LEARNING OBJECTIVES

• To explain job satisfaction theories.
• To study the relationship between aspiration, motivation and job satisfaction.
"It said on your application that you only want to work here long enough to buy a Ferrari 612 Scaglietti. For what we pay, that should only take 287 years."

“I still want to be a cowboy.”
Work Aspiration: a desire or ambition to achieve something related to work.

Work Satisfaction: job satisfaction describes how content an individual is with his or her job.

Aspiration is related to motivation, which subsequently, influence productivity.

Positive correlation between aspiration and motivation.
Positive Correlation between aspiration and productivity.

- Workers with higher aspiration tend to be more content with their work. Their characteristics: work hard, enjoy work, responsible, very focus, confident, have high standard.
REASONS WHY PEOPLE ASPIRE & MOTIVATED TO WORK

WORK PROVIDES SOURCE OF INCOME

WORK PROVIDES SOURCE OF SELF ACTUALIZATION

WORK PROVIDES ACTIVITY AND STIMULANT

WORK PROVIDES A MEANS OF STRUCTURING TIME

WORK PROVIDES A SOURCE OF FULFILLEMNT

WORK PROVIDES SOCIAL CONTACT

MOTIVATION TO WORK
Although attitude do not always predict behaviour, the link between attitude and potential or intended behaviour is important for managers to understand.

Unfavourable attitudes in the form of low job satisfaction can result in costly labour turnover, absenteeism, setback and even impaired physical or mental healths.

One of the responsibility of managers: to recognise attitude, understand their antecedent and potential implications.
Affective component
How a worker feels about his or her job or organization

Cognitive component
What a worker believes to be true about his or her job or organization

Behavior component
What a worker thinks about how to behave in his or her job or organization

Work attitudes
Collections of feelings, beliefs, and thought about how to behave in one’s job and organization
“The employee’s emotional attachment to, identification with and involvement in the organisation. Employee with a strong affective commitment continues employment with an organisation because they want to do so.” Meyer & Ellen (2001).

Reflect how strongly a person identifies with an organisation and committed to its goals.
MODEL OF ORGANISATIONAL COMMITMENT - MEYER

**Affective**
Employee’s attachment to, identification with and involvement in the organisation. Employee with strong affective commitment continue employment with an organisation because they want to do so.

**Normative**
Reflects a feeling of obligation to continue employment. Employee with high level of normative commitment feel that they ought to remain with the organisation.

**Continuance**
Refers to an awareness of the costs associated with leaving the organisation. Employee whose primary link to the organisation is based on continuance commitment remain because they need to do so.
ATTITUDE: JOB INVOLVEMENT

- An extent to which an individual is immersed in his or her present job.
- Job involvement was positively associated with job satisfaction, organisational commitment and intrinsic motivation; negatively related to intentions to quit.
- Job involvement is vital in improving job performance.
"You have my full commitment. Apart from time, money, effort & just so long as I don't have to be involved!"

No management commitment
Management commitment and job involvement are complementary.

Management commitment provides the motivating force and resources for organising and controlling activities within the organisation.

Job involvement provides the means through which workers develop and express their own commitment to such protection.
ATTITUDE: JOB SATISFACTION

- A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience (Locke, 1976).
- Reflects the extent to which an individual likes his or her job.
- Job satisfaction is more than how much the person enjoys the job tasks. It also depends on how important the job is to the person and how well it fits in with their long-term aims.
Hulin & Judge (2003) – Job satisfaction is an employee’s affective reaction to a job based on a comparison of the actual outcomes derived from the job with those outcomes that are deserved or expected.

- It is an indicator of a person’s psychological well-being or mental health.
- Will lead to motivation and good work performance.
- The most frequently studied independent variable in I/O.
According to my benchmark tests, our product is the worst one on the market.

Maybe you can tweak the numbers.

Fake them?

Fake is such an ugly word.

Just remember that your next raise depends on the sales of that product.

And mistakes happen. A decimal place can be either here or there.

