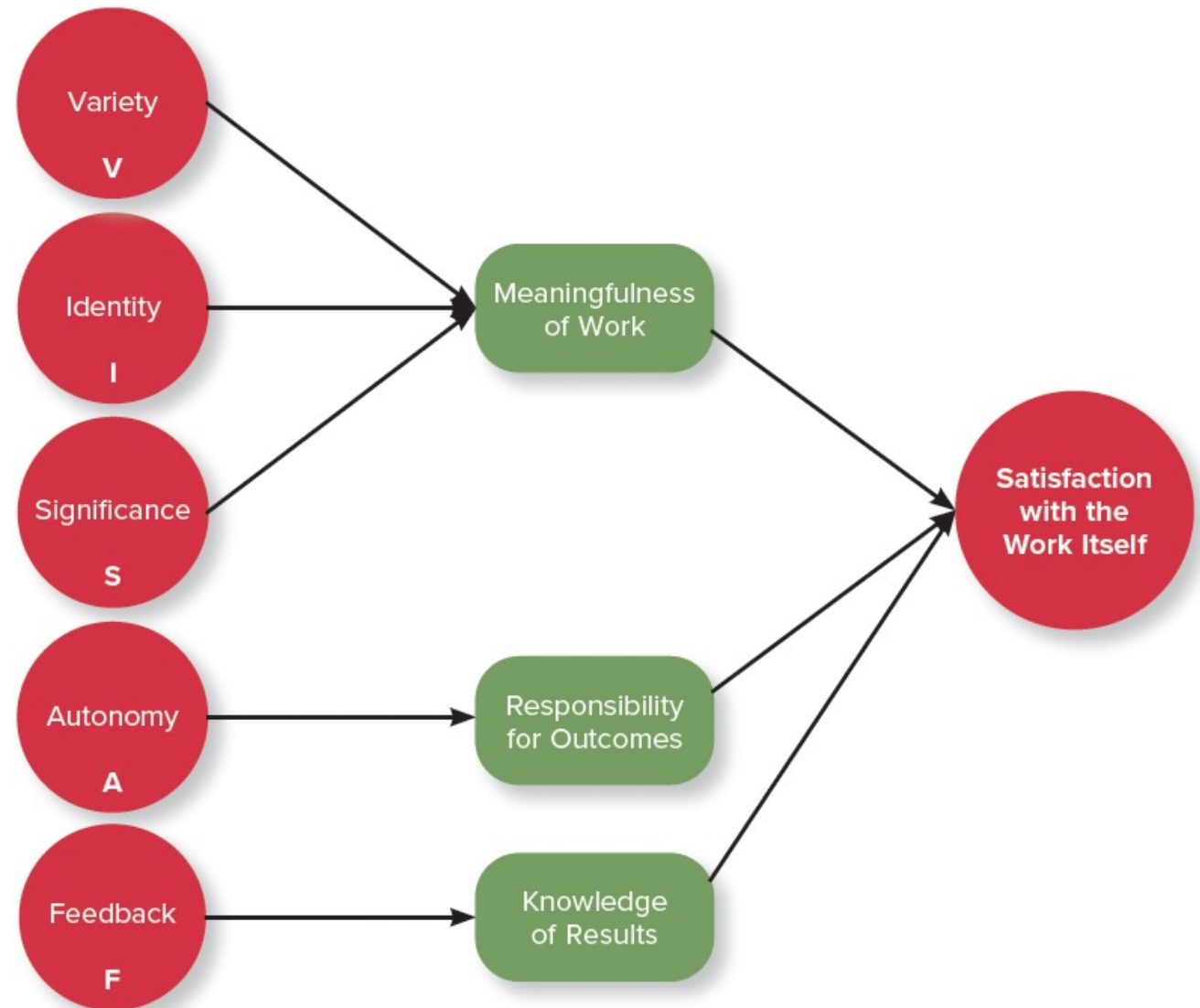
They fuel:

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

Which ultimately enhances “Satisfaction with the work itself”



Job Characteristics and how they enhance satisfaction with work itself





Do “job characteristics” have
the same effect for everyone?



