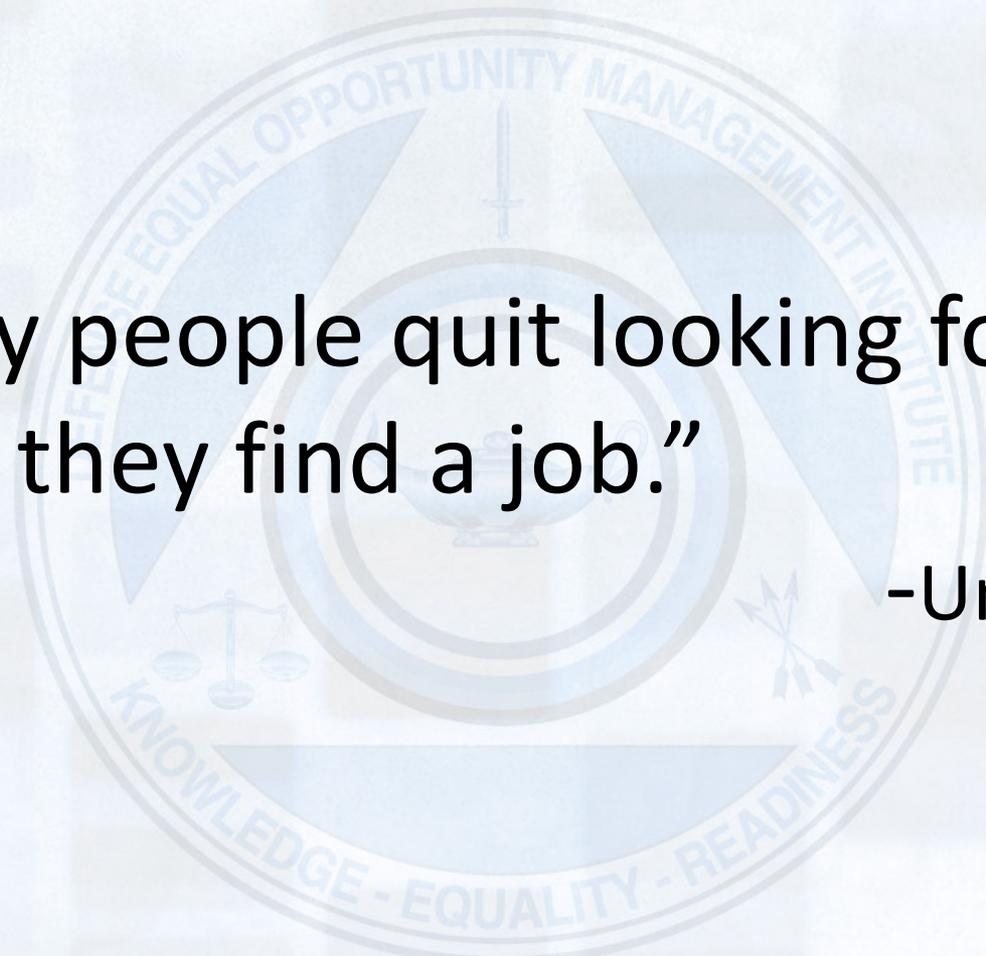# Job Satisfaction

"Many people quit looking for work when they find a job."

-Unknown

Introduction

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not.

Overview

- Introduction
- Overview
- Thinking Points
- Define Job Satisfaction
- Concepts of Job Satisfaction
- DEOCS
- Favorable Impacts on Job Satisfaction
- Unfavorable Impacts on Job Satisfaction
- Strategies to Increase Job Satisfaction
- Summary

Thinking Points

- Do you remember a time when you were completely satisfied with the job you had?

- Can you recall a time you were not satisfied with the job you had? How did it impact your quality of work life?

- How long were you willing to work in an environment where you felt underappreciated?

- Were you able to discuss your dissatisfaction with your leadership?

Define Job Satisfaction

Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences." This is one of the most widely used definitions in organizational research by Locke (1976 p. 1304). It is also used to refer to an attitude that reflects a positive or negative judgment of your current job.

Concepts of Job Satisfaction

It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets:

Appreciation	Personal growth
Communication	Policies and procedures
Coworkers Opportunities	Promotion Fringe benefits
Recognition	Security
Job conditions Supervision	Nature of the work
Organization	

