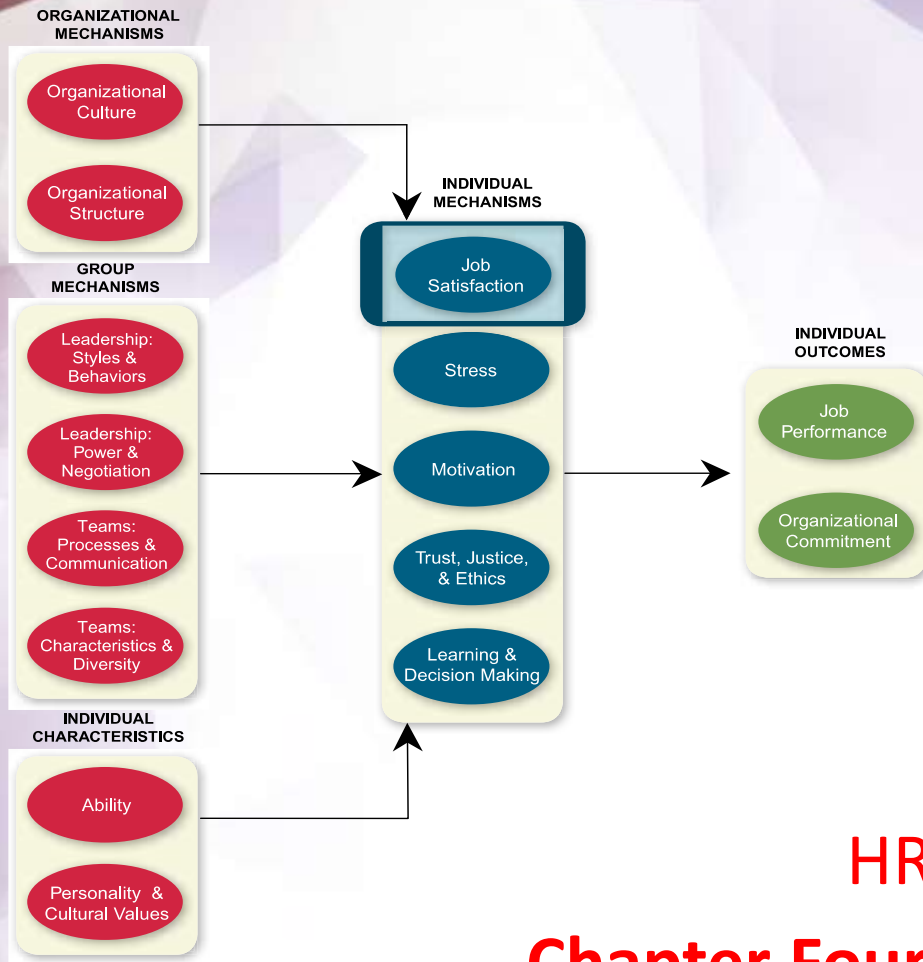




HRM 300

Chapter Four: Job Satisfaction

Learning Goals

- What is 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 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?

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.
- 45 percent of Americans are satisfied with their jobs, down from 61 percent two decades 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 seek or attain.

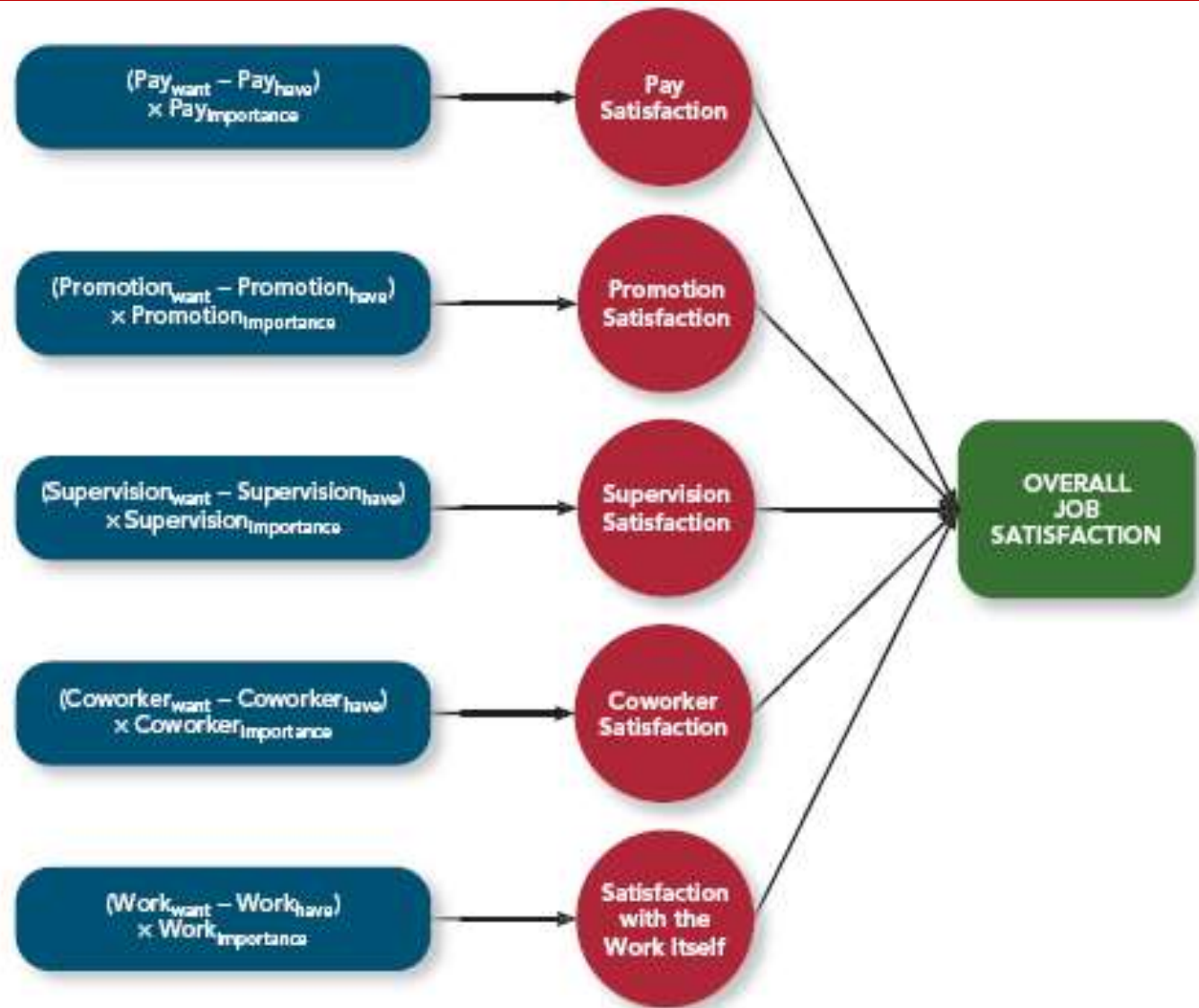
Value-Percept Theory

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 **5** **“facets”** of the job.

The Value-Percept Theory of Job Satisfaction

Figure 4-1



The Value-Percept Theory of Job Satisfaction

Facets of Job satisfaction

Pay satisfaction refers to employees' feelings about their **pay**, including whether it is as much as they deserve, secure, and adequate for both normal expenses and luxury items.



Promotion satisfaction refers to employees' feelings about the company's **promotion policies and their execution**, including whether promotions are frequent, fair, and based on ability.



The Value-Percept Theory of Job Satisfaction

Facets of Job satisfaction

Supervision satisfaction reflects employees' feelings about their **boss**, including whether the boss is competent, polite, and a good communicator.

- “Can they help me attain the things that I value?”
- “Are they generally likable?”

Coworker satisfaction refers to employees' feelings about their **fellow employees**, including whether coworkers are smart, responsible, helpful, fun, and interesting as opposed to lazy, gossipy, unpleasant, and boring.

- “Can they help me do my job?”
- “Do I enjoy being around them?”