As you expected, the answer is NO

- “Knowledge and Skills related to the job/task” enhances the effect of job characteristics on satisfaction with the work





As you expected, the answer is NO

- “Growth Need Strength” enhances the effect of job characteristics on satisfaction with the work



* *Growth need strength*: desire to fulfill higher-order needs (personal development, seeking growth, etc.)



Which of the following is correct about Job Characteristics Theory and job satisfaction?

- a) Job characteristics have the same effect on job satisfaction for every employee, regardless of their knowledge/skill level and growth need strength
- b) Task significance has to do with employees feeling as though their work requires a lot of skills/talents
- c) Autonomy has to do with employees receiving continued feedback from their managers
- d) Job characteristics, together, fuel employees' sense of ownership, which contributes to the satisfaction with the job itself

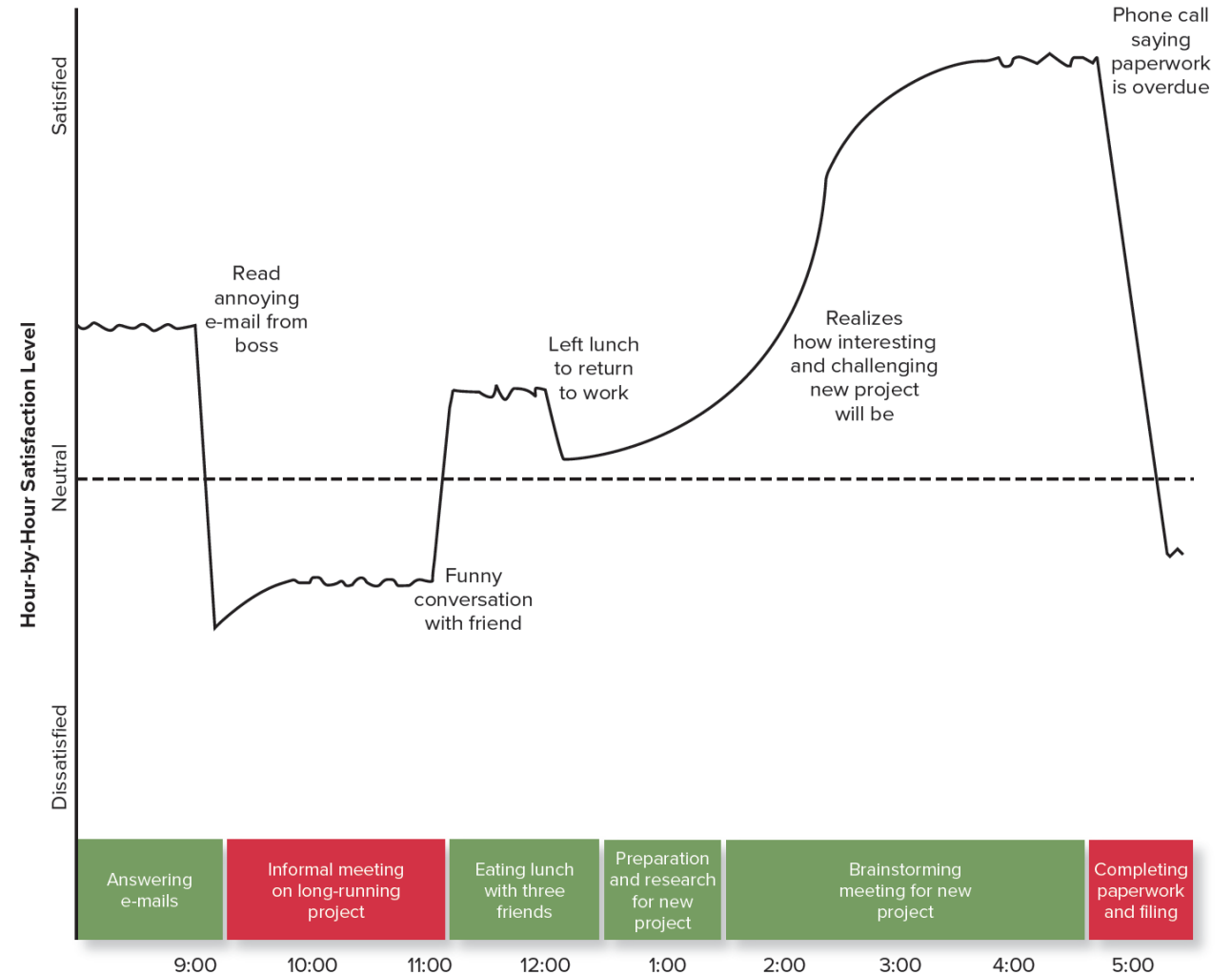


Say, you're generally satisfied with the job.
Does that mean you feel equally satisfied at 8AM vs.
2PM?

How about at 8AM Friday and 8AM next Monday?

Job satisfaction fluctuates over time

- Satisfied employees feel good about their job “on average,” but it tends to fluctuate during a single day and across days.
- For example:





What are some contributing factors to the ebbs and flows in satisfaction level?



Moods vs. Emotion

Mood

States of feelings that are:

- Often mild in intensity
- Last for an extended period of time
- Not explicitly directed at or caused by anything

* When people say they're in a good/bad mood, they don't always necessarily know the cause of it.

Emotion

States of feelings that are:

- Often intense
- Clearly directed at someone/circumstance
- Clear in terms of the cause



Positive and negative emotions

