

Lecture

“Job Satisfaction”

Learning Objectives

- Define job satisfaction.
- Describe the factors that influence job satisfaction.
- Explain the implications of job satisfaction for the organisation.
- Explore the effects of workplace stress





We previously looked at motivation and
much of what we will cover today is linked to
this subject

Definition of Job Satisfaction



➤ JS is 'an individual's **general attitude** toward their job'.

(Robbins, 2015)

➤ 'is an emotion, a feeling, an **attitude** and a **perception**.'

➤ results from thinking about experiences at work.

➤ involves likes, dislikes and extrinsic & intrinsic needs.

➤ is within an employee's control and yet also beyond it.'

(Mullins, 2016)

Mentally
Challenging
Work

+

+

Supportive
Colleagues

+

Supportive
Working
Condition

=



Equitable
Rewards

+

+

Personality
Job Fit

**Job
Satisfaction**

The Job Characteristics Model

This model explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics.

Five key job characteristics: **skill variety, task identity, task significance, autonomy and feedback**, influence three psychological states.

Subsequently, the three psychosocial states then lead to a number of potential outcomes, including: job satisfaction.

Therefore from an organisations' point of view, it is thought that by improving the five core job dimensions this will subsequently lead to a better work environment and increased job satisfaction.

The Job Characteristics Model



Examples of High and Low Job Characteristics

Characteristics

Examples

Skill Variety

- ✂ **High variety** The owner-operator of a garage who does electrical repair, rebuilds engines, does body work, and interacts with customers
- ✂ **Low variety** A bodyshop worker who sprays paint eight hours a day

Task Identity

- ✂ **High identity** A cabinetmaker who designs a piece of furniture, selects the wood, builds the object, and finishes it to perfection
- ✂ **Low identity** A worker in a furniture factory who operates a lathe to make table legs

Task Significance

- ✂ **High significance** Nursing the sick in a hospital intensive care unit
- ✂ **Low significance** Sweeping hospital floors

