

Job Satisfaction

Unit 4

Job Satisfaction

Concept

- ❖ Job satisfaction refers to an individual's general attitude towards his job.
 - ❖ It is the degree to which employees feel positively about their jobs.
 - ❖ Job satisfaction is very important to an organization in terms of its relations with efficiency, absenteeism, employee relations, productivity and turnover.
- “Job satisfaction is the amount of overall positive effect or feeling that individual has towards their jobs.” - Feldman and Arnold

Importance of Job Satisfaction

1. Proper use of resource
2. Improve productivity
3. Source of change
4. Proper use of human resource
5. Motivation of employees
6. Minimizes disputes and strike
7. Means of coordination
8. Maintain of employees
9. Minimizes supervision cost
10. Achieve business objective

Measuring Job Satisfaction (Employee Surveys)

1. Single Global Rating Method
2. Summation Score Method
 - a. Job Description Index (JDI)
 - b. The Minnesota Satisfaction Questionnaire (MSQ)
 - c. Porter Need Satisfaction Questionnaire (NSQ)
3. Other Methods
 - A. Employee Interview
 - B. Action Tendencies
 - C. Critical Incident

1. Single global rating method

In this method, employees are asked to respond to only one question for judging their job satisfaction.

Rating scale is fixed from 1 to 5.

1= Highly satisfied; 2= Satisfied, 3= Neutral; 4= dissatisfied; 5= Highly dissatisfied

| Question for respondents | Rating scale | | | | |
|---|--------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| All things considered, how satisfied are you with your job? | | | | | |

2. Summation Score Method

- It identifies key elements in a job and asks the employee's feeling about each.
- Key elements are the nature of work, supervision, present pay, promotion opportunities, and relation with co-workers.
- In summation score method, many researchers used to many ways of measuring job satisfaction. They are:
 - a. Job Description Index (JDI)
 - b. The Minnesota Satisfaction Questionnaire (MSQ)
 - c. Porter Need Satisfaction Questionnaire (NSQ)

a. Job descriptive index (JDI)

This was originally developed by Smith, Kendall and Hulin.

This index assess five facets of job satisfaction which include: the work itself, pay, opportunities for promotion, supervision, and co-workers.

This is designed to measure employees' satisfaction with their jobs.

It contains three scales containing of: Yes, No, and No comment.

The specimen of questionnaire that is distributed to employees can be as follows:

| S N | Questions for response | Rating scale | | |
|--------|---|--------------|----|------------|
| | | Yes | No | No Comment |
| 1 | You are satisfied with your pay structure. | | | √ |
| 2 | You have proper promotion system. | | √ | |
| 3 | Your supervisor is friendly in supervision. | | √ | |
| 4 | You are satisfied with job content. | √ | | |
| 5 | You have good relation with coworkers. | √ | | |

The employees can provide tick in any one of above scale for each question on the basis of their choice.

b. Minnesota Satisfaction Questionnaire (MSQ)

- This is designed to measure an employee's satisfaction with his or her job. Two forms are available: long forms and a short form.
- The long forms incorporate 100 factors and short form involves 20 factors.
- The short form MSQ is taken into consideration for research to know about employee job satisfaction.
- Short form of MSQ involves 20 questionnaire covering many elements job and employees.
- The employees can provide tick mark in scale from 1 to 5 for every questionnaire.

The following components regarding job satisfaction of employee are covered under 20 questionnaire for MSQ research:

| | |
|---------------------|-----------------------------|
| Ability utilization | Security |
| Achievement | Social service |
| Activity | Social status |
| Advancement | Moral values |
| Authority | Recognition |
| Company policies | Responsibility |
| Compensation | Supervision-Human relations |
| Co-workers | Supervision-Technical |
| Creativity | Variety |
| Independence | Working conditions |

Ask yourself: How satisfied am I with this aspect of my job?