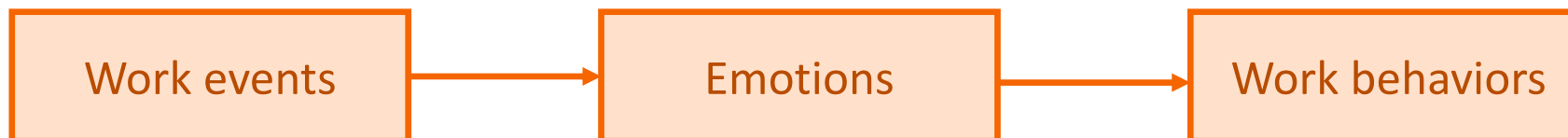
POSITIVE EMOTIONS	DESCRIPTION
Joy	A feeling of great pleasure
Pride	Enhancement of identity by taking credit for achievement
Relief	A distressing condition has changed for the better
Hope	Fearing the worst but wanting better
Love	Desiring or participating in affection
Compassion	Being moved by another's situation
NEGATIVE EMOTIONS	
Anger	A demeaning offense against me and mine
Anxiety	Facing an uncertain or vague threat
Fear	Facing an immediate and concrete danger
Guilt	Having broken a moral code
Shame	Failing to live up to your ideal self
Sadness	Having experienced an irreversible loss
Envy	Wanting what someone else has
Disgust	Revulsion aroused by something offensive



Workplace Events

: Affective Events Theory suggests...

- Workplace events can generate affective/emotional reactions – reactions that then influence work attitudes and behaviors.
 - Examples of workplace events that “trigger” positive/negative emotions?
 - Examples of positive/negative emotions that “trigger” work behaviors?





According to the **Affective Events Theory**,

- a) Emotions are independent of job satisfaction, which depends on rational analysis
- b) Employees have high supervisor satisfaction if the supervisor is likeable
- c) Emotions have extremely minimal influence on work attitudes and behaviors
- d) Workplace events can cause a chain reaction, such that it triggers emotions, which then lead to behavioral responses in the workplace
- e) According to the theory, employees' mood dictates how they behave in the workplace



True or False?

Among several facets of job satisfaction, typically speaking, satisfaction with pay and promotion are the most important predictors of overall job satisfaction.



Let's go back.

What theories have we discussed in this chapter?

And why do we study "theories" as current/future managers?