All I'm asking is that you do the tests again...

While drinking.

I always wondered what job satisfaction felt like.
Job satisfaction is based on **attitudes**, which in turn are shaped by **values** and **ethics**.

**Self-concept** is one’s attitude about oneself

**Values** do tend to influence, not necessarily affect, behavior, including whether or not behavior is ethical
ANTECEDENTS OF JOB SATISFACTION

- ENVIRONMENTAL ANTECEDENTS
  - Job characteristics
  - Role variables
    - Role ambiguity
    - Role conflict
      - Intrarole conflict
      - Extrarole conflict
  - Work–family conflict
  - Pay

- PERSONAL ANTECEDENTS
  - Personality
    - Negative affectivity
    - Locus of control
  - Gender
  - Age
  - Genetics
  - Cultural and ethnic differences
  - Person–job fit
Personality
The enduring ways a person has of feeling, thinking, and behaving

Work situation
The work itself
Co-workers, supervisors, and subordinates
Physical working conditions
Working hours, pay, and job security

Job satisfaction
The collection of feelings, beliefs, and thoughts about how to behave with respect to one’s current job

Social influence
Co-workers
Groups
Culture

Values
Intrinsic work values
Extrinsic work values
POSSIBLE RELATIONSHIPS BETWEEN JOB SATISFACTION AND JOB PERFORMANCE

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MEASURING JOB SATISFACTION (JS)

- Managers must be able to infer the job satisfaction of others by careful observation and interpretation of what they say and do while doing their job.

- **Formal mechanism:** interview, questionnaires, focus groups and computer based attitude survey.

- Eg: Job Description Index (JDI) measure five facets of JS: the work itself, quality of supervision, relationship with co-worker, promotion opportunities and pay – can be completed in 15 mins.
Another popular attitude survey is Minnesota Satisfaction Scale (MSQ); rating various levels of satisfaction and dissatisfaction; covers 20 job facets – takes 30 mins to complete.
Griffin & Bateman (1986) observed that in general, most studies find significant and positive correlation between leader behaviours such as initiating structure and consideration, and satisfaction.

Thus, leader behaviour is also important in satisfaction at work.
Proposes that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her needs.

A survey in 30 Massachusetts law firms revealed that 35 to 50% of law-firm associates left their employers within 3 years of starting because the firms did not accommodate family needs.

This shows that unmet needs can affect both satisfaction and turnover.

Thus, need fulfillment correlated with satisfaction.
Discrepancies

- Proposes that satisfaction is a result of met expectation.
- Met expectation represent the difference between what an individual expects to receive from a job such as good pay and promotional opportunities and what he actually receives.
- When expectation is greater than what is received, a person will be dissatisfied.
The idea underlying value attainment is that satisfaction results from the perception that a job allows for fulfillment of an individual’s important work values.

Eg. if employee valued time off than a raise of RM500, the organisation should stop measuring productivity in number of hours employee works and they should encourage employees to take vacation.

Generally, research found that value fulfillment is positively related to job satisfaction.
Equity: Organisational Justice (OJ)

- OJ reflects the extent to which people perceive that they are treated fairly at work.
- Distributive justice (DJ): the perceived fairness of how resources and rewards are distributed.
- Procedural justice (PJ): the perceived fairness of a process and procedures used to make allocation decisions.
- Interactional justice (IJ): the quality of the interpersonal people receives when procedures are implemented.
Research finding:

- Job performance was positively associated with DJ and PJ.
- DJ, PJ and IJ were positively correlated with JS, organisational commitment.
Dispositional Approach

- There is some evidence that some people are simply more satisfied that others by their nature.
- Judge & Hulin (1993) found that a person’s tendency to take optimistic and happy approach to life influenced how optimistic and happy they felt day to day.
- Intrinsic job characteristics affected JS.
- Research found that there are positive, significant relationship between personal traits and JS.
- Genetic factors also were found significantly predict life satisfaction, well-being and general JS.
Bowling et al (2006) found that when people change jobs, people with a positive disposition tended to experience gains in JS, while those with negative disposition experience losses in JS.
MAJOR CORRELATES AND CONSEQUENCES OF JS

