Savage Chickens

I'm an accountant. What do you do for a living?

Nothing, but I have a rich inner life.

by Doug Savage

www.savagechickens.com
Work Aspiration and Satisfaction

- **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 & Satisfaction

- 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.
Characteristics of Individual with high aspiration

- Work hard
- Enjoy work
- Responsible
- Very focus
- Confident
- Have high standard
- Etc.
Aspiration lead to Motivation to work

- There are various self-evident reasons why people work:
  - Work provides a source of income
  - A source of activity and stimulation
  - A source of social contacts
  - A means of structuring time
  - A source of self-fulfillment, and
  - A self-actualization
Work Values

- A worker’s personal convictions about what outcomes one should expect from work and how one should behave at work.
- The most general and long-lasting feelings and beliefs people have that contribute to how they experience work.
- Values can be *intrinsic* (i.e., related to the nature of work itself) or *extrinsic* (i.e., related to the consequences of work).
Intrinsic vs. Extrinsic Work Values

**Intrinsic Values**
- Interesting work
- Challenging work
- Learning new things
- Making important contributions
- Responsibility and autonomy
- Being creative

**Extrinsic Values**
- High pay
- Job security
- Job benefits
- Status in wider community
- Social contacts
- Time with family
- Time for hobbies
Work Attitudes

- **Collections of feelings, beliefs, and thoughts about how to behave that people currently hold about their jobs and organizations.**

- Compared to values, attitudes are
  - More specific
  - Not as long lasting

- **Specific work attitudes:**
  - **Job satisfaction** is the collection of feelings and beliefs that people have about their current jobs.
  - **Organizational commitment** is the collection of feelings and beliefs that people have about their organizations as a whole.
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
**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
JOB SATISFACTION

- *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
Hulin & Judge (2003) – Job satisfaction is an employee’s affective reaction to a job is based on a comparison of the actual outcomes derived from the job with those outcomes that are deserved or expected.

Davis (2004) – feeling of job satisfaction can change with time and circumstances.
Job Satisfaction

- **Job satisfaction** – a set of attitudes toward work
- It is what most employees want from their jobs
- Job satisfaction affects *absenteeism* and *turnover*, which affect *performance*
- **Job satisfaction survey** – process of determining employee attitudes about the job and work environment
Job satisfaction

- People differ in what is important to them.
- How employees feel about their jobs is highly variable
  - Individual differences in expectations.
  - The degree to which a job meets one’s expectation.
- Hulin (1991) stated ‘jobs with responsibility may be dissatisfying to some because if the stress and problems that covary with responsibility; others may find responsibility a source of positive affects’ (p.460)
Job Satisfaction

- The happier an individual is with their job → the more satisfied they are said to be.
- Job satisfaction is not the same as motivation, although it is clearly linked.
- Job design aims to enhance
  - job satisfaction and performance, methods (include job rotation, job enlargement and job enrichment)
The Nature of Job Satisfaction

- Definition: how people feel about their jobs overall and about different aspects of them -- the extent to which they like their jobs
- Why is job satisfaction important?
- Approaches to Job Satisfaction
  - Global
  - Facet
Multi-faceted nature of JS

- General Job Satisfaction
  - Work Satisfaction
  - Pay Satisfaction
  - Promotion Satisfaction
  - Supervision Satisfaction
  - Coworker Satisfaction
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
Job Satisfaction

- There are a variety of factors that can influence a person’s level of job satisfaction

- Some of these factors include:
  - the level of pay and benefits,
  - the perceived fairness of the promotion system within a company,
  - the quality of the working conditions, leadership and social relationship,
  - the job itself
    - (the variety of task involved, the interest and challenge the job generates, and the clarify of the job description/requirements).
"I need to find out if I’m working to live or just living to work. Pull together the numbers that make sense out of it all."
Determinants of Job Satisfaction

1. The work itself
2. Pay
3. Growth and upward mobility
4. Supervision
5. Co-workers
6. Attitude toward work
Causes of Job Satisfaction

- **Need Fulfillment:** Satisfaction is based on the extent to which a job satisfies a person’s needs.
- **Discrepancies:** Satisfaction is determined by the extent to which an individual receives what he or she expects from a job.
- **Value Attainment:** Satisfaction results from the extent to which a job allows fulfillment of one’s work values.
- **Equity:** Satisfaction is a function of how “fairly” an individual is treated at work.
- **Trait/Genetic Components:** Satisfaction is partly a function of personal traits and genetic factors.
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Job Satisfaction – other factors

- Other influences on satisfaction include:
  - the management style and culture,
  - employee involvement,
  - empowerment and autonomous work groups.
- Job satisfaction is a very important attitude which is frequently measured by organizations.
Others (John & Saks, 2001)

- Discrepancy – discrepancy theory
- Fairness – equity theory
- Disposition

Compliment
- Mentally challenging work
- High pay
- Promotion
- People
Advancement, challenging assignment, development opportunities, Opportunities to use skills.