The Value-Percept Theory of Job Satisfaction

Facets of Job satisfaction

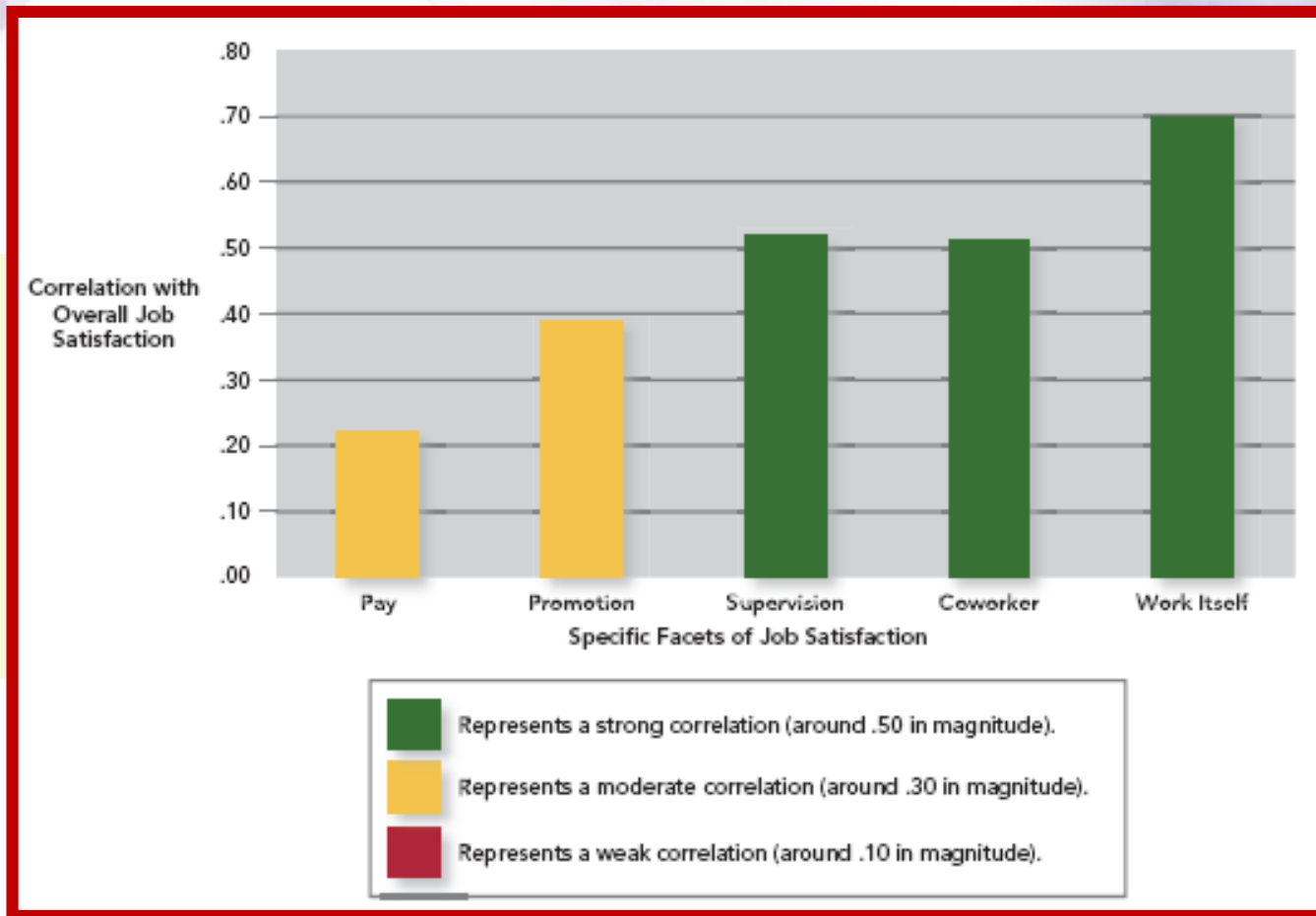
Satisfaction with the work itself reflects employees' feelings about their **actual work tasks**, including whether those tasks are challenging, interesting, respected, and make use of key skills rather than being dull, repetitive, and uncomfortable.



Satisfaction with work itself is the single strongest driver of overall job satisfaction

Correlations Between Satisfaction Facets and Overall Job Satisfaction

Figure 4-2



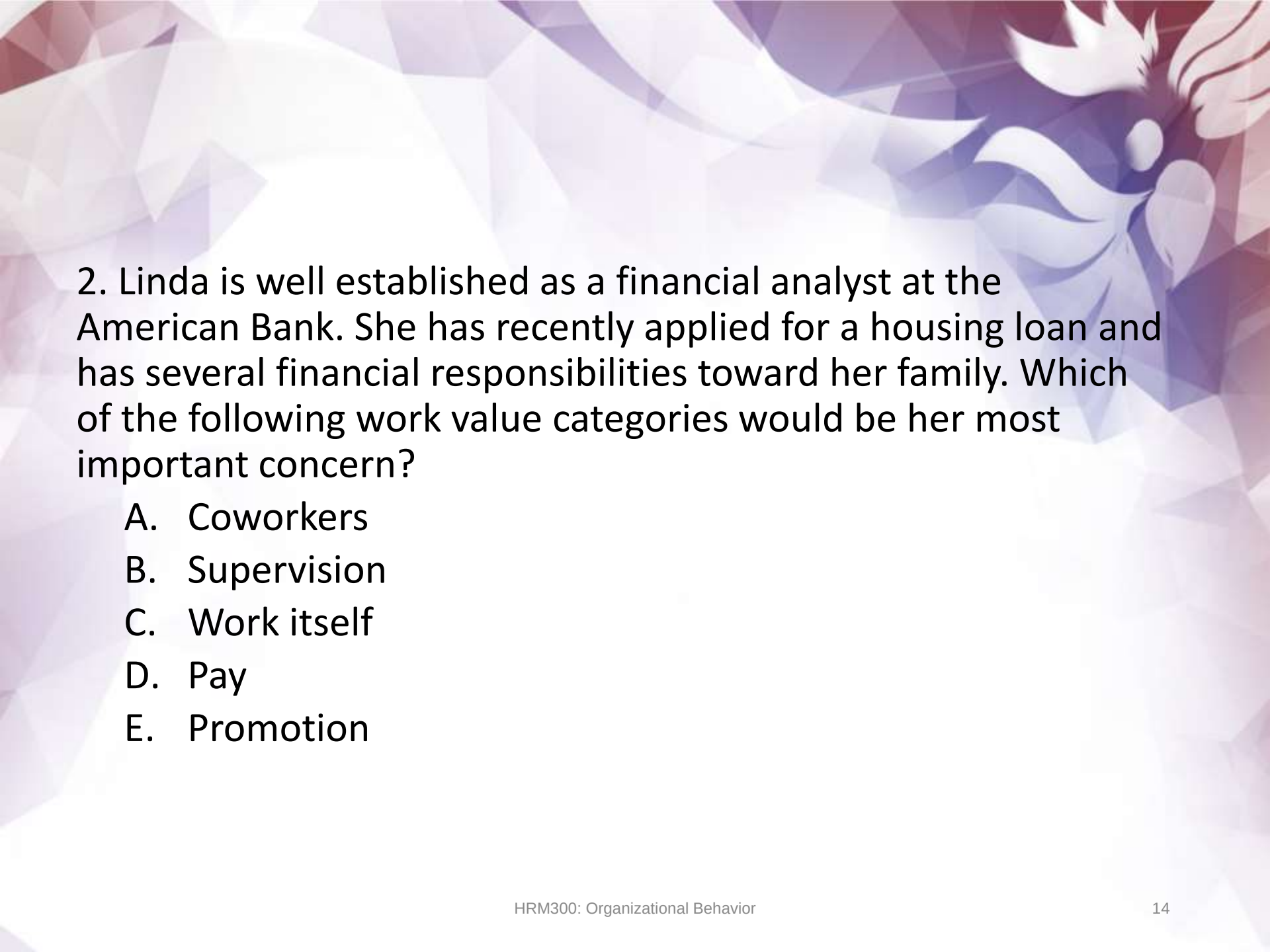
1. Discussion Questions

1. What steps can Organizations take to improve pay satisfaction, promotion satisfaction, supervision satisfaction, and coworkers satisfaction?
2. Which of the five facets of job satisfaction is the strongest driver of overall job satisfaction? Explain.
3. Give one example for each of the following:
 - a) A job of High variety
 - b) A job of High autonomy
 - c) A job of High significance

2. Multiple Choice Questions

1. Alice, a cartoonist, has been an achiever throughout her career. She enjoys the intellectual stimulation and independence she has at work. She feels her work allows her to use her creativity and artistic skills to its full potential. Which of the following work value categories is important to Alice?