- Many studies have examined the relationship between JS and other organisational variables.
- The relationship between JS and these variables is either positive or negative.
- The strength of the relationship ranges from weak to strong.
- Strong relationship imply that managers can significantly influence the variable of interest by increasing JS.
People who are satisfied may be given the more interesting tasks to do by their bosses, and/or they may optimistically rate their job favourably than those who are dissatisfied.

Wong et al (1998) collected data over a 2 years period and found both that perceived job characteristics lead to job satisfaction and vice versa.
Agho et al (1991) found that the perception of distributive justice (the fairness with which rewards were distributed in the organisation) predicted job satisfaction.

O’Reilly & Caldwell (1985) demonstrated that both task perceptions and job satisfaction of workers were influenced by the opinions of others in their groups.
A Happy (Satisfied) Worker Is A Productive (Performed) Worker?

- For some years the general consensus was that there is little connection.
- However, Judge et al (2001) found that there is a correlation though small – especially in complex job.
- Harrison et al (2006) found that job satisfaction was not only linked to job performance but also outcomes such as absence and lateness: these effects were small-to-modest but they were significant.
POSSIBLE RELATIONSHIPS BETWEEN JOB SATISFACTION (JS) AND JOB PERFORMANCE (JP)

JUDGE ET AL (2001)
Judge’s Model of Possible Relationships Between JS & JP

MODEL 1: JS causes JP: people tend to work harder and/or better because they like their job.

MODEL 2: JP causes JS: people tend to like their job because they are successful at it.

MODEL 3: JS and JP cause each other: both 1 and 2 apply.

MODEL 4: JS and JP are correlated but only because of another variable (C) that affects them both. Eg: the clarity of the job’s requirement may help both satisfaction and performance.
MODEL 5: JS and JP maybe causally linked but the strength of this link depends on some other variable (C). Eg: the extent to which successful performance is rewarded.

MODEL 6: JS and JP are specific instances of more general constructs of positive testings and personal effectiveness and these have a causal impact on each other.
JS and Motivation

- Generally, research revealed a significant positive relationship between motivation and job satisfaction.
- Satisfaction with supervision also was found to be significantly correlated with motivation.
- Thus, managers are advised to consider how their behaviour affects employee satisfaction.
- Managers can potentially enhance employees’ motivation through various attempts to increase JS.
JS and Organisational Citizenship Behaviour (OCB)

- Refers to employees’ behaviour that exceed work-role requirement.
- Findings revealed a significant and moderately positive correlation between OCB and JS.
- Employees’ OCB was found to be determined more by leadership and characteristics of work environment than by an employee’s personality.
Absenteeism and turnover can be costly.

A survey of 700 managers indicated that 20% of them called in sick because they simply did not feel like going to work that day.

Research revealed that there was a weak negative relationship between JS and absenteeism.

On the other hand, JS was found to have a moderate negative relationship with employee turnover.
JS and Perceived Stress

- Stress can have very negative effects on organisational behaviour.
- Stress is positively related to absenteeism, turnover, coronary heart disease and viral infection.
- Research revealed that perceived stress has a strong negative relationship with JS.
- Thus, managers may attempt to reduce the negative effects of stress by increasing JS.
A number of studies have found that on average women’s JS is lower than men’s.

Why? Women might be less satisfied simply because they tend to have less good jobs than men.

Some research has suggested that JS tends to increase fairly steadily through working life.

Older people maybe in better jobs than younger ones.

Older people may have lowered their expectations over the years.

Older people might
Older people might always have been more satisfied than younger ones.

Dissatisfied older people may be more likely than younger ones to opt for early retirement – so those remaining in employment represent a biased sample of older people.

Clarke et al (1996) found that JS bottomed-out at age 36.
No general agreement on the definition or determinants of job satisfaction.

