

YOU 4.1

Vadym Drobot/Shutterstock.com

Assess Your Job Satisfaction

Think of the job you have now or a job you've had in the past. Indicate how satisfied you are with each aspect of your job below, using the following scale:

- 1 = Extremely dissatisfied
- 2 = Dissatisfied
- 3 = Slightly dissatisfied
- 4 = Neutral
- 5 = Slightly satisfied
- 6 = Satisfied
- 7 = Extremely satisfied

1. The amount of job security I have.
2. The amount of pay and fringe benefits I receive.
3. The amount of personal growth and development I get in doing my job.
4. The people I talk to and work with on my job.
5. The degree of respect and fair treatment I receive from my boss.
6. The feeling of worthwhile accomplishment I get from doing my job.
7. The chance to get to know other people who work for my supervisor.

14. The overall quality of the supervision I receive on my work.

Now compute your scores for the facets of job satisfaction

Pay satisfaction:

$$Q2 + Q9 = \text{Divided by } 2$$

Security satisfaction:

$$Q1 + Q1 = \text{Divided by } 2$$

Social satisfaction:

$$Q4 + Q7 + Q12 = \text{Divided by } 3$$

Supervisory satisfaction:

$$Q5 + Q8 + Q14 = \text{Divided by } 3$$

Growth satisfaction:

$$Q3 + Q6 + Q10 + Q13 = \text{Divided by } 4$$

Scores on the facets
than 4 suggest there is

This is an example of the Job C attitude survey, a widely used tool for assessing individual attitudes about their jobs. Compare your scores on each facet with the following norms for a large sample of managers.

Pay satisfaction:	4.6
Security satisfaction:	5.2
Social satisfaction:	5.6
Supervisory satisfaction:	5.2
Growth satisfaction:	5.3

How do your scores compare? Are there actions you can take to improve your job satisfaction?

SOURCE: J. Richard Hackman and Greg R. Oldman, *Work Redesign* (Upper Saddle River, NJ: Pearson Education, Inc., 1980).

- 3 Identify sources of job satisfaction and commitment and suggest tips for managers to help build these two attitudes among their employees.

job satisfaction

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

Job Satisfaction Most of us believe that work should be a positive experience. *Job satisfaction* is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.¹⁷ It has been treated both as a general attitude and as satisfaction with five specific dimensions of the job: pay, the work itself, promotion opportunities, supervision, and coworkers.¹⁸ You can assess your own job satisfaction by completing You 4.1.

An individual may hold different attitudes toward various aspects of the job. For example, employees may like their job responsibilities but be dissatisfied with the opportunities for promotion. Personal characteristics also affect job satisfaction. Individuals with high negative affectivity are more likely to be dissatisfied with their

jobs. Challenging work, valued rewards, opportunities for advancement, competent supervision, and supportive coworkers are dimensions of the job that can lead to satisfaction. What may surprise you is that pay is only marginally related to job satisfaction. Well-paid individuals are trivially more satisfied than relatively poorly paid individuals.²⁰

There are several measures of job satisfaction. One of the most widely used measures comes from the Job Descriptive Index (JDI). This index measures the specific facets of satisfaction by asking employees to respond yes, no, or cannot decide to a series of statements describing their jobs. Another popular measure is the Minnesota Satisfaction Questionnaire (MSQ).²¹ This survey asks employees to respond to statements about their jobs, using a five-point scale that ranges from very dissatisfied to very satisfied. Figure 4.1 presents some sample items from each questionnaire.