- A. Coworkers
- B. Supervision
- C. Work itself
- D. Pay
- E. Promotion



2. Linda is well established as a financial analyst at the American Bank. She has recently applied for a housing loan and has several financial responsibilities toward her family. Which of the following work value categories would be her most important concern?

- A. Coworkers
- B. Supervision
- C. Work itself
- D. Pay
- E. Promotion

Job Characteristics Theory

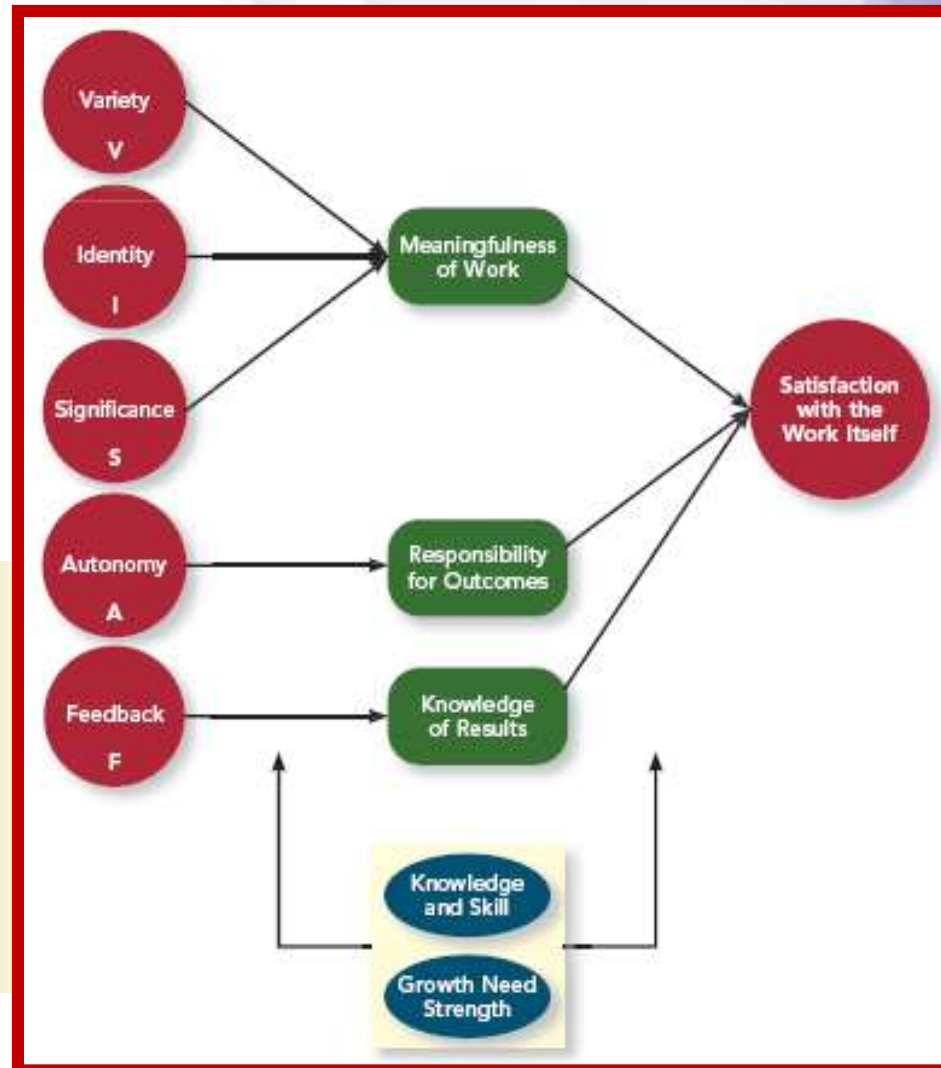


Figure 4-3

Job Characteristics Theory

Job Characteristics Theory describes the central characteristics of intrinsically satisfying jobs.

Job Characteristics Theory argues that five core job characteristics: **VISAF**

Variety _ **I**dentify _ **S**ignificance _ **A**utonomy _ **F**eedback

*which you can remember with the acronym “**VISAF**” result in high levels of the three psychological states, making work tasks more satisfying.*

Job Characteristics Theory, Cont'd

Variety is the degree to which the job requires a number of **different activities** that involve a number of different skills and talents.

Identity is the degree to which the job requires **completing a whole**, identifiable, piece of work from beginning to end with a visible outcome.

Significance is the degree to which the job has a substantial **impact on the lives of other people**, particularly people in the world at large.

Job Characteristics Theory, Cont'd

Autonomy is the degree to which the job provides **freedom**, independence, and discretion to the individual performing the work.

Feedback is the degree to which carrying out the activities required by the job provides the worker with clear **information** about how well he or she is performing.

Reflects feedback obtained *directly from the job as opposed to feedback from coworkers or supervisors.*

Job Satisfaction in PATAGONIA

Patagonia is a designer of outdoor **clothing** and gear for the silent sports: climbing, surfing, skiing and snowboarding, fly fishing, and trail running.

After watching the video, discuss what makes employees satisfied at PATAGONIA:

<https://www.youtube.com/watch?v=hQQk0yWS1Mk>

Answer the below question:

Which of the 5 facets of job satisfaction (Value - Percept Theory) discussed in the chapter applies to employees working in Patagonia

Job Enrichment

Job enrichment is the process of using the five items in the job characteristics model to create more satisfaction

- Duties and responsibilities associated with a job are expanded to provide more variety, identity, autonomy, and so forth.
- Enrichment efforts can indeed boost job satisfaction levels, and heighten work accuracy and customer satisfaction, though training and labor costs tend to rise as a result of such changes.

How Important is Satisfaction?

Job satisfaction does influence **job performance**.

- It is moderately correlated with **task performance**. Satisfied employees do a better job of fulfilling the duties described in their job descriptions.

Job satisfaction is correlated moderately with **citizenship behavior**.

