JOB SATISFACTION
Definition of Job Satisfaction

• job satisfaction refers to how well a job provides fulfillment of a need or want, or how well it serves as a source or means of enjoyment.

• Job satisfaction is the degree to which individuals feel positively or negatively about their jobs.
Theories of Job Satisfaction

• Content Theories.
• Process Theories.
• Situational Theories.
Content Theories

• When discussing human needs, growth, and self-actualization, one cannot look far before finding Abraham Maslow and his “hierarchy of needs”.

• **Maslow’s (1954) traditionalist views of job satisfaction were based on his five-tier model of human needs. At the lowest tier, basic life sustaining needs such as water, food, and shelter were identified.**
Content Theories

• The next level consisted of physical and financial security, while the third tier included needs of social acceptance, belonging, and love.

• The fourth tier incorporated self-esteem needs and recognition by one’s peers, and at the top of the pyramid was reserved for self-actualization needs such as personal autonomy and self-direction.
Content Theories

• According to Maslow, the needs of an individual exist in a logical order and that the basic lower level needs must be satisfied before those at higher levels.
Process Theories

- Process theories attempt to explain job satisfaction by looking at expectancies and values (Gruneberg, 1979).

- This theory of job satisfaction suggests that workers’ select their behaviors in order to meet their needs.

- Within this framework, Adams’ (1963) and Vroom (1982) have become the most prominent theorists. J. Stacy Adams’ suggested that people perceive their job as a series of inputs and outcomes.
Process Theories

• Inputs are factors such as experience, ability, and effort, while outcomes include things like salary, recognition, and opportunity.

• The theory is based on the premise that job satisfaction is a direct result of individuals’ perceptions of how fairly they are treated in comparison to others.
Situational Theories

• The situational occurrences theory emerged in 1992, when Quarstein, McAfee, and Glassman stated that job satisfaction is determined by two factors:
  
  • situational characteristics and
  • situational occurrences.

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Situational Theories

• Situational characteristics are things such as pay, supervision, working conditions, promotional opportunities, and company policies that typically are considered by the employee before accepting the job.

• The situational occurrences are things that occur after taking a job that may be tangible or intangible, positive or negative. Positive occurrences might include extra vacation time.
Measurement of Job Satisfaction
Popular Job Satisfaction Questionnaires

• Minnesota Satisfaction Questionnaires (MSQ)
• Job Descriptive Index (JDI)

MSQ:
Developed in 1967 by Weiss, Dawis, England, & Lofquist, the Minnesota Satisfaction Questionnaire (MSQ) has become a widely used instrument to evaluate job satisfaction.
MSQ measures by means of:-

- Working Conditions.
- Chance of Advancement.
- Freedom to use one’s own Judgment.
- Praising for doing a good job.
Minnesota Satisfaction Questionnaires (MSQ)

• The MSQ has been widely used in studies exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforce in jobs.

• The MSQ can be used in an individual or group setting, and standardized instructions for administration are provided.
Minnesota Satisfaction Questionnaires (MSQ)

- The 1963 version of the MSQ uses a standard five-point response scale.

- Response choices are “Very Satisfied”, “Satisfied”, "N" (Neither Satisfied nor Dissatisfied), “Dissatisfied” and “Very Dissatisfied.”
Minnesota Satisfaction Questionnaires (MSQ)

- The 1967 version adjusted for this by changing the response options to “Not Satisfied,” “Somewhat Satisfied,” “Satisfied,” “Very Satisfied,” and “Extremely Satisfied.”

- This modification resulted in a symmetrical scale score distribution that centered on the "satisfied" category and evidenced larger item variance.
The Job Descriptive Index (JDI) was first discussed in Smith, Kendall, and Hulin's publication of the Measurement of Satisfaction in Work and Retirement (1969).

scale is designed to measure employees' satisfaction with their jobs by looking at five important aspects or facets of job satisfaction which are present job,
• Job Descriptive Index (JDI) measured by means of:-

  o The work itself – responsibility, interest and growth.
  o Quality of Supervision – technical help and social support.
  o Relationship with co-workers – social harmony and respect.
  o Promotions opportunities - chances for further advancement.
  o Pay - adequacy of pay.
Job Satisfaction Survey

• The Job Satisfaction Survey was developed by Paul E. Spector to assess employee attitudes about the job and aspects of the job.

• The JSS is a 36 item questionnaire that targets nine separate facets of job satisfaction. Those facets include pay, promotion, benefits, supervision, contingent rewards,
Job Satisfaction Survey

operating procedures, coworkers, nature of work, and communication. Each of these facets is assessed with four items, and a total score is computed from all 36 items.

• Responses to each question range from "strongly disagree" to "strongly agree", and questions are written in both directions.
Effects of Job Satisfaction on Employee Performance

- Importance of job satisfaction can be viewed in two context:-
  
  I) To join and remain a member of an organization.
  II) To work hard in pursuits of high level task performance.

Job Satisfaction can be influences:-
  i) Absenteeism. ii) Turn over.
THANK YOU