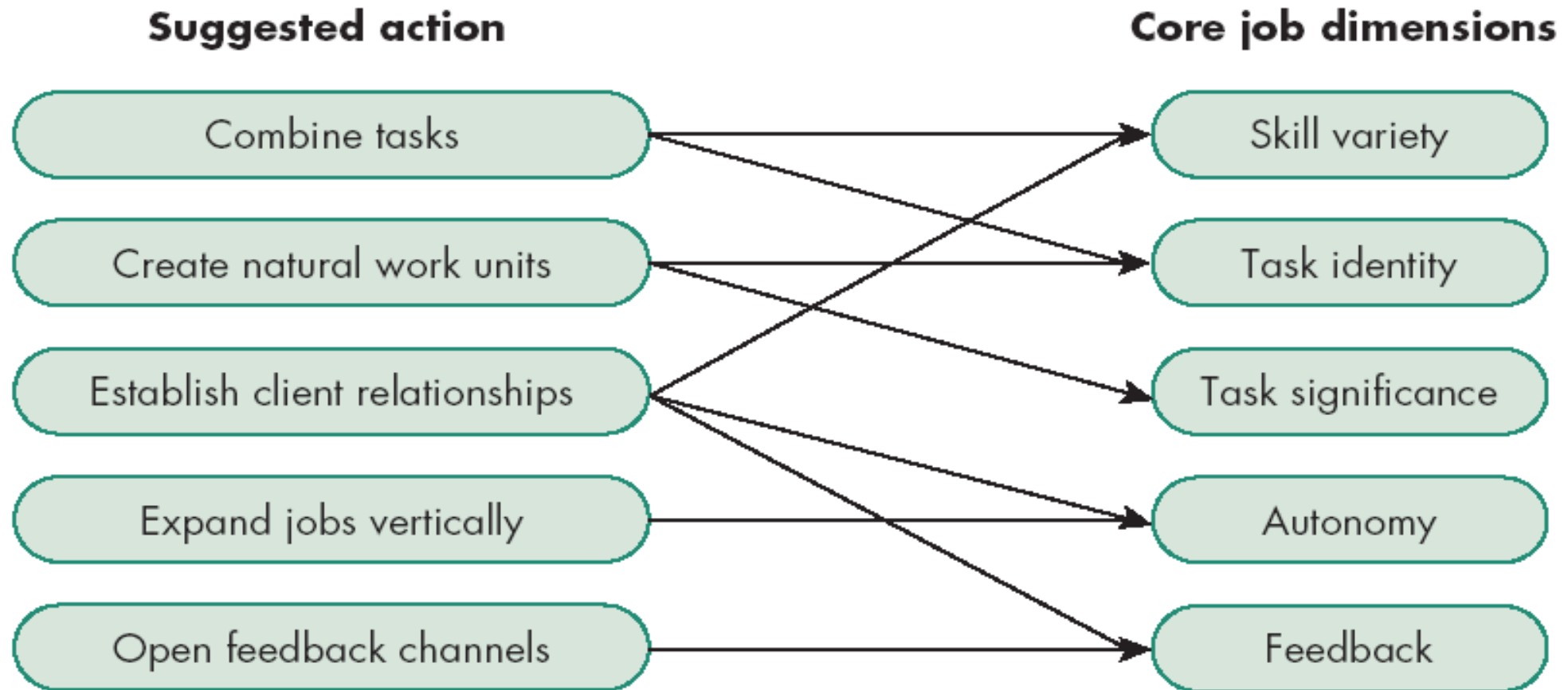
Autonomy

- ✂ **High autonomy** A telephone installer who schedules his or her own work for the day, and decides on the best techniques for a particular installation
- ✂ **Low autonomy** A telephone operator who must handle calls as they come according to a routine, highly specified procedure

Feedback

- ✂ **High feedback** An electronics factory worker who assembles a radio and then tests it to determine if it operates properly
- ✂ **Low feedback** An electronics factory worker who assembles a radio and then routes it to a quality control inspector who tests and adjusts it

Guidelines for Enriching a Job



Mumford (1976) assumed that employees did not simply see their job as a means to an end but had needs which related to the nature of their work.

Knowledge needs

To do a job, employees need several kinds of knowledge, including:

- Professional knowledge about the discipline.
- Procedural knowledge on how to do a particular job.
- Locational knowledge on what can be found where.
- Social knowledge on how to influence others.

Task needs

We have needs around what we do, including having meaningful work and some degree of autonomy to be able to achieve success.

Psychological needs

As with all people, employees have inner human needs such as recognition, responsibility, status and advancement.

A problem that can occur is where employers treat their people as machines to be commanded and ignore their psychological needs.

Moral needs

Related to psychological needs, we have the need to be treated as intelligent and valued people. In other words, employers should treat employees in the way they would themselves wish to be treated.

(Mullins, 2016)

Mumford's 5 Contractual Areas

Mumford (2017) examines Job Satisfaction in two ways:

1. In terms of the fit between what the organisation requires & what the employee is seeking.
2. In terms of the fit between what the employee is seeking & what they are actually receiving.