Managers and employees hold a common belief that happy or "satisfied" employees are more productive at work. Most of us feel more satisfied than usual when we believe that we are performing better than usual.²² Interestingly, the

FIGURE 4.1 Sample Items from Satisfaction Questionnaires

Job Descriptive Index

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 given below, write

- Y for "Yes" if it describes your work
 N for "No" if it does NOT describe it
 ? if you cannot decide

WORK ON YOUR PRESENT JOB:

- Routine
 Satisfying
 Good

Think of the majority of the people that you work with now or the people you meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word, write

- Y for "Yes" if it describes the people you work with
 N for "No" if it does NOT describe them
 ? if you cannot decide

COWORKERS (PEOPLE):

- Boring
 Responsible
 Intelligent

Minnesota Satisfaction Questionnaire

- 1 = Very dissatisfied
2 = Dissatisfied
3 = I can't decide whether I am satisfied or not
4 = Satisfied
5 = Very satisfied

On my present job, this is how I feel about:

- The chance to work alone on the job (independence)
 My chances for advancement on this job (advancement)
 The chance to tell people what to do (authority)
 The praise I get for a good job (recognition)
 My pay and the amount of work I do (compensation)

SOURCES: The Job Descriptive Index is copyrighted by Bowling Green State University. The complete forms, scoring key, instructions, and norms can be obtained from Dr. Patricia C. Smith, Department of Psychology, Bowling Green State University, Bowling Green, OH 43403. Minnesota Satisfaction Questionnaire from D. J. Weiss, E. W. Davis, G. W. England, and L. H. Lofquist, *Manual for the Minnesota Satisfaction Questionnaire* (University of Minnesota Vocational Psychology Research, 1967).

relationship between job satisfaction and performance is quite a bit more complex than that. Are satisfied workers more productive? Or are more productive workers more satisfied? The link between satisfaction and performance has been widely explored. One view holds that satisfaction causes good performance. If this were true, the manager's job would simply be to keep workers happy. Although this may be the case for certain individuals, job satisfaction for most people is one of several causes of good performance. Another view holds that good performance causes satisfaction. If this were true, managers would need to help employees perform well, and satisfaction would follow. However, some employees who are high performers are not satisfied with their jobs.

The research shows modest support for both views, but no simple, direct relationship between satisfaction and performance has been found.²³ One reason for these results may be the difficulty of demonstrating the attitude-behavior links we described earlier in this chapter. Future studies using specific, relevant attitudes and measuring personality variables and behavioral intentions may be able to demonstrate a link between job satisfaction and performance.

Another reason for the lack of a clear relationship between satisfaction and performance is the intervening role of rewards. Employees who receive valued rewards are more satisfied. In addition, employees who receive rewards that are contingent on performance (the higher the performance, the larger the reward) tend to perform better. Rewards, thus, influence both satisfaction and performance. The key to influencing satisfaction and performance through rewards is that the rewards are valued by employees and are tied directly to performance.

Job satisfaction is related to many other important personal and organizational outcomes, such as *organizational citizenship behavior* (OCB), which is voluntary behavior above and beyond the call of duty. Satisfied employees are more likely to make positive comments about the company, refrain from complaining when things at work do not go well, and help their coworkers.²⁴ Going beyond the call of duty is especially important to organizations using teams to get work done. Employees depend on extra help from each other to get things accomplished. When massive wildfires swept through California in 2003, most businesses in the San Diego area closed for one or more days as choking black smoke filled the air and thousands of homes were threatened. Aplus.net, an Internet service provider, chose to remain open; however, due to the danger involved, the company did not require its employees to report to work. In spite of thick smoke, most of the firm's employees came to work anyway even though some were unsure if their homes would be waiting for them when they left work that evening.²⁵ Because of their willingness to go the extra mile, Aplus.net and its customers remained up and running throughout the fires. The firm reported in November that the massive fires had no negative impact on its financial results for the quarter.

Satisfied workers are more likely to want to give something back to the organization because they want to reciprocate their positive experiences.²⁶ Often, employees may feel that OCBs are not recognized because they occur outside the confines of normal job responsibilities. OCBs do, however, influence performance evaluation. Employees who exhibit behaviors such as helping others, making suggestions for innovations, and developing their skills receive higher performance ratings.²⁷ Different parts of an attitude relate to different targets of OCBs. Affect tends to direct OCB toward other people, and job cognitions direct OCBs toward the organization.²⁸

Individuals who identify strongly with the organization are more likely to perform OCBs.²⁹ High self-monitors, who base their behavior on cues from the situation, are also more likely to perform OCBs.³⁰ Good deeds, in the form of OCB, can be contagious. One study found that when a person's close coworkers chose to perform OCBs, that person was more likely to reciprocate. When the norm among