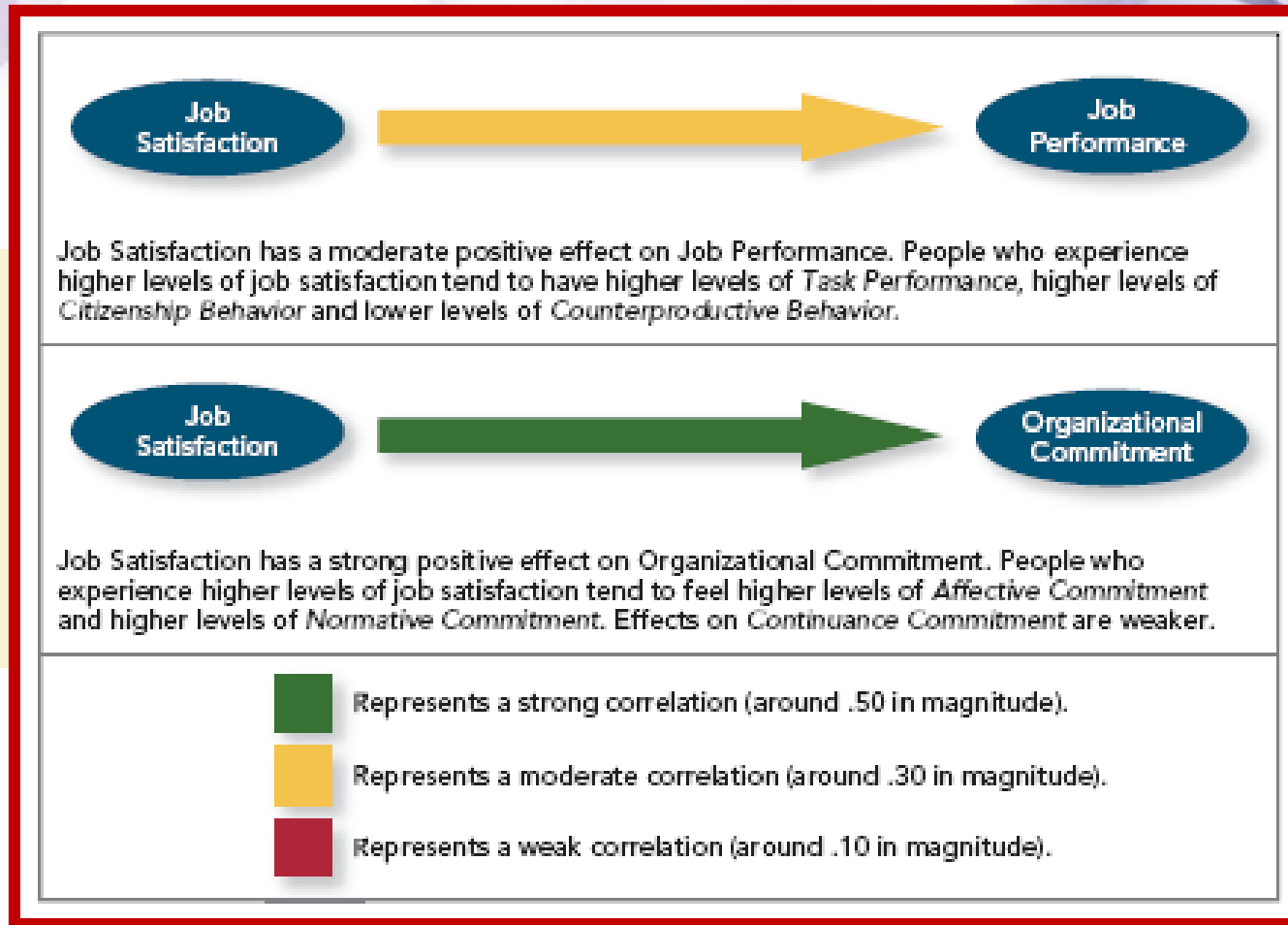
- Satisfied employees engage in more frequent “**extra mile**” behaviors to help their coworkers and their organization.

Job satisfaction influences **organizational commitment**.

- Job satisfaction is strongly correlated with **affective commitment**, so satisfied employees are more likely to want to stay with the organization.

Effects of Job Satisfaction on Performance and Commitment

Figure 4-8



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.

How We Spend Our Days

Table 4-3

ACTIVITY	AVERAGE HOURS PER DAY	POSITIVE FEELINGS	NEGATIVE FEELINGS
Working	6.9	3.62	0.97
On the phone	2.5	3.92	0.85
Socializing	2.3	4.59	0.57
Eating	2.2	4.34	0.59
Relaxing	2.2	4.42	0.51
Watching TV	2.2	4.19	0.58
Computer/e-mail/Internet	1.9	3.81	0.80
Commuting	1.6	3.45	0.89
Housework	1.1	3.73	0.77
Interacting with kids	1.1	3.86	0.91
Napping	0.9	3.87	0.60
Praying/meditating	0.4	4.35	0.59
Exercising	0.2	4.31	0.50
Intimate relations	0.2	5.10	0.36

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.
 - Job Descriptive Index (JDI)
 - Attitude surveys ideally should be a catalyst for some kind of improvement effort.
- An organization that struggles with satisfaction with the work itself could attempt to redesign key job tasks or, if that proves too costly, train supervisors in strategies for increasing the five core job characteristics on a more informal basis.

Excerpts from the Job Descriptive Index and the Job in General Scale

Table 4-4

Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word or phrase below, write

 Y for "Yes" if it describes your work

 N for "No" if it does NOT describe it

 ? for "?" if you cannot decide

Pay Satisfaction^a ☐ Well paid ☐ Bad ☐ Barely live on income	Coworker Satisfaction^a ☐ Stimulating ☐ Smart ☐ Unpleasant
Promotion Satisfaction^a ☐ Regular promotions ☐ Promotion on ability ☐ Opportunities somewhat limited	Satisfaction with Work Itself^a ☐ Fascinating ☐ Pleasant ☐ Can see my results
Supervision Satisfaction^a ☐ Knows job well ☐ Around when needed ☐ Doesn't supervise enough	OVERALL JOB SATISFACTION^b ☐ Better than most ☐ Worthwhile ☐ Worse than most

Takeaways

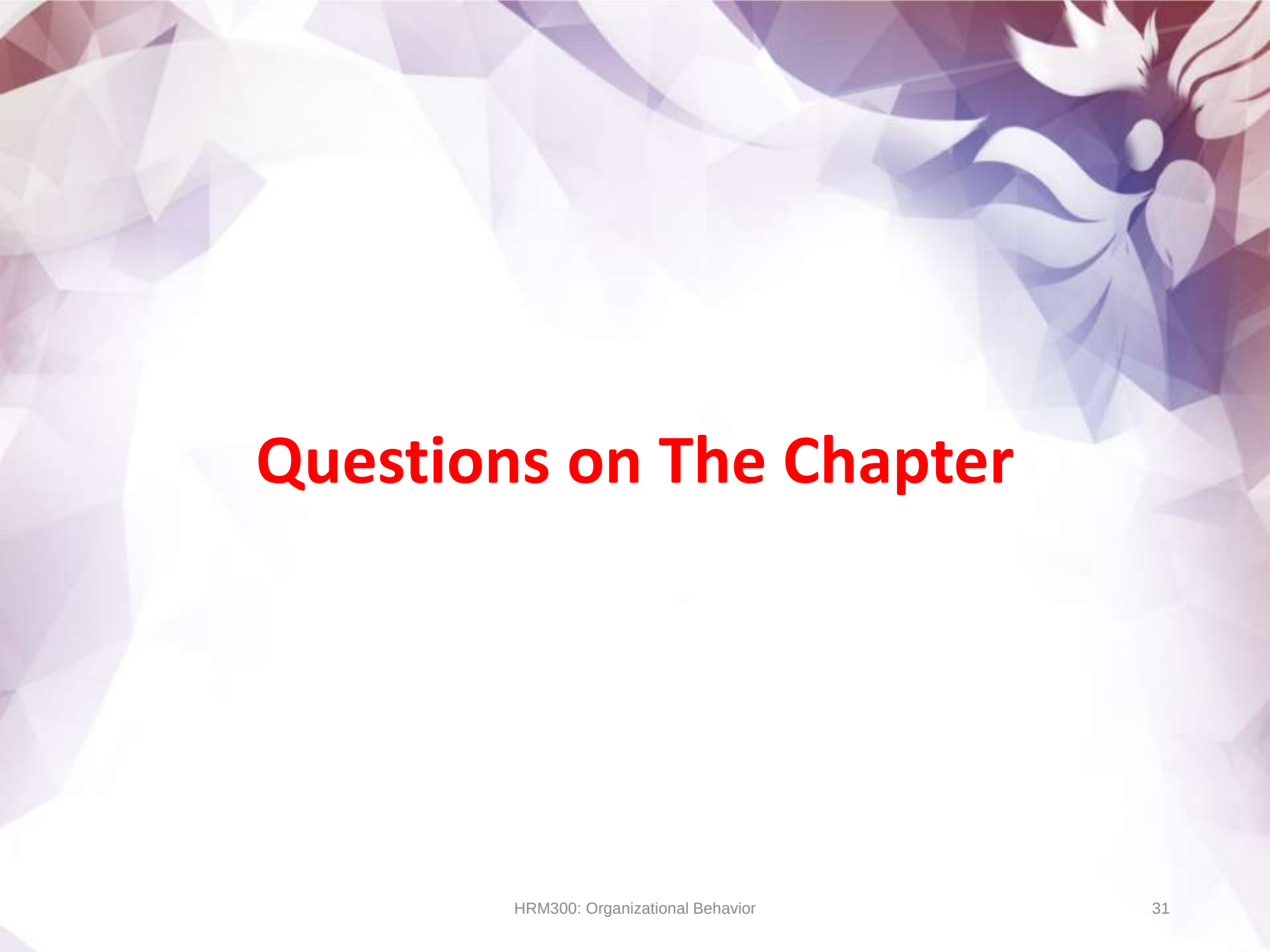
- Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences. It represents how you feel about your job and what you think about your job.
- Values are things that people consciously or subconsciously want to seek or attain. According to value-percept theory, job satisfaction depends on whether you perceive that your job supplies those things that you value.