- JS as cause of some consequences (job performance, absenteeism, labour market mobility and general life satisfaction)
- Job satisfaction as the outcome of some factors: (two categories):
  - Content Theories
  - Process Theories
2. Herzberg’s Two-Factor theory (Motivation-Hygiene theory (Herzberg, Mausner & Snyderman, 1959)).
MASLOW NEED HIERARCHY THEORY

- A motivation theory
- Laid the foundation for job satisfaction theory
- People seek satisfy 5 specific needs:
  a) Psysiologcal needs
  b) Safety needs
  c) Social needs
  d) Self–esteem needs
  e) Self–actualization
MASLOW’S NEED THEORY

- **Physiological**
  - breathing, food, water, sex, sleep, homeostasis, excretion

- **Safety**
  - security of body, of employment, of resources, of morality, of the family, of health, of property

- **Love/Belonging**
  - friendship, family, sexual intimacy

- **Esteem**
  - self-esteem, confidence, achievement, respect of others, respect by others

- **Self-actualization**
  - morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts
The needs should be satisfied in the order presented.

People who are hungry or who fear for their physical safety are too busy attempting to satisfy these needs to be concerned about self-esteem or self-fulfillment.

Once reach a sufficient level of physical and economic security, will motivates to satisfy the next level of needs.
Advancement, challenging assignment, development opportunities, Opportunities to use skills.

Self-Actualization
Self Esteem
Belongingness Needs
Safety Needs
Physiological Needs

Salary, Air conditioning, Company cafeteria

Compatible workgroup, Employee-centered supervision, Personal and Professional friends, Office parties and social gathering.

Salary increase, Pension plan, Hospital and medical plans, disability insurance
MOTIVATION-HYGIENE THEORY/HERZBERG’S TWO-FACTOR THEORY

- Attempts to explain satisfaction and motivation in the workplace.
- The theory states that satisfaction and dissatisfaction are driven by different factors:
  - Motivation (aspects of jobs that make people want to perform);
  - Hygiene factors respectively (working environment– health)
HYGIENE
Salary status
Security
Work policies
administration

MOTIVATOR
Recognition
Work itself
Responsibility
Advancement & growth
Motivator Needs:

- Internal to work itself. If conditions are met, job satisfaction occurs.
  - Job enrichment: expand a job to give employee a greater role in planning, performing, and evaluating their work.

Hygiene Needs:

- Features of work environment. If not met, job dissatisfaction occurs.
Every worker has two sets of needs or requirements: motivator needs and hygiene needs.

Motivator needs are associated with the actual work itself and how challenging it is.

- Facets: interesting work, autonomy, responsibility.

Hygiene needs are associated with the physical and psychological context in which the work is performed.

- Facets: physical working conditions, pay, security.
Hypothesized relationships between motivator needs, hygiene needs, and job satisfaction:

- When motivator needs are met, workers will be satisfied; when these needs are not met, workers will not be satisfied.
- When hygiene needs are met, workers will not be dissatisfied; when these needs are not met, workers will be dissatisfied.
Hygiene Factors
- Salaries, Wages & other Benefits
- Company Policy & Administration
- Good Inter-personal Relationships
- Quality of Supervision
- Job Security
- Working Conditions
- Work/Life Balance

Motivator Factors
- Sense of Personal Achievement
- Status
- Recognition
- Challenging/stimulating Work
- Responsibility
- Opportunity for advancement
- Promotion
- Growth

When in place, these factors result in...
- General Satisfaction
- Prevention of Dissatisfaction

When in place, these factors result in...
- High Motivation
- High Satisfaction
- Strong Commitment
Factors Leading to Dissatisfaction (Hygiene)
- Company Policy
- Supervision
- Relationship with Boss
- Work Conditions
- Salary
- Relationship with Peers

Factors Leading to Satisfaction (Motivation)
- Achievement
- Recognition
- Work Itself
- Responsibility
- Advancement
- Growth