1. **Very Dissatisfied** means I am very dissatisfied with this aspect of my job.
2. **Dissatisfied** means I am dissatisfied with this aspect of my job.
3. **Neutral** means I can't decide whether I am satisfied or not with this aspect of my job.
4. **Satisfied** means I am satisfied with this aspect of my job.
5. **Very Satisfied** means I am very satisfied with this aspect of my job.

| SN | Questions for Response | Rating Scale | | | | |
|----|--|--------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | On my present job, this is how I feel about.... | | | | | |
| 1 | Being able to keep busy all the time. | | | | | |
| 2 | The chance to work alone on the job. | | | | | |
| 3 | The chance to do different things from time to time. | | | | | |
| 4 | The chance to be "somebody" in the community. | | | | | |
| 5 | The way my boss handles his/her workers. | | | | | |
| 6 | The competence of my supervisor in making decisions. | | | | | |
| 7 | Being able to do things that don't go against my conscience. | | | | | |
| 8 | The way my job provides for steady employment. | | | | | |
| 9 | The chance to do things for other people. | | | | | |
| 10 | The chance to tell people what to do. | | | | | |
| 11 | The chance to do something that makes use of my abilities. | | | | | |
| 12 | The way company policies are put into practice. | | | | | |
| 13 | My pay and the amount of work I do. | | | | | |
| 14 | The chances for advancement on this job. | | | | | |
| 15 | The freedom to use my own judgment. | | | | | |
| 16 | The chance to try my own methods of doing the job. | | | | | |
| 17 | The working conditions. | | | | | |
| 18 | The way my co-workers get along with each other. | | | | | |
| 19 | The praise I get for doing a good job. | | | | | |
| 20 | The feeling of accomplishment I get from the job. | | | | | |

c. Porter Need Satisfaction Questionnaire (NSQ)

Lyman porter's need satisfaction questionnaire (NSQ) is used to measure job satisfaction of managerial level staff.

The questions are prepared by focusing problems and challenges faced by managers.

In this model, each element incorporate two questions: one for “should be” and other for “is now”.

For responding each question, employees have given a seven scale options containing minimum 1 to maximum 7. It is also called as seven Likert scale.

A Specimen of Porter's Need Satisfaction Questionnaire

1. The opportunity for personal growth and development in my management position.

a. How much is there now?

| | | | | | | | | |
|---------|---|---|---|---|---|---|---|---------|
| Minimum | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Maximum |
|---------|---|---|---|---|---|---|---|---------|

b. How much should there be?

| | | | | | | | | |
|---------|---|---|---|---|---|---|---|---------|
| Minimum | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Maximum |
|---------|---|---|---|---|---|---|---|---------|

2. The feeling of security in my management position.

a. How much is there now?

| | | | | | | | | |
|---------|---|---|---|---|---|---|---|---------|
| Minimum | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Maximum |
|---------|---|---|---|---|---|---|---|---------|

b. How much should there be?

| | | | | | | | | |
|---------|---|---|---|---|---|---|---|---------|
| Minimum | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Maximum |
|---------|---|---|---|---|---|---|---|---------|

In above specimen employees need to provide response by circling one number on the basis of their satisfaction level on job.

3. Other Methods

A. Employee Interview

- Under this method, formal or informal interview of employees is taken by the researchers on the basis of effectiveness.
- In this method, researchers ask employees the job-related questions such as their expectation, job situation, interest and problems through the structural question or unstructured question to identify the job satisfaction.

B. Action Tendencies

- Under this method, researchers measure job satisfaction of employees by focusing their inclination, interest, and preference.
- In action tendencies, employees' preference for working pattern, working situation, department, branch, location, and specific event during course of working are considered for measuring job satisfaction.

C. Critical Incident

- In this method, the employees were asked to describe incidents on their job when they were particularly satisfied or dissatisfied.
- These set of incidents were analyzed to determine their positive and negative attitudes.

Effects of Job Satisfaction on Employees' Performance

1. Job satisfaction and productivity
 2. Job satisfaction and absenteeism
 3. Job satisfaction and employee turnover
 4. Job satisfaction and organizational citizenship
- ❖ Organizational citizenship is development of feeling of belongingness and membership among the employees in the organization.

Thank You