Job title, complement office

Furnishing Merit, salary increase.

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
Theories of Job Satisfaction

- Each theory of job satisfaction takes into account one or more of the four main determinants of job satisfaction and specifies, in more detail, what causes one worker to be satisfied with a job and another to be dissatisfied.
The Facet Model

- Focuses primarily on work situation factors by breaking a job into its component elements, or job facets, and looking at how satisfied workers are with each.
- A worker’s overall job satisfaction is determined by summing his or her satisfaction with each facet of the job.
- Sample job facets:
  - Ability utilization: the extent to which the job allows one to use one’s abilities.
  - Activity: being able to keep busy on the job.
  - Human relations supervision: the interpersonal skills of one’s boss.
Job Satisfaction
- satisfaction with customer
- satisfaction with promotion
- satisfaction with pay
- satisfaction with company policy
- satisfaction job/work
- satisfaction supervisor
- satisfaction co-worker

Gender

Affective
Organizational
Commitment
Herzberg’s Motivator-Hygiene Theory

- 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
Motivator-Hygiene (Two Factor) Theory

- **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
Herzberg’s Motivator-Hygiene Theory

- 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.
Representation of Herzberg’s Two Factor Theory

Hygiene or maintenance factors

- Salary
- Job Security
- Working Conditions
- Level and Quality of Supervision
- Company Policy and Administration
- Interpersonal Relations

The Dissatisfies

Motivation and Job Satisfaction

The Satisfiers

- Sense of Achievement
- Recognition
- Responsibility
- Nature of the work
- Personal growth and Advancement

Motivators or Growth Factors
Dissatisfaction and Demotivation

Employees not dissatisfied, but not motivated

Positive satisfaction and motivation

Hygiene Factors

Motivator Factors
Hygiene factors
Quality of supervision
Pay
Organisational policies
Physical working conditions
Relations with others
Job security

Motivators
Promotion opportunities
Opportunities for personal growth
Recognition
Responsibility
Achievement

Figure 4-1: Herzberg's Two Factor Theory
motivation factors
- achievement
- recognition
- the work itself
- responsibility
- advancement
- growth

hygiene factors
- company’s policies & administration
- supervision
- working conditions
- salary
- interpersonal relations
- status
- job security
Dissatisfaction–satisfaction dimension

A. According to the traditional view, a worker is either satisfied or dissatisfied with his or her job.

Dissatisfaction–satisfaction dimension

No satisfaction with job (motivator needs not meet)

Dissatisfaction with job (hygiene needs not met)

B. According to Herzberg, a worker can be both satisfied and dissatisfied with his or her job at the same time.
HERZBERG

- OPPOSITE OF SATISFACTION IS NOT DISSATISFACTION

- IT IS “NO SATISFACTION”

- OPPOSITE OF DISSATISFACTION IS “NO DISSATISFACTION”
<table>
<thead>
<tr>
<th>MASLOW</th>
<th>HERZBERG</th>
<th>ALDERFER</th>
<th>McCLELLAND</th>
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<tbody>
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<td>5</td>
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<td>Growth</td>
<td>Power</td>
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<td>4</td>
<td>Achievement, Recognition</td>
<td>Relatedness</td>
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<td>3</td>
<td>Quality of interpersonal relation.</td>
<td>Existence</td>
<td>Affiliation</td>
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<td>2</td>
<td>Job Security</td>
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<td>1</td>
<td>Working condition, Salary</td>
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<td>Higher order needs</td>
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<td>Basic needs</td>
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</table>
Job satisfaction comes from doing what you enjoy, without the boss finding out.
The Discrepancy Model

- To determine how satisfied they are with their jobs, workers **compare their job to some “ideal job.”**
  - This “ideal job” could be
    - What one thinks the job should be like
    - What one expected the job to be like
    - What one wants from a job
    - What one’s former job was like
- Can be used in combination with the Facet Model.
Discrepancy

- A theory that job satisfaction stems from the discrepancy between the job outcomes wanted and the outcomes that are perceived to be obtained.
- Locke developed the idea known as discrepancy theory. This theory suggests that a person's job satisfaction comes from what they feel is important rather than the fulfillment or unfulfilment of their needs. A person's importance rating of a variable is referred to "how much" of something is wanted. Discrepancy theory suggests that dissatisfaction will occur when a person receives less than what they want (Berry, 1997).
Causes of Job Dissatisfaction
- Physical Environment
- Social Environment
- Behavioral Setting
- Person
- Task
- Role

Manifestations of Job Withdrawal
- Behavior Change
- Physical Job Withdrawal
- Psychological Job Withdrawal
- Health Problems
The Steady-State Theory