- 4 Distinguish between organizational citizenship and workplace deviance behaviors.

organizational citizenship behavior (OCB)
Voluntary behavior above and beyond the call of duty.

other team members was to engage in OCBs, the individual worker was more likely to offer them. The impact of one worker's OCBs can spread throughout an entire department.³¹

Although researchers have had a tough time demonstrating the link between job satisfaction and individual performance, this has not been the case for the link between job satisfaction and organizational performance. Companies with satisfied workers have better performance than companies with dissatisfied workers.³² This may be due to the more intangible elements of performance, like OCB, that contribute to organizational effectiveness but aren't necessarily captured by just measuring individual job performance.

Job satisfaction is related to some other important outcomes. People who are dissatisfied with their jobs are absent more frequently. The type of dissatisfaction that most often causes employee absenteeism is dissatisfaction with the work itself. In addition, unhappy workers are more likely to quit their jobs, and turnover at work can be very costly to organizations. Such workers also report more psychological and medical problems than do satisfied employees.³³ Dreamworks Animation works hard to keep its highly skilled employees satisfied. You can read about how Dreamworks keeps people happy at work in The Real World 4.1.

THE REAL WORLD 4.1

ilalab/Shutterstock.com

How Dreamworks Keeps Employees Satisfied

Dreamworks employees are very technically skilled and creative, producing such hit movies as the Shrek series and *Kung Fu Panda 2*. Their jobs, however, are taxing, with long hours and lots of pressure. Competition for workers with high-end animation skills makes it tough to recruit and retain top talent. Producing a string of hit animated movies requires a stable, happy workforce.



Jack Black promotes *Kung Fu Panda 2*.

giving employees the opportunity to eat together and socialize builds relationships. Table tennis and foosball tables encourage breaks with other employees. Fun is at a premium as well. Dreamworks creates a huge list of weekly events to re-energize people in the afternoon. Bringing employees into the Dreamworks' theater to see clips of *Shrek: The Musical* from New York is one example; workers in California were eager to see how the

movie looked on Broadway.

Allow flexibility. If someone wants to experiment with a job change within Dreamworks, he or she is encouraged to do so. Technical and artistic training is available for those who want to learn a different aspect of filmmaking. Extensive management development is available to employees who want to pursue a career in management.

Dreamworks' leaders believe that by doing all they can to promote job satisfaction, they create a company where people are inspired to do their best work.

So, how does Dreamworks land at the top of the Best Companies to Work For list? By emphasizing job satisfaction, according to CEO Jeffrey Katzenberg. He is relentless about job satisfaction, constantly asking "Are people happy? What can we do better?" The emphasis on job satisfaction starts at the top and permeates the company. Here are a few ways Dreamworks keeps people happy:

Onboard carefully. New employees are given a robust training program and all the resources they need to get productive quickly. They are assigned mentors (in addition to their supervisors) who help them learn Dreamworks culture and introduce them to key people.

Encourage collaboration and socializing. Dreamworks serves free breakfast and lunch to all employees everyday and has a Starbucks on the campus. The idea is that

SOURCES: P. Sellers, "How Dreamworks' CEO Builds a Happy Workforce," *Fortune* (March 15, 2011) accessed at <http://postcards.blogs.fortune.cnn.com/2011/03/15/how-dreamworks-ceo-builds-a-happy-workforce/>; "State of the Art," *HRM Report* (2011) accessed at <http://www.hrmreport.com/article/State-of-the-Art/>.