Takeaways, Cont'd

- Employees consider a number of specific facets when evaluating their job satisfaction. These facets include pay satisfaction, promotion satisfaction, supervision satisfaction, coworker satisfaction, and satisfaction with the work itself.
- Job characteristics theory suggests that five “core characteristics”—variety, identity, significance, autonomy, and feedback—combine to result in particularly high levels of satisfaction with the work itself.

Takeaways, Cont'd

- Job satisfaction has a moderately positive relationship with job performance and a strong positive relationship with organizational commitment. It also has a strong positive relationship with life satisfaction.
- Organizations can assess and manage job satisfaction using attitude surveys such as the Job Descriptive Index (JDI), which assesses pay satisfaction, promotion satisfaction, supervisor satisfaction, coworker satisfaction, and satisfaction with the work itself. It can be used to assess the levels of job satisfaction experienced by employees, and its specific facet scores can identify interventions that could be helpful.



Questions on The Chapter

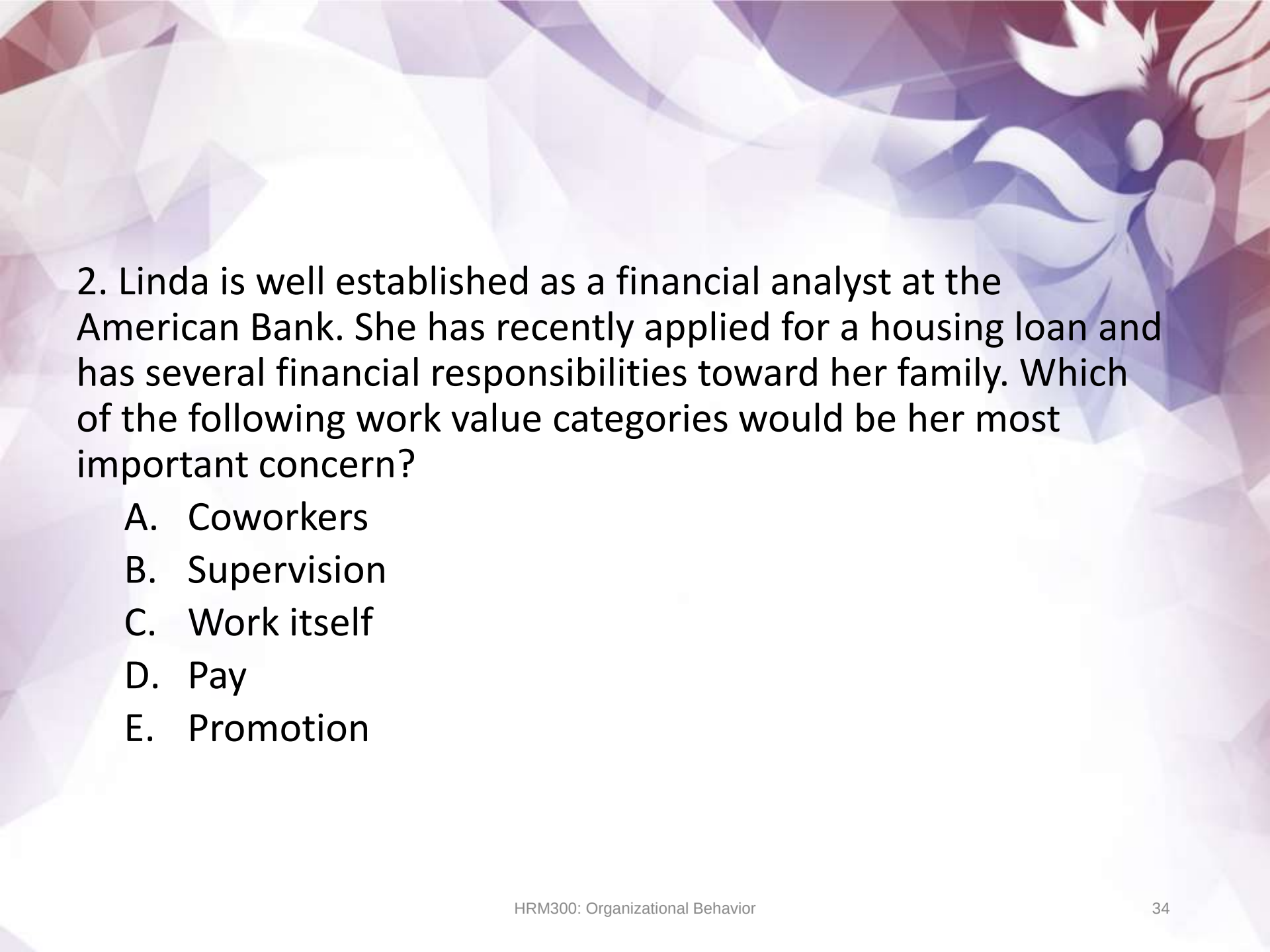
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2. Multiple Choice Questions