DEOCS

DEOCS description: Job Satisfaction - Refers to an attitude that reflects a positive or negative judgment of our current job.
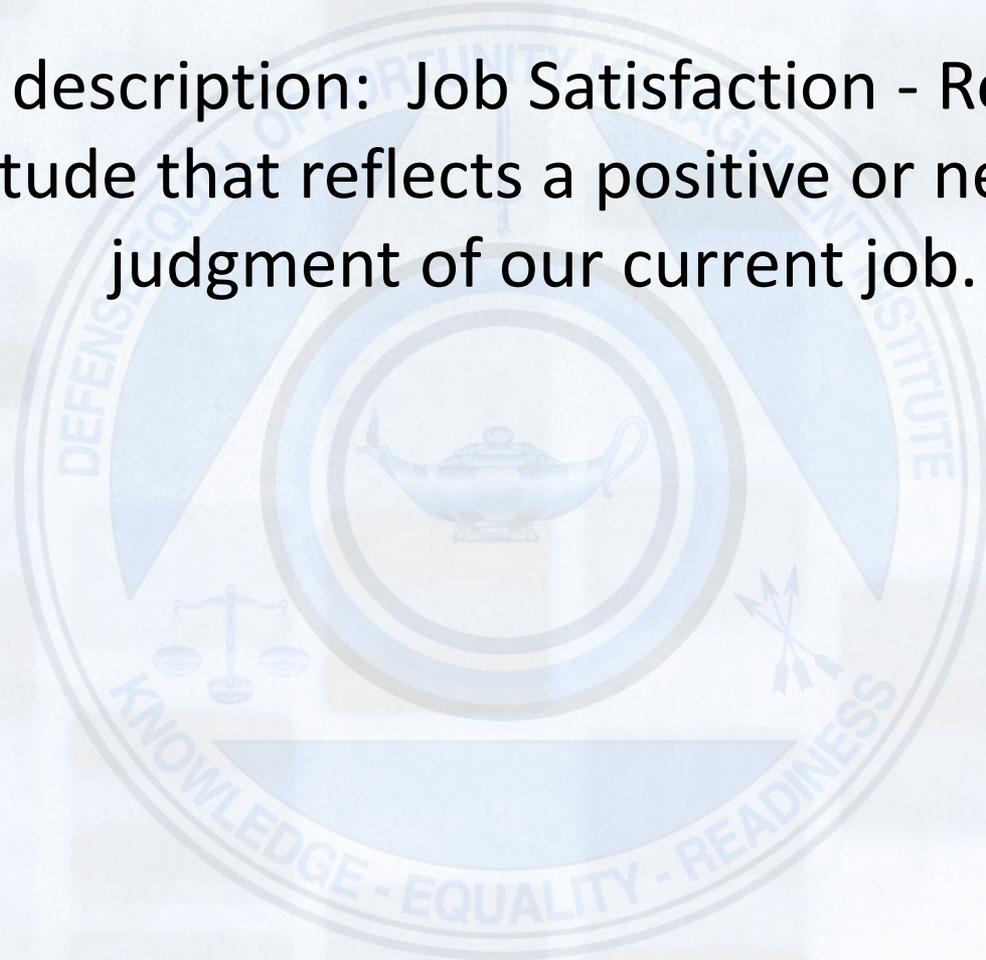
DEOCS

The following items are used to assess Job Satisfaction on the DEOCS using a 7-point response scale from strongly disagree to strongly agree.

1. I like my current job.
2. I feel satisfied with my current job
3. I am happy with my current job.

Favorable Indicators & Outcomes

FAVORABLE INDICATORS

- Unit members express high levels of fulfillment on the job
- Unit members display positive emotions and are happier
- Unit members experience greater mental well-being
- Express a willingness to help others at work
- Unit members are willing to go above and beyond
- Unit members express the belief that problems in life are the result of job-related issues (such as supervision)
- Unit members display poor coping skills in response to work stress
- Unit members express a perceived lack of fairness at work
- Increased number of work complaints and grievances

FAVORABLE OUTCOMES

- Lower levels of turnover intentions

- Unit members experience high levels of cooperation and altruistic behaviors

- Increased job performance

- Unit members form supportive relationships

Unfavorable Indicators & Outcomes

UNFAVORABLE INDICATORS

- Unit members express the belief that problems in life are the result of job-related issues (such as supervision)
- Unit members display poor coping skills in response to work stress
- Unit members express a perceived lack of fairness at work
- Increased number of work complaints and grievances
- Unit members express concern over the organization's safety climate
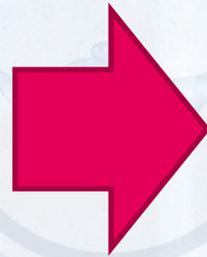
UNFAVORABLE OUTCOMES

- Low levels of group cohesion
- Increased turnover intentions
- Increased absenteeism
- Increased stress and physical health issues

Strategies To Increase Job Satisfaction

- Focus on increasing positive aspects of the core job dimensions related to job satisfaction

- Allow personnel to experience autonomy in their job and daily work life

- Create situations where individuals can accomplish tasks alone or in teams if they desire

- Promote the use of collaboration but recognize some individuals will prefer to complete tasks on an individual basis.

- Clearly communicate to your unit that you trust every individual on the team

Strategies To Increase Job Satisfaction (Cont.)

- Create opportunities for personnel to experience variety in job task:

- Ensure individuals use their skills and abilities in their everyday work tasks. Underused employees often become dissatisfied in their current role.

- Provide opportunities for members to shadow peers and supervisors, and offer mentorship programs from senior personnel.

- Allow individuals to continue their education and receive training when possible.

- Allow individuals to consider other occupations when opportunities arise.

Strategies To Increase Job Satisfaction (Cont.)

- Reduce factors that create stress within the job:
- Ensure all individuals have the resources they need to perform their job
- Ensure administrative items are in order and not preventing individuals from doing their work
- Make sure individuals have the best technology possible to complete assigned work
- Make sure individuals receive support from leadership when needed to complete work assignments
- Build trust between leadership and units:
- Clearly communicate work expectations to subordinates.

Strategies To Increase Job Satisfaction (Cont.)

- Provide continuous feedback on tasks as a means for professional development.

- When possible share survey results with unit to build trust and encourage transparency.

- Improve trust by being open to new ideas that could improve work processes.

- Recognize members for a job well done when work is completed to expectations or improvement ideas they provide are implemented

- Attend training events and participate in discussions.

Summary

Job satisfaction at work doesn't just happen. Satisfied unit members that are given the resources necessary to do their jobs effectively present an intelligent and proactive image for the organization. Job satisfaction is a process that includes communicating whether it's being in agreement or disagreement. When communications stops, problems begin. But at all times while communicating, it's most effective to do so utilizing dignity and respect.