Researchers have consistently demonstrated a link between job satisfaction and turnover intentions, i.e. unhappy employees tend to leave the organization. One thing that leads to dissatisfaction at work is a misfit between an individual's values and the organization's values, which is called a lack of person-organization fit. People who feel that their values don't mesh with the organization's experience job dissatisfaction and eventually leave the company when other job opportunities arise.³⁴

Like all attitudes, job satisfaction is influenced by culture. One study compared job satisfaction across forty-nine countries. Job characteristics and job satisfaction were more tightly linked in richer countries, more individualistic countries, and smaller power distance countries. These findings suggest that cultural differences have strong influences on job satisfaction and the factors that produce it.³⁵

Because organizations face the challenge of operating in the global environment, managers must understand that culture affects job satisfaction and other job attitudes. Employees from different cultures may have differing expectations of their jobs; thus, there may be no single prescription for increasing the job satisfaction of a multicultural workforce. Researchers are currently studying job attitudes around the world. In China's hotel and restaurant industry, for example, researchers found that high-performance human resource practices led to service-oriented OCBs. Examples of such practices include promotions from within, flexibility in job assignments, long-term results-oriented appraisals, and job security. Such OCBs were in turn linked to lower turnover and higher productivity at the organizational level.³⁶ So, it appears that high-performance human resource practices have very positive impacts in China.

Workplace deviance behavior (WDB), counterproductive behavior that violates organizational norms and causes harm to others or the organization, is another outcome of attitudes at work.³⁷ Deviance is garnering attention due to negative events in the business world such as downsizing, technological insecurities, and other challenges being faced by many organizations. Layoffs, for example, may cause employees to develop negative attitudes, to feel anger and hostility toward the organization, and to indulge in retaliatory behaviors. Even when an employee keeps his or her job but believes the procedure used to determine the layoff is unfair, workplace deviance such as bad-mouthing the employer or revenge against the manager may occur.^{38,39} Unfairness at work is a major cause of deviance, sabotage, and retaliation. The actor Charlie Sheen is a prime example. He felt unfairly treated by CBS and the producers of his hit television show, "Two and a Half Men", and went on a highly publicized rant against show. This behavior resulted first in a suspension and eventually in Sheen's termination.

Positive attitudes about the work environment lead to reduced deviance. Preventing and managing WDB is important because it harms department and organizational performance. Supervisors can positively influence deviance behavior as well, particularly when employees intend to quit. Abusive supervision is related to increased deviance behavior, particularly deviance behavior directed at the supervisor.⁴⁰ You can assess your own WDBs with the questionnaire in You 4.2.

Organizational Commitment The strength of an individual's identification with an organization is known as *organizational commitment*. There are three kinds of organizational commitment: affective, continuance, and normative.

Affective commitment is an employee's intention to remain in an organization because of a strong desire to do so. It consists of three factors:

1. A belief in the goals and values of the organization.
2. A willingness to put forth effort on behalf of the organization.
3. A desire to remain a member of the organization.⁴¹

workplace deviance behavior (WDB)
Any voluntary counterproductive behavior that violates organizational norms and causes some degree of harm to organizational functioning.

organizational commitment
The strength of an individual's identification with an organization.

affective commitment
A type of organizational commitment based on an individual's desire to remain in an organization.

relationship between job satisfaction and performance is quite a bit more complex than that. Are satisfied workers more productive? Or are more productive workers more satisfied? The link between satisfaction and performance has been widely explored. One view holds that satisfaction causes good performance. If this were true, the manager's job would simply be to keep workers happy. Although this may be the case for certain individuals, job satisfaction for most people is one of several causes of good performance. Another view holds that good performance causes satisfaction. If this were true, managers would need to help employees perform well, and satisfaction would follow. However, some employees who are high performers are not satisfied with their jobs.

The research shows modest support for both views, but no simple, direct relationship between satisfaction and performance has been found.²³ One reason for these results may be the difficulty of demonstrating the attitude-behavior links we described earlier in this chapter. Future studies using specific, relevant attitudes and measuring personality variables and behavioral intentions may be able to demonstrate a link between job satisfaction and performance.

Another reason for the lack of a clear relationship between satisfaction and performance is the intervening role of rewards. Employees who receive valued rewards are more satisfied. In addition, employees who receive rewards that are contingent on performance (the higher the performance, the larger the reward) tend to perform better. Rewards, thus, influence both satisfaction and performance. The key to influencing satisfaction and performance through rewards is that the rewards are valued by employees and are tied directly to performance.

