




Important Concepts for Job Satisfaction

- Values & Value-percept theory
- Job characteristics theory
 - variety, identity, significance, autonomy, and feedback
- Emotions vs. Moods

Job Satisfaction

- a positive emotional state
- results from appraisal of job or job experiences.
- Represents how you feel and what you think about your job.



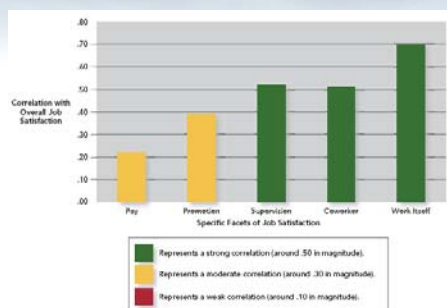
Value-Percept Theory

- Job satisfaction reflects perceptions that your job supplies what you value.
- People evaluate job satisfaction according to specific “facets” of the job.
- Dissatisfaction = $(V_{want} - V_{have}) (V_{importance})$
 - V_{want} reflects how much of a value an employee wants
 - V_{have} indicates how much of that value the job supplies
 - $V_{importance}$ reflects how important the value is to the employee

Commonly Assessed Work Values

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

Correlations Between Satisfaction Facets and Overall Job Satisfaction



So....how would you go about trying to increase satisfaction at work?



Critical Psychological States

- **Meaningfulness of work**
 - work tasks are viewed as something that “counts” in the employee’s system of philosophies and beliefs.
- **Responsibility for outcomes**
 - employees feel responsibility for quality of the unit’s work.
- **Knowledge of results**
 - employees know how well (or how poorly) they are doing.

Job Characteristics Theory

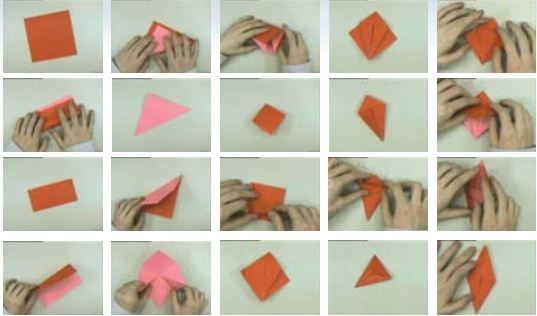


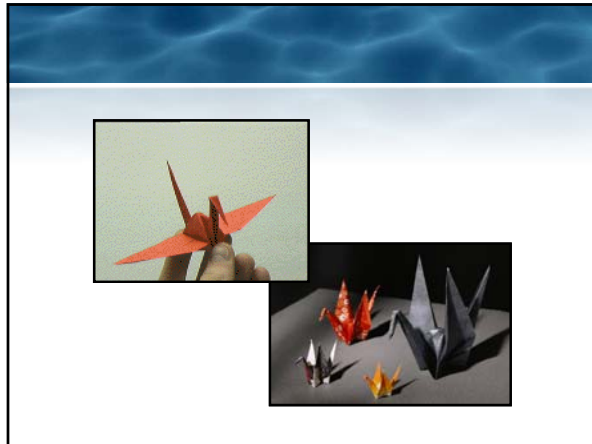
Core Job Characteristics

- Variety
 - degree to which job requires different activities that involve variety skills & talents.
- Identity
 - degree to which the job requires completing a whole, identifiable, piece of work.
- Significance
 - degree to which the job has a substantial impact on the lives of other people.
- Autonomy
 - degree to which the job provides freedom, independence, and discretion.
- Feedback
 - degree to which activities provides the worker with clear info about performance.
 - Note that this is feedback from the job not feedback from supervisors.

Example of Task Identity







Applying The Job Characteristics Model

Skill Variety	1 (one)	2	3	4	5 (many)
Task Identity	1 (very small part)	2	3	4	5 (whole job)
Task Significance	1 (low)	2	3	4	5 (high)
Autonomy	1 (low)	2	3	4	5 (high)
Feedback	1 (low)	2	3	4	5 (high)

$$\text{Motivating Potential Score (MPS)} = \left[\frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

Job Characteristic Moderators

- Knowledge and skill
- Growth need strength
 - Degree to which employees have strong needs for personal accomplishment or developing themselves.
- Both increase the strength of the relationships within the model

Job Design

- Job Scope
 - Breadth= # of different activities performed
 - Depth= degree of discretion or control
- Job Rotation
 - Rotate among jobs for variety and to cross-train
- Job Enlargement
 - Increasing number and variety of tasks for job
- Job Enrichment
 - Increasing worker control over the planning, execution, and evaluation of work

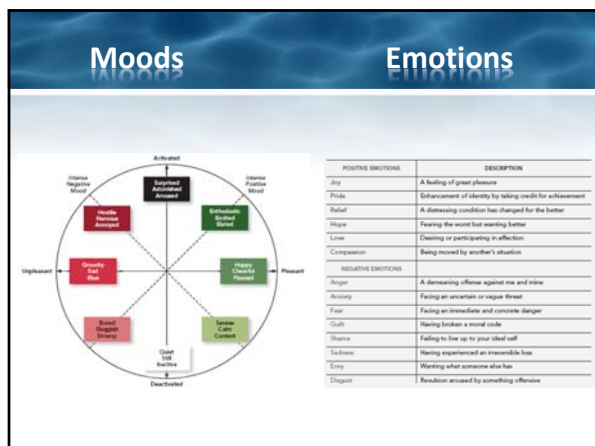


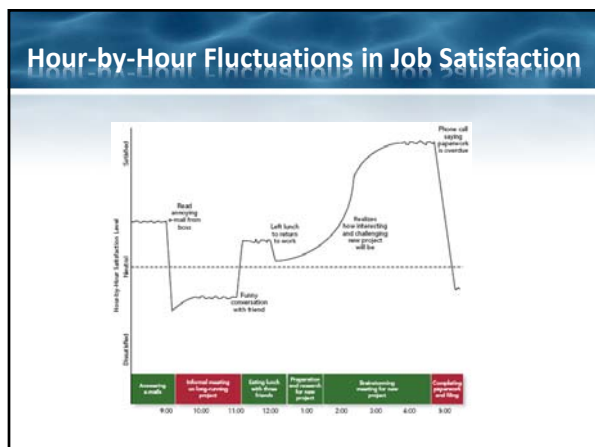
Does the design of the job really matter more to satisfaction than increased pay?



Moods and Emotions

- Moods are states of feeling that are often:
 - mild in intensity
 - last for an extended period of time
 - not explicitly directed at or caused by anything.
- Emotions are states of feeling that are often:
 - Intense
 - last for only a few minutes
 - clearly directed at someone or some circumstance.





Some implications for work

- Emotional labor**
 - need to manage emotions to complete job duties successfully.
 - e.g., Flight attendants
- Emotional contagion**
 - shows that one person can “catch” or “be infected by” the emotions of another person.
 - E.g., Customer service representative

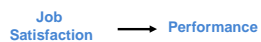
How Important is Satisfaction?

- Job satisfaction is
 - moderately correlated with task performance.
 - moderately correlated with citizenship behavior.
 - strongly correlated with affective commitment.



...however, the direction of the relationship has been a source of contention

- “Satisfaction causes performance”
 - high job satisfaction leads to high job performance.



- “Performance causes satisfaction”
 - high job performance leads to high job satisfaction.

