

OB Ch.4

Job Satisfaction

- Financial rewards, benefits, flexible hours, and stress among the least cited reasons for job satisfaction
- JS directly affects job performance and commitment
- A pleasurable emotional state resulting from the appraisal of one's job or job experience, represents how a person feels and thinks about his or her job
- Top job satisfaction drivers according to Canadians: Corporate culture, opportunity to use skills, opportunity to learn and ability to be creative
- Why are some employees more satisfied than others?
- Employees are satisfied when their job provides the things they value
- Values-things that people consciously or unconsciously want to seek or attain
- Value-percept theory: job satisfaction depends on whether the employee perceives that his or her job supplies those things that he or she values
- $\text{Satisfaction} = \text{things you value} - \text{things co. gives}$
- Dissatisfaction: $(\text{want} - \text{have}) \times (\text{importance})$
- Satisfaction depends on the individual and it changes over time
- According to Value-precept theory overall satisfaction will depend on whether my job supplies those things I value, from specific facets of the job
- Facets of JS
- Pay satisfaction- employees feelings about the compensation for their jobs
- Compare our pay to others(why)
- Promotion satisfaction- feeling about how the co. handles promotions
- Frequent, fair and based on ability
- Some may not want promotions because of added responsibility
- Supervision satisfaction- feeling about boss including competency, communication and personality

Wednesday, September 23, 2015

- Can he/she help me attain things I value
- Are their beliefs and values similar to the employees
- Co-worker satisfaction- feelings about others including abilities and personalities
- Are colleagues smart, responsible, helpful and fun
- Can they help me do my job/ do I enjoy being around them
- Satisfaction with work itself- employees feelings about their actual work tasks
- Are the tasks challenging
- Through co-workers, supervisors, pay and promotion are important employees spend most of their day performing job tasks. It is worth investigating further the details of tasks performed in a job
- Three critical psychological states that make work satisfying:
 - Meaningfulness of work- meaningful to the organization and society
 - Responsibility for outcomes- feeling that employee is the key driver of the quality of work output
 - Knowledge of results- employees knowledge of how well or badly he/she is doing
- What kind of tasks bring these psychological states?
- Job Characteristics Theory:
 - Five core Job Characteristics combine to create high job satisfaction
 - Variety
 - Identity
 - Significance
 - Autonomy
 - Feedback
- To be satisfied with the 5 core job characteristics you have to have moderators:
 - Knowledge and skill required to do job (talented)
 - Strong growth need

Wednesday, September 23, 2015

- Given the importance of job characteristics to job satisfaction companies employ JCT to help improve satisfaction through job enrichment- job duties and responsibilities are expanded to provide increased levels of core job characteristics
- Mood and emotion
- Job satisfaction affected by day to day events:
- Every employees satisfaction levels fluctuate over time, rising and falling like some sort of emotional stock market
- A satisfied employee feels good about his or her job overall, but things happen during the course of the day to make him or her feel better or worse at different times
- Moods are states of feeling that are often mild in intensity, last for an extended period of time, and are not explicitly directed at
- According to the affective events theory, workplace events can generate affective reactions- reactions that then can go on to influence work attitudes and behaviours
- These vents can trigger emotions, which are states of feeling that are often intense, las for only a few minutes