Job satisfaction is related to many other important personal and organizational outcomes, such as *organizational citizenship behavior* (OCB), which is voluntary behavior above and beyond the call of duty. Satisfied employees are more likely to make positive comments about the company, refrain from complaining when things at work do not go well, and help their coworkers.²⁴ Going beyond the call of duty is especially important to organizations using teams to get work done. Employees depend on extra help from each other to get things accomplished. When massive wildfires swept through California in 2003, most businesses in the San Diego area closed for one or more days as choking black smoke filled the air and thousands of homes were threatened. Aplus.net, an Internet service provider, chose to remain open; however, due to the danger involved, the company did not require its employees to report to work. In spite of thick smoke, most of the firm's employees came to work anyway even though some were unsure if their homes would be waiting for them when they left work that evening.²⁵ Because of their willingness to go the extra mile, Aplus.net and its customers remained up and running throughout the fires. The firm reported in November that the massive fires had no negative impact on its financial results for the quarter.

Satisfied workers are more likely to want to give something back to the organization.²⁶ Often employees

4 Distinguish between organizational citizenship and workplace deviance behaviors.

Activity 4.1: Job Satisfaction

Think of the job you have now or a job you've had in the past. Indicate how satisfied you are with each aspect of your job below, using the following scale:

- 1 = Extremely dissatisfied
- 2 = Dissatisfied
- 3 = Slightly dissatisfied
- 4 = Neutral
- 5 = Slightly satisfied
- 6 = Satisfied
- 7 = Extremely satisfied

1. The amount of job security I have.
2. The amount of pay and fringe benefits I receive.
3. The amount of personal growth and development I get in doing my job.
4. The people I talk to and work with on my job.
5. The degree of respect and fair treatment I receive from my boss.
6. The feeling of worthwhile accomplishment I get from doing my job.
7. The chance to get to know other people while on the job.
8. The amount of support and guidance I receive from my supervisor.
9. The degree to which I am fairly paid for what I contribute to this organization.
10. The amount of independent thought and action I can exercise in my job.
11. How secure things look for me in the future in this organization.
12. The chance to help other people while at work.
13. The amount of challenge in my job.

14. The overall quality of the supervision I receive on my work.

Now compute your scores for the facets of job satisfaction.

Pay satisfaction:

$$Q2 + Q9 = \text{Divided by } 2$$

Security satisfaction:

$$Q1 + Q1 = \text{Divided by } 2$$

Social satisfaction:

$$Q4 + Q7 + Q12 = \text{Divided by } 3$$

Supervisory satisfaction:

$$Q5 + Q8 + Q14 = \text{Divided by } 3$$

Growth satisfaction:

$$Q3 + Q6 + Q10 + Q13 = \text{Divided by } 4$$

Scores on the facets range from 1 to 7. (Scores lower than 4 suggest there is room for change.)

This questionnaire is an abbreviated version of the Job Diagnostic Survey, a widely used tool for assessing individuals' attitudes about their jobs. Compare your scores on each facet with the following norms for a large sample of managers.

Pay satisfaction:	4.6
Security satisfaction:	5.2
Social satisfaction:	5.6
Supervisory satisfaction:	5.2
Growth satisfaction:	5.3

How do your scores compare? Are there actions you can take to improve your job satisfaction?

SOURCE: J. Richard Hackman and Greg R. Oldman, *Work Redesign* (Upper Saddle River, NJ: Pearson Education, Inc., 1980).

- 3 Identify sources of job satisfaction and commitment and suggest tips for managers to help build these two attitudes among their employees.

Job satisfaction

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

Job Satisfaction Most of us believe that work should be a positive experience. *Job satisfaction* is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.¹⁷ It has been treated both as a general attitude and as satisfaction with five specific dimensions of the job: pay, the work itself, promotion opportunities, supervision, and coworkers.¹⁸ You can assess your own job satisfaction by completing You 4.1.

An individual may hold different attitudes toward various aspects of the job. For example, employees may like their job responsibilities but be dissatisfied with the opportunities for promotion. Personal characteristics also affect job satisfaction.¹⁹ Individuals with high negative affectivity are more likely to be dissatisfied with their