- Each worker has a typical or characteristic level of job satisfaction, called the **steady state or equilibrium level**.
- Different situational factors or events at work may move a worker temporarily from this steady state, but the worker will eventually return to his or her equilibrium level.
Events that increase job satisfaction:
- You get a promotion and salary increase
- You get a bigger office with a window
- You win the monthly sales contest

Events that decrease job satisfaction:
- Your latest proposal is shot down
- Your request for a new desk is refused

Equilibrium level of job satisfaction
Job Characteristics Theory

- If employees have a high need for growth, specific job characteristics lead to psychological conditions that lead to increased motivation, performance, and satisfaction.
  - Skill variety
  - Unity of a job
  - Task significance
  - Autonomy
  - Feedback
Job Characteristics Model (Hackman & Oldman, 1976)

- **skill variety** -- how many different skills do I need to perform the job?
- **task significance** -- what kind of an impact does my job have on the lives or work of others?
- **task identity** -- to what extent do I complete a “whole” piece of work instead of a part?
- **Autonomy** -- freedom and independence of action
- **feedback** -- 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
Potential Effects of Job Satisfaction

- job performance
- turnover
- absence
- health and well being
- life satisfaction
Potential Consequences of Job Satisfaction

- **Performance**: Satisfied workers are only slightly more likely to perform at a higher level than dissatisfied workers.
  - Satisfaction is most likely to affect work behaviors when workers are free to vary their behaviors and when a worker’s attitude is relevant to the behavior in question.

- **Absenteeism**: Satisfied workers are only slightly less likely to be absent than dissatisfied workers.

- **Turnover**: Satisfied workers are less likely to leave the organization than dissatisfied workers.
Determinants of Absence from Work

**Motivation to Attend Work is Affected by**
- Job satisfaction
- Organization’s absence policy
- Other factors

**Ability to Attend Work is Affected by**
- Illness and accidents
- Transportation problems
- Family responsibilities
Potential Consequences of Job Satisfaction

- **Organizational citizenship behavior (OCB)**: Satisfied workers are more likely to engage in this behavior than dissatisfied workers.
  - **OCB**: Behavior that is above and beyond the call of duty but is nonetheless necessary for organizational survival and effectiveness
  - Helping coworkers, spreading goodwill

- **Worker well-being**: Satisfied workers are more likely to have strong well-being than dissatisfied workers.
  - **Worker well-being**: How happy, healthy, and prosperous workers are
**Organizational Commitment**

- **Definition:** The attachment of the individual to the organization
- **Mowday et al. (1979):** Three components:
  - Acceptance of organization’s goals
  - Willingness to work hard for the organization
  - Desire to stay with the organization
- **Meyer et al. (1993):** Three types:
  - Affective
  - Continuance
  - Normative
Organizational Commitment

- **Affective commitment** exists when workers are happy to be members of an organization, believe in and feel good about the organization and what it stands for, are attached to the organization, and intend to do what is good for the organization.

- **Continuance commitment** exists when workers are committed not so much because they want to be but because they have to be; the costs of leaving the organization are too great.
Organizational Attitudes and Behavior

Organizational commitment - the extent to which an employee feels a sense of allegiance to his or her employer.

Types of commitment:

• Affective

• Continuance

• Normative

How does each type relate to outcomes like performance, absenteeism and turnover?
Psychological Contract
A Set of Employment Expectations

Contributions:
What does each employee expect to contribute to the organization?

Inducements:
What will the organization provide to each employee in return?
Definitions: Psychological contract

- Rousseau (1989, 1995) – as an individual’s belief regarding the terms and conditions of a reciprocal exchange agreement between the focal person (or party) and another party.

- She argues that the psychological contract is a relevant concept to describe the meaning, interpretations and significance given by relevant contract parties to “agreed” terms and conditions of any formal employment relationship.

- Schein (1988) defines the psychological contract as a set of unwritten expectations.
• According to Argyris (1960), contracts foster psychological attachment of members to organizations.

• Kotter (1973) used the contract concept to describe and investigate the match between employee and organization expectations and/or inducements in the process of organisational socialisation.
Definitions: Psychological contract

- Farnsworth (1982) stated that psychological contracts are necessary components of an employment relationship and has described them as promises that commit one to future action.

- Robinson and Rousseau (1994) have pointed out that without contracts neither party in the relationship has incentive to contribute anything to the other and the relationship may not endure.
Violation of contract $\rightarrow$ influence Job Satisfaction

- Robinson and Rousseau (1994) found that general violation is associated with lower levels of job satisfaction.
- When employees experience a contract term violation, their satisfaction with both the job and the organisation itself declines.
Violation of contract

- First, there is a discrepancy between what was promised and what was expected, a major source of dissatisfaction.