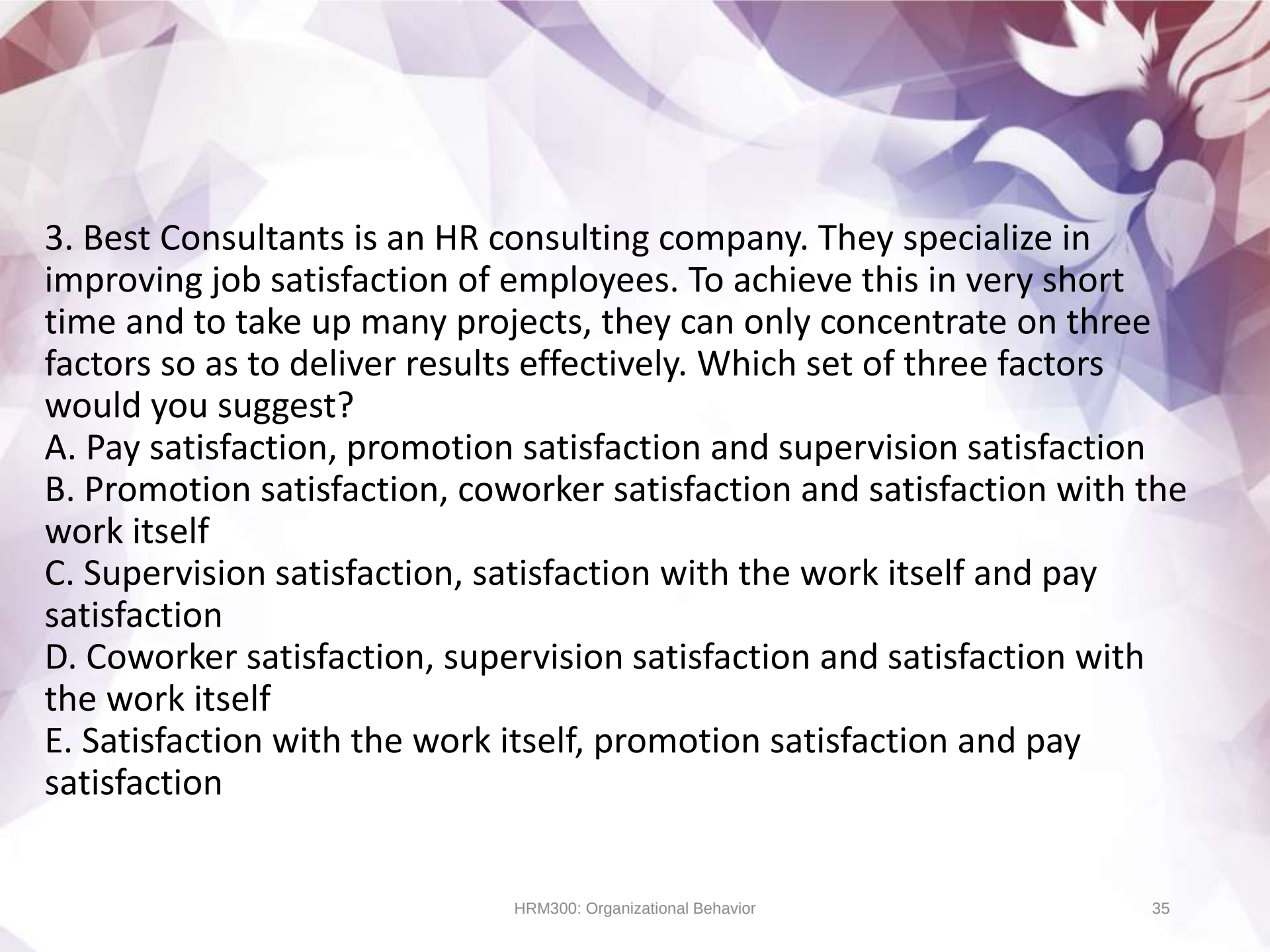
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- C. Work itself
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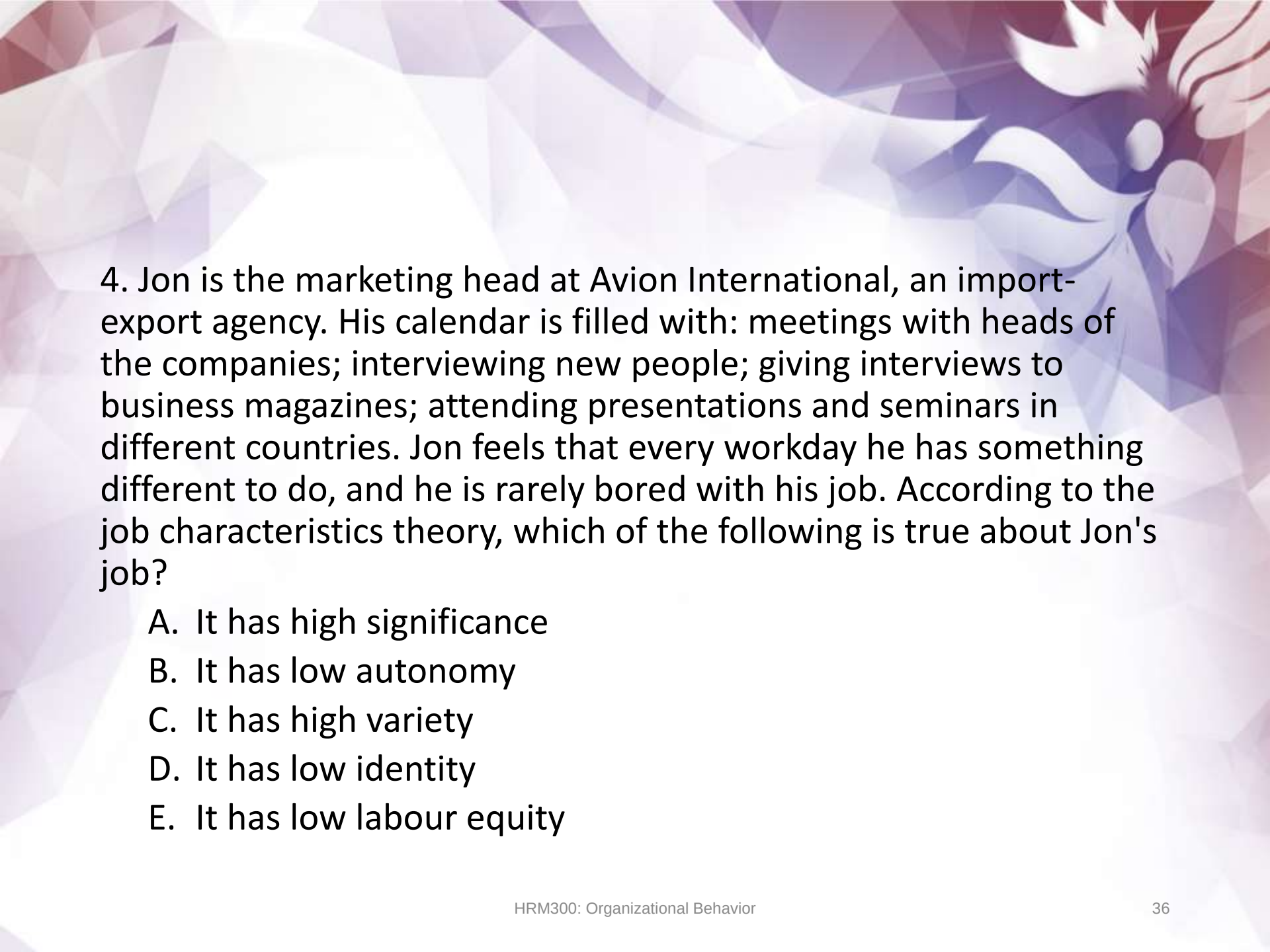
2. Linda is well established as a financial analyst at the American Bank. She has recently applied for a housing loan and has several financial responsibilities toward her family. Which of the following work value categories would be her most important concern?