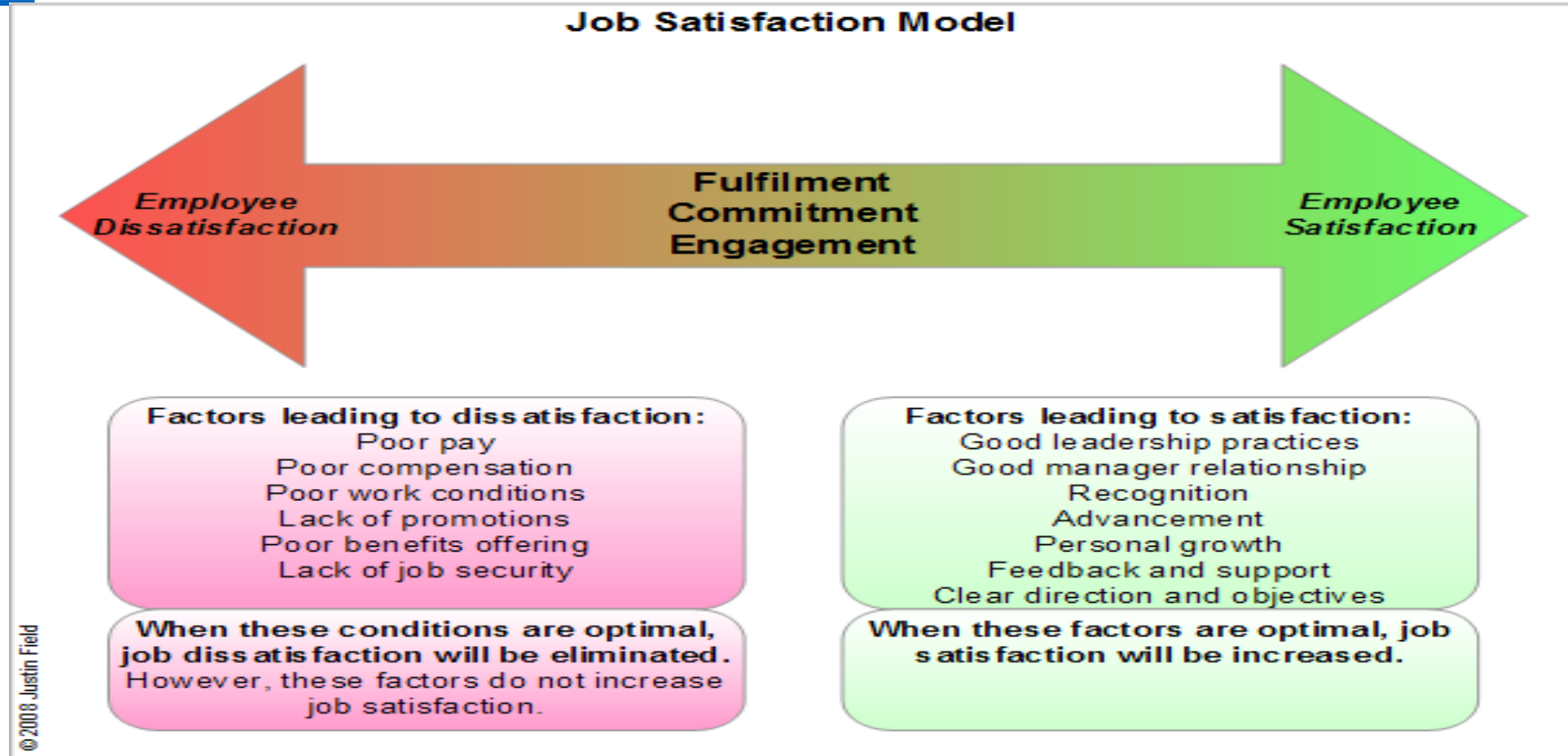
Five Contractual Areas:

1. Knowledge contract
2. Psychological contract
3. Efficiency/Reward contract
4. Ethical contract
5. Task Structure contract



(Mullins,2016)

Top Five Contributors to Job Satisfaction



The Effect of Job Satisfaction on Employee Performance

Satisfaction and Productivity

- Satisfied workers are more productive AND more productive workers are more satisfied!
- Worker productivity is higher in organisations with more satisfied workers.

Satisfaction and Absenteeism

- Satisfied employees have fewer avoidable absences.

Satisfaction and Turnover

- Satisfied employees are less likely to leave.

Job Satisfaction and Customer Satisfaction

Satisfaction and Customer Satisfaction

- Satisfied workers provide better customer service

Satisfied employees increase customer satisfaction because:

- They are more friendly, upbeat, and responsive.
- They are less likely to turnover, which helps build long-term customer relationships.
- They are experienced.

Dissatisfied customers increase employee job dissatisfaction.

Measurement of Job Satisfaction

3 Ways of Measuring Job Satisfaction

1. A Single Question (How do you feel about your job ?)
2. Global measurement seeks to obtain a single score representing the overall job satisfaction an employee has. Several questions or statements are provided relating to different aspects of the job (such as, pay, work activities, working conditions and career prospects), and combined to provide an overall score
3. Facet measurements have questions or items for these different areas and provides one score to represent each area.



Job Evaluation Scale (Example)

	Statement	Strongly disagree	Disagree	Don't know	Agree	Strongly agree
1	I receive recognition for a job well done	1	2	3	4	5
2	I feel close to the people at work	1	2	3	4	5
3	I feel good about working at this company	1	2	3	4	5
4	I feel secure about my job	1	2	3	4	5
5	I believe management is concerned about me	1	2	3	4	5
6	On the whole, I believe work is good for my physical health	1	2	3	4	5
7	My wages are good	1	2	3	4	5
8	All my talents and skills are used at work	1	2	3	4	5
9	I get along with my supervisors	1	2	3	4	5
10	I feel good about my job	1	2	3	4	5

Job Evaluation Scale (Example)

Add scores. Interpretation:

42-50 - very high

39-41 - high

32-39 - average

27-31 - low

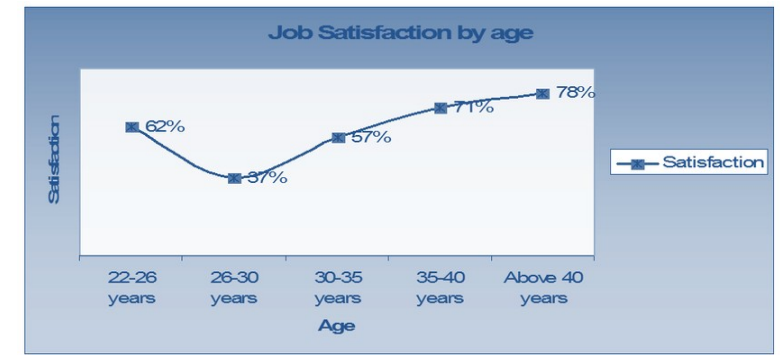
10-26 - very low

This scale is most accurate for employees between the ages of 25 and 60. Those under 25 tend to have lower job satisfaction and those 60 and over have higher job satisfaction.

Characteristics of high scorers

Few sleeping problems, happy in personal life, don't feel worn out at end of day, don't desire counselling and rarely worry. Job satisfaction reflects how happy you are with your job. Job satisfaction can be improved by either changing one's attitude towards the job or changing to a new job environment.

Age and Job Satisfaction



The relationship between job satisfaction and age has been shown to have either a 'U' relationship with high satisfaction in early and latter career, separated with a dip in the middle.

Using a sample of over 5000 employees in the UK, Clarke et al found that job satisfaction was high amongst those in their teens, and then went down when they were between 20 and 30, increased again in their 40s to the same level as those in their teens, and progressing higher in their 50s and 60s.

Could be due to a number of reasons, including that:

1. Older employees might have lowered their expectations over time and learnt to be more satisfied.
2. Unhappy older employees may be more likely to take early retirement and leave the workforce, leaving the more satisfied older employees.
3. Older employees would have had more time to change jobs and end up in a position in which they are happy with.

Work Related Stress



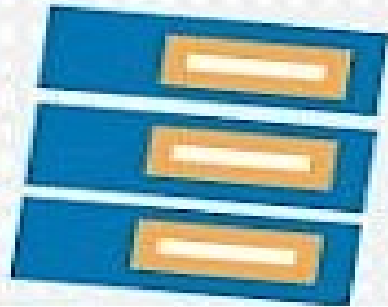
Person-Environment Fit theory (P-E Fit theory)

P-E Fit theory argues that stress can arise due to a lack of fit between the individual's skills, resources and abilities, on the one hand, and the demands of the work environment, on the other hand.

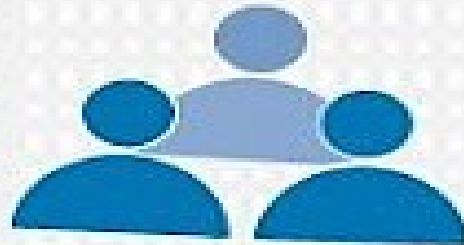
The P-E Fit theory makes explicit the interaction between the individual and the environment in shaping their response to work situations