Ideal Situation where employees are highly motivated and have few complaints:
- High Hygiene + High Motivation = Ideal Situation

Mediocre situation where employees are motivated but have a lot of complaints:
- Low Hygiene + High Motivation = \( \uparrow \) Complaints

Mediocre situation where employees have few complaints but are not highly motivated:
- High Hygiene + Low Motivation = \( \downarrow \) Motivation

Worst situation where employees are not motivated and have a lot of complaints:
- Low Hygiene + Low Motivation = Worst Situation
Herzberg revealed that an individual who becomes too dissatisfied with hygiene factors, generally would try to escape from work environment (coming late/not all and eventually quitting)

However, wide implications for managers who want to use human resource successfully
If employees have a high need for growth, specific job characteristics lead to psychological conditions that lead to increased motivation, performance, and satisfaction.

Proposed by Hackman & Oldham (1976)

Widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction.
The model states 5 core job characteristics:
1. Skill
2. variety,
3. Unity of a job,
4. Task significance,
5. Autonomy and

Impact on 3 critical psychological states: experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results.
1. **Skill variety:** the extent to which the tasks require different skills; how many different skills do I need to perform the job?

2. **Task identity:** the extent to which the worker can complete a ‘whole’ piece of work, as opposed to a small part of it; to what extent do I complete a “whole” piece of work instead of a part?

3. **Task significance:** the extent to which the work is perceived as influencing the lives of others; what kind of an impact does my job have on the lives or work of others?
4. Autonomy: the extent to which the worker has freedom within the job to decide how it should be done;

5. Freedom: to what degree does my job provide clear information about my effectiveness?

- Changes in these five factors change the scope of a job – its complexity and challenge.
Develop Job Diagnostic Survey to measure three aspects of the theory:

1. Employees’ perceptions of job characteristics
2. Employees’ level of the growth need
3. Employees’ job satisfaction
Focus on enlarging, enriching or redefining jobs to provide greater employee responsibility.

Note the importance of opportunity for growth, self-actualization, personal achievement and increased motivation through increasing the amount of accountability, challenge, control and autonomy at work.

Enlarging the scope of a job can provide personal satisfaction and greater motivation to perform well.
The theory of motivation based on the idea that our primary motivation on the job is defined in the terms of our desire to achieve a particular goal.

Setting specific and challenging goal can motivate and guide our behaviour, spurring us to perform in more effective ways.

Research has shown that having goals leads to better performance that not having goals.

Specific goals are more powerful motivating forces than goal that are easy to attained.
However, difficult goals may cause greater motivation toward attaining them at the expense of other behaviour, such as helping co-workers. This types of behaviour has the potential for reducing overall organisational effectiveness.

Goal that are too difficult (beyond capabilities) are worse than having no goal at all.

Goal commitment is influenced by:

- **External**: authority, peer influence, external reward.
- **Interactive**: competition, opportunity to participate.
- **Internal**: self-administered reward, expectation to success.
THE PSYCHOLOGICAL CONTRACT

- An individual’s belief regarding the terms and conditions of a reciprocal exchange agreement that focal person and another part... a belief that some form of a promise has been made and that the terms and conditions of the contract have been accepted by both parties. (Robinson & Rousseau, 1994).
- Different with the legal employment contract.
- Different employees want different things from their work, the same goes to the employers.
The contract is about making and keeping promises through exchanges between the employee and the employer.

The employee does something based on the employer’s promise to them and gets something in return.

Broken promises/violence of the contract can have serious negative impact on any relationship.

Performing/violating the contract influence job satisfaction.
• It may become very difficult for an employee to obtain satisfaction from doing the job when the employee can no longer rely upon the promised inducements (Porter and Lawler, 1986).
A person’s attitudes may predict their behaviour.

Two key work attitudes are job satisfaction and organisational commitment.

Both are influenced by the nature of a person’s job.

Both determine whether a person stays in their employing organisation.