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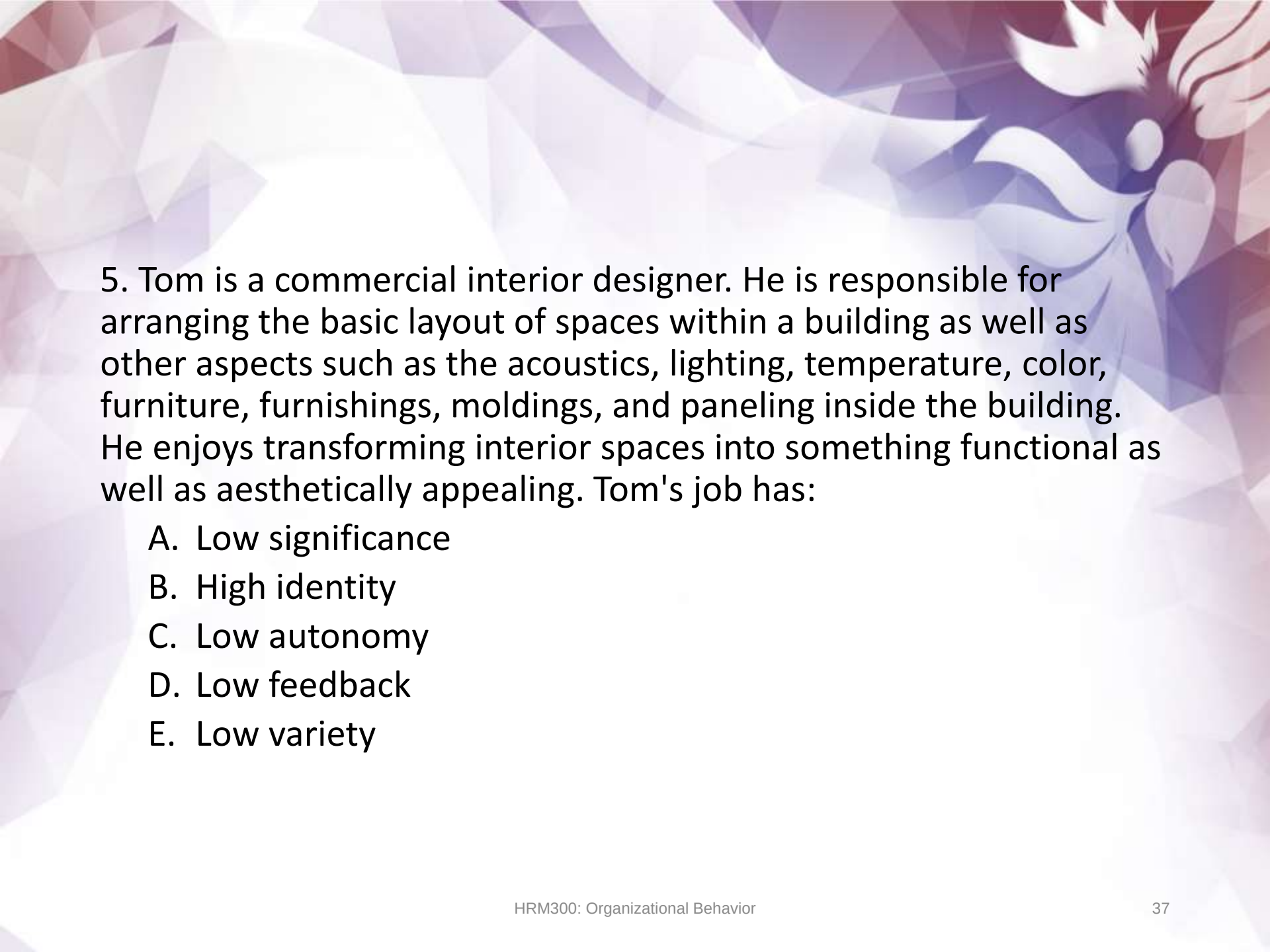
3. Best Consultants is an HR consulting company. They specialize in improving job satisfaction of employees. To achieve this in very short time and to take up many projects, they can only concentrate on three factors so as to deliver results effectively. Which set of three factors would you suggest?

- A. Pay satisfaction, promotion satisfaction and supervision satisfaction
- B. Promotion satisfaction, coworker satisfaction and satisfaction with the work itself
- C. Supervision satisfaction, satisfaction with the work itself and pay satisfaction
- D. Coworker satisfaction, supervision satisfaction and satisfaction with the work itself
- E. Satisfaction with the work itself, promotion satisfaction and pay satisfaction



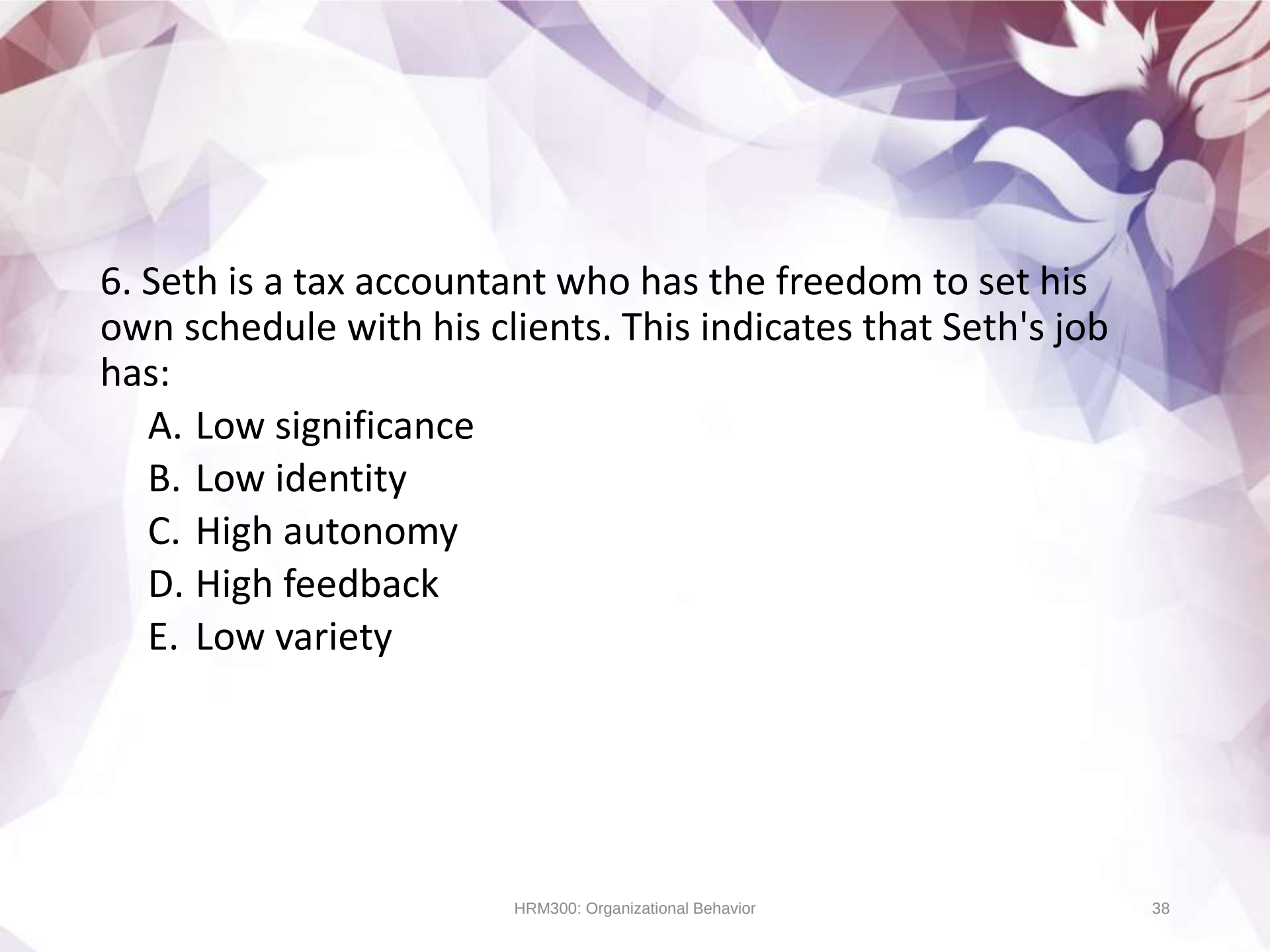
4. Jon is the marketing head at Avion International, an import-export agency. His calendar is filled with: meetings with heads of the companies; interviewing new people; giving interviews to business magazines; attending presentations and seminars in different countries. Jon feels that every workday he has something different to do, and he is rarely bored with his job. According to the job characteristics theory, which of the following is true about Jon's job?