- Second, what the employer promised but failed to provide may often be those aspects of work necessary for one’s 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).
Measuring Job Satisfaction

- The most common way of measurement
  - Use of rating scales where employees report their reactions to their jobs.
  - Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers.
- Examples;
  - yes/no questions
  - Rank satisfaction on 1-5 scale (where 1 represents “not at all satisfied” and 5 represents “extremely satisfied”)
Measuring Job Satisfaction:

- Many measures of job satisfaction have been developed (e.g., Job Descriptive Index; Minnesota Satisfaction Questionnaire; Faces)

- You can measure job satisfaction at two levels:
  - **Global job satisfaction** (Overall, I am satisfied with my job)
  - **Job facet satisfaction** (pay, supervisor, coworkers, working conditions, etc.)
Measures of job satisfaction

- The Job Descriptive Index (Smith, Kendall & Hulin, 1969)

- Minnesota Satisfaction Questionnaire, MSQ (Weiss et al., 1967) – short version (20 items)

- Job Satisfaction Survey, JSS (Spector, 1994)
Assessment of Job Satisfaction

- Job Descriptive Index
  - work
  - pay
  - promotion opportunities
  - supervision
  - coworkers

- Minnesota Satisfaction Questionnaire
  - intrinsic satisfaction
  - extrinsic satisfaction

- Job in General Scale
  - similar to JDI, but measures global job satisfaction
  - Is global satisfaction the sum of the facets?
    - JDI and JIG say no
    - MSQ says yes
Job Satisfaction as an Economic Variable

- Psychology: Job Satisfaction is one of the three major determinants of life satisfaction or happiness (Argyle, 1989).
- Much debate among economists for the meaningfulness of well-being responses (Bertrand & Mullainathan, 2004), but also significant evidence (van Praag, 1991; Ferrer-i-Carbonell & Frijters, 2004) in favor of it.
- Observations from the Field: Survey Evidence stresses the desirability of happiness at work, by both employers and employees (Bewley, 1995).
- Economics Studies: Hamermesh (1977); Freeman (1978); Borjas (1979). Several studies in the last decade.
- Implications: Job Satisfaction has been related to quits, layoffs, productivity and firm performance, downward wage rigidity *inter alia.*
Among the most interesting findings is that earnings and hours of work are not among the primary determinants of job satisfaction (Akerlof, Rose and Yellen, 1988, *inter alia*).

Aspiration Level Theory provides a candidate explanation. The aspiration norm is reference-dependent and satisfaction is affected by changes in own income (“internal norm”) and the income of others (“external norm”). This is in accordance with Duesenberry’s (1949) view of the frame of reference affecting utility.

Also relevant to several stylized facts and paradoxes in the JS – SWB literature (Anglo-Saxon Paradox, Education Paradox, U-shape in age etc.).

Requires relative concerns to be built into preferences (Samuelson, 2004, E’trica): by nature, in order to compensate for incomplete environmental information).

Job Satisfaction is likely to be relative, incorporating hedonic-affective and cognitive-information components (Veenhoven, 1991).
## Correlates of Job Satisfaction

<table>
<thead>
<tr>
<th>Variables Related with Satisfaction</th>
<th>Direction of Relationship</th>
<th>Strength of Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motivation</strong></td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Job Involvement</strong></td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Organizational Citizenship behavior</strong></td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Organizational Commitment</strong></td>
<td>Positive</td>
<td>Strong</td>
</tr>
<tr>
<td><strong>Absenteeism</strong></td>
<td>Negative</td>
<td>Weak</td>
</tr>
<tr>
<td><strong>Tardiness</strong></td>
<td>Negative</td>
<td>Weak</td>
</tr>
<tr>
<td><strong>Turnover</strong></td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Heart Disease</strong></td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Perceived Stress</strong></td>
<td>Negative</td>
<td>Strong</td>
</tr>
<tr>
<td><strong>Pro-Union Voting</strong></td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Job Performance</strong></td>
<td>Positive</td>
<td>Weak</td>
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<tr>
<td><strong>Life Satisfaction</strong></td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Mental Health</strong></td>
<td>Positive</td>
<td>Moderate</td>
</tr>
</tbody>
</table>
Personal Characteristics and Job Satisfaction

- Age: in general, increases with age
  - Malcontents have stopped working
  - Older workers have greater chance of fulfillment
- Gender: inconclusive results
- Race: whites are happier
- Cognitive Ability: slight negative relationship between level of education and satisfaction
Personal Characteristics, Cont.

- Use of Skills
- Job Congruence
- Personality: less alienation and internal locus of control lead to higher satisfaction
- Occupational Level: the higher the status level the greater the satisfaction
5 faktor utama menentukan kepuasan kerja

- Kerja
- Ganjaran
- Penyelia
- Peluang Kenaikan pangkat
- Rakan
- Sokongan dari org bawahan