Causes of Stress

Workload
40%



People
Issues
28%



Juggling Work
& Personal
20%



Financial
Insecurity
6%

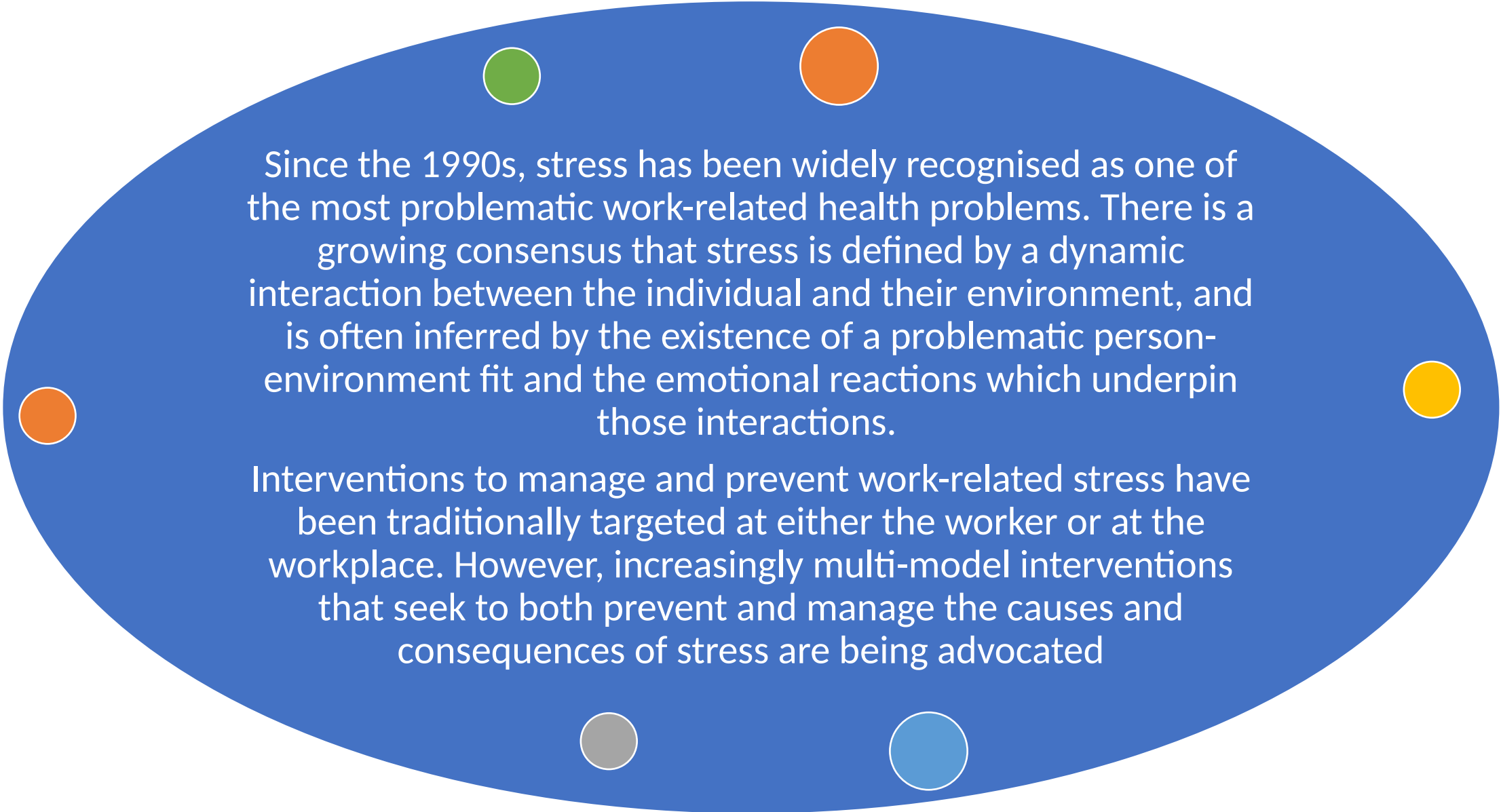


[illegible]

9048692

Studies estimate that 50-60% of all lost working days have some links with work-related stress

In total, 15.4 million working days were lost in 2017/18 as a result of the condition, up from 12.5 million last year. This equates to **57.3%** of the 26.8 million work days lost to ill health according to figures released by the Health and Safety Executive (HSE 2018)



Since the 1990s, stress has been widely recognised as one of the most problematic work-related health problems. There is a growing consensus that stress is defined by a dynamic interaction between the individual and their environment, and is often inferred by the existence of a problematic person-environment fit and the emotional reactions which underpin those interactions.

Interventions to manage and prevent work-related stress have been traditionally targeted at either the worker or at the workplace. However, increasingly multi-model interventions that seek to both prevent and manage the causes and consequences of stress are being advocated

Strategies to reduce stress in the workplace

- Redesign the task,
- Redesign the work environment,
- Establish flexible work schedules,
- Encourage participative management,
- Include the employee in career development,
- Analyze work roles and establish goals,
- Provide social support and feedback,
- Build cohesive teams,
- Establish fair employment policies,
- Share the rewards.



An integrated model for the employee experience

The Simply Irresistible Organization®



Meaningful Work	Supportive Management	Fantastic Environment	Growth Opportunity	Trust in Leadership
Autonomy	Clear goal setting	Flexible, humane work environment	Facilitated talent mobility	Mission and purpose
Selection to fit	Coaching and feedback	Recognition rich culture	Career growth in many paths	Investment in people, trust
Small teams	Leadership development	Open flexible work spaces	Self and formal development	Transparency and communication
Time for slack	Modern performance management	Inclusive, diverse culture	High impact learning culture	Inspiration