- A. It has high significance
- B. It has low autonomy
- C. It has high variety
- D. It has low identity
- E. It has low labour equity



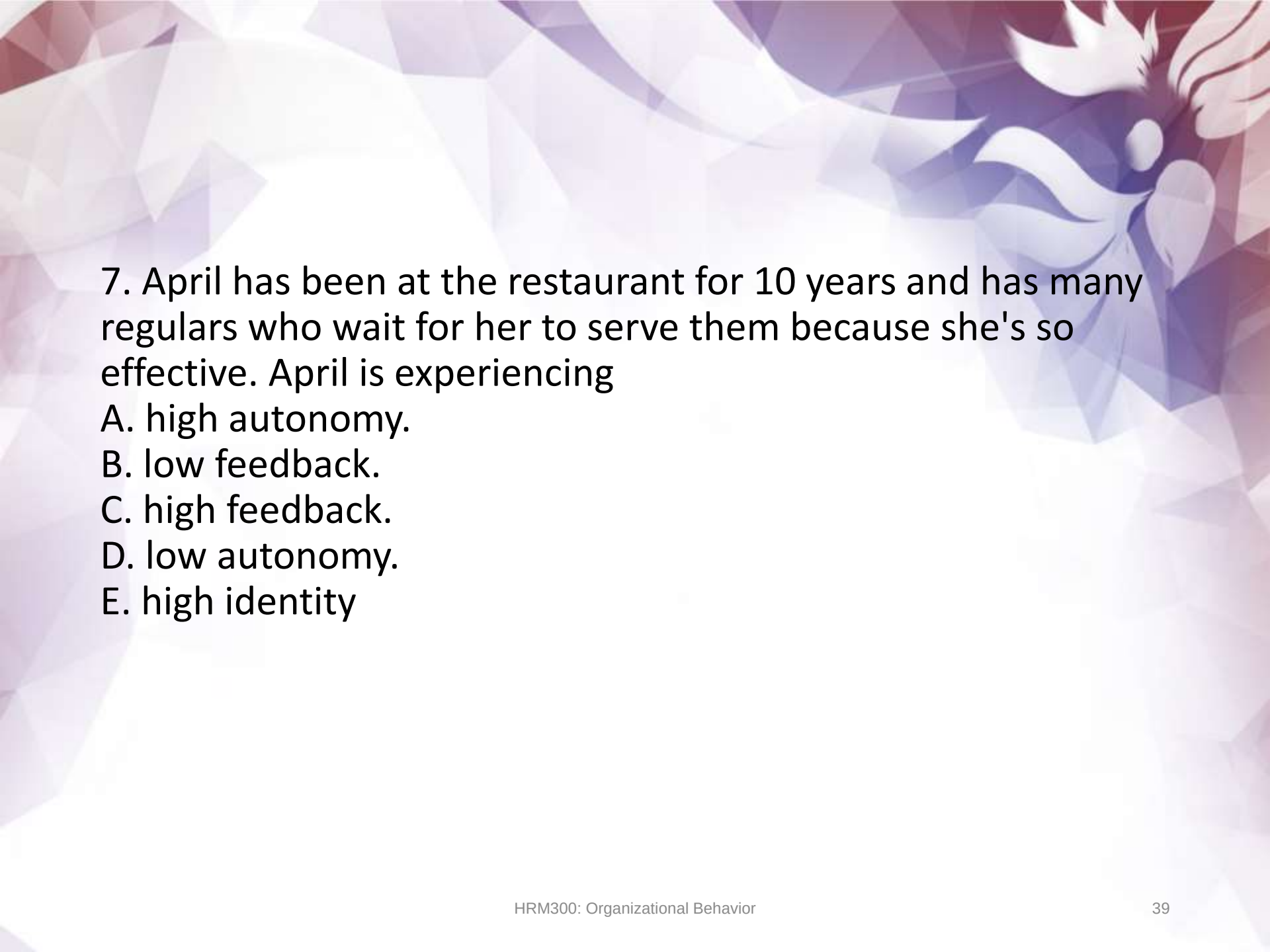
5. Tom is a commercial interior designer. He is responsible for arranging the basic layout of spaces within a building as well as other aspects such as the acoustics, lighting, temperature, color, furniture, furnishings, moldings, and paneling inside the building. He enjoys transforming interior spaces into something functional as well as aesthetically appealing. Tom's job has:

- A. Low significance
- B. High identity
- C. Low autonomy
- D. Low feedback
- E. Low variety



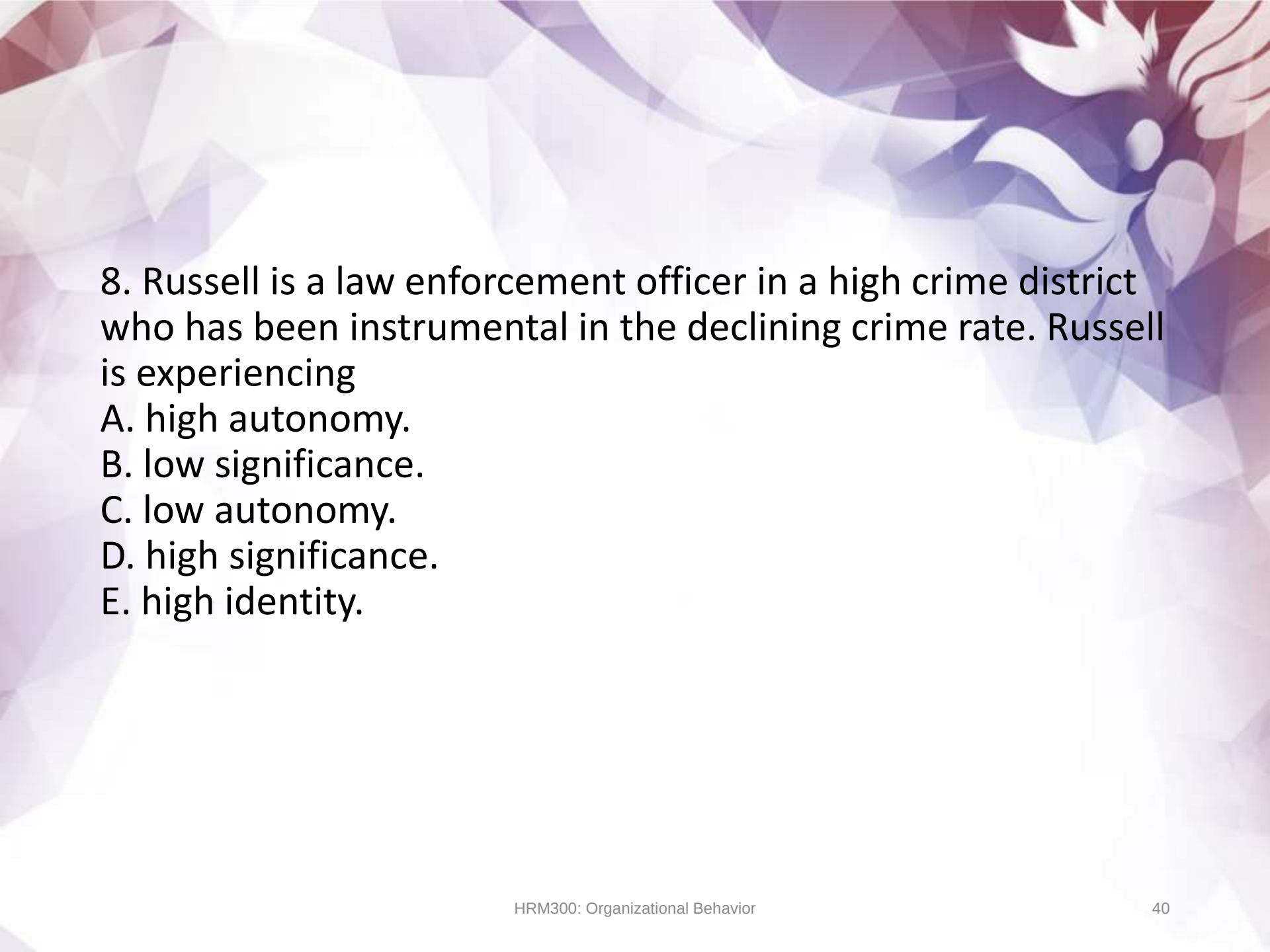
6. Seth is a tax accountant who has the freedom to set his own schedule with his clients. This indicates that Seth's job has:

- A. Low significance
- B. Low identity
- C. High autonomy
- D. High feedback
- E. Low variety



7. April has been at the restaurant for 10 years and has many regulars who wait for her to serve them because she's so effective. April is experiencing

- A. high autonomy.
- B. low feedback.
- C. high feedback.
- D. low autonomy.
- E. high identity



8. Russell is a law enforcement officer in a high crime district who has been instrumental in the declining crime rate. Russell is experiencing

- A. high autonomy.
- B. low significance.
- C. low autonomy.
- D. high significance.
- E. high identity.



THANK YOU ☺