



JOB SATISFACTION & ORGANIZATIONAL COMMITMENT

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Jean Davis dan Maria McDuffie telah bekerja sebagai *customer service representatives* di McDuffie Technologies selama 2 tahun ini. Jean sangat mencintai pekerjaannya dan ingin terus bekerja di Fuller sampai masa pensiun 10 tahun mendatang. Sementara itu, Maria membenci pekerjaannya, dan menggunakan semua hari cuti yang dia miliki, dan akan meninggalkan pekerjaan ini walaupun dia memperoleh pekerjaan lain dengan gaji yang sama.

Darnell Johnson, Direktur HR pada Simmons Enterprises merasa frustrasi karena perusahaannya memiliki angka *turnover (resign)* yang tinggi. Yang lebih membuat frustrasi adalah karena karyawan tersebut bekerja di Simmons hanya untuk mencari pengalaman tertentu sampai akhirnya pindah ke Raynes Manufacturing dengan gaji yang lebih rendah.

DEFINITION



job satisfaction
→ the attitude an employee has toward her job

organizational commitment
→ the extent to which an employee identifies with and is involved with an organization

At the workplace



27%

of workers are highly
satisfied with their job



65%

of workers feel motivated
to perform well



56%

of workers are highly
committed to their
employer



34%


of workers' satisfaction
with their work
organisation is low

What are the research results?


Satisfied employees tend to be committed to an organization (Cooper-Hakim & Viswesvaran, 2005)




Employees who are satisfied and committed are more likely **to attend work** (Hackett, 1989)




Employees who are satisfied and committed are more likely **to stay with an organization** (Tett & Meyer, 1993)



Employees who are satisfied and committed are more likely **to arrive at work on time** (Koslowsky, Sagie, Krausz, & Singer, 1997)



Employees who are satisfied and committed are more likely **to perform well** (Judge, Thoresen, Bono, & Patton, 2001)



Employees who are satisfied and committed are more likely **to engage in behaviors helpful to the organization** (LePine, Erez & Johnson, 2002)

What are the research results?

- Most commonly affect job satisfaction :
 - Pay
 - Supervision
 - Coworkers
 - Work
 - Promotion opportunities

- Others :
 - Equipment
 - Work facilities
 - The worksite
 - Company policy



3 Motivational Facets To Organizational Commitment

(Meyer & Allen, 1997)

AFFECTIVE C.

1 is the extent to which an employee **WANTS** to remain with the organization, **CARES** about the organization, and is **WILLING TO EXERT** effort on its behalf.

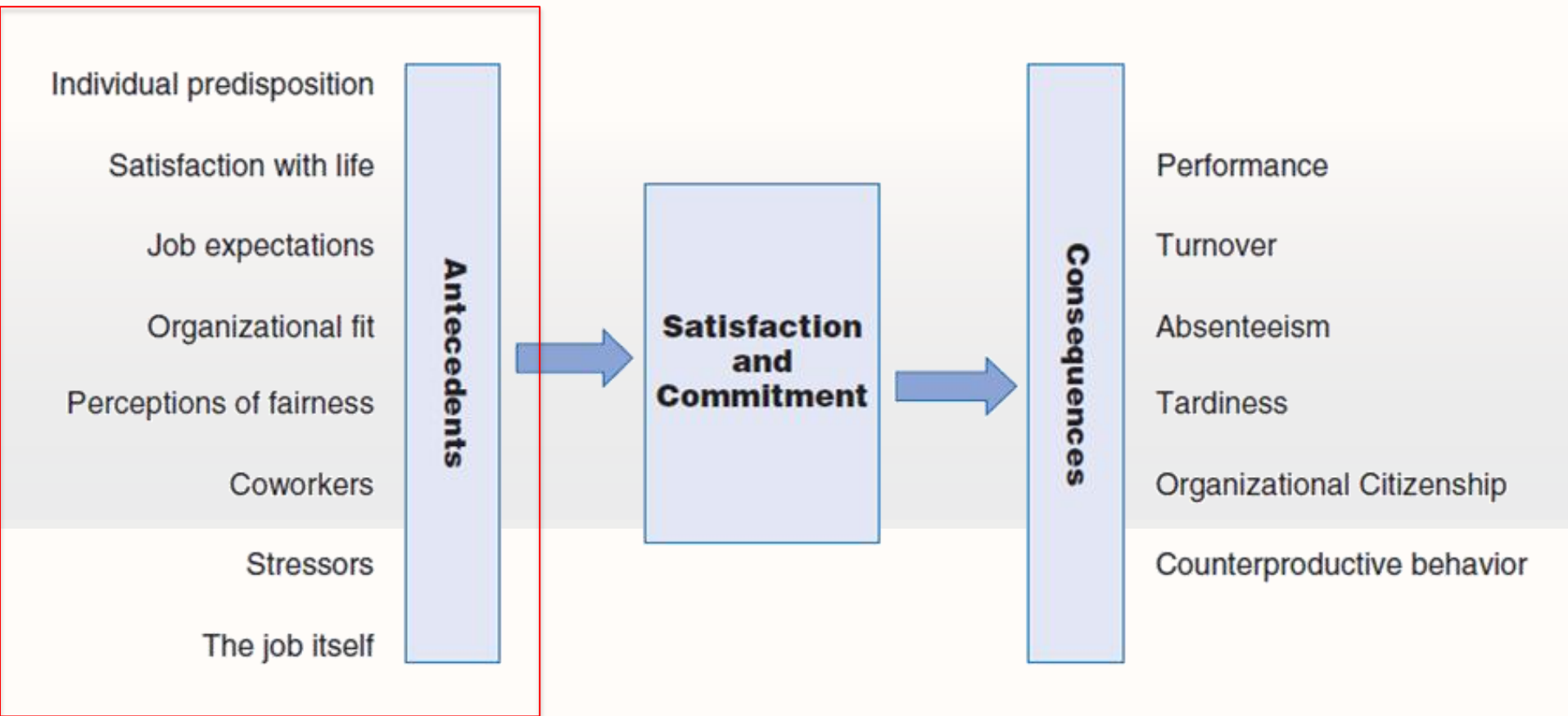
CONTINUANCE C.

2 is the extent to which an employee believes she **MUST REMAIN** with the organization due to the time, expense, and effort that she **HAS ALREADY PUT** into it or the **DIFFICULTY** she would have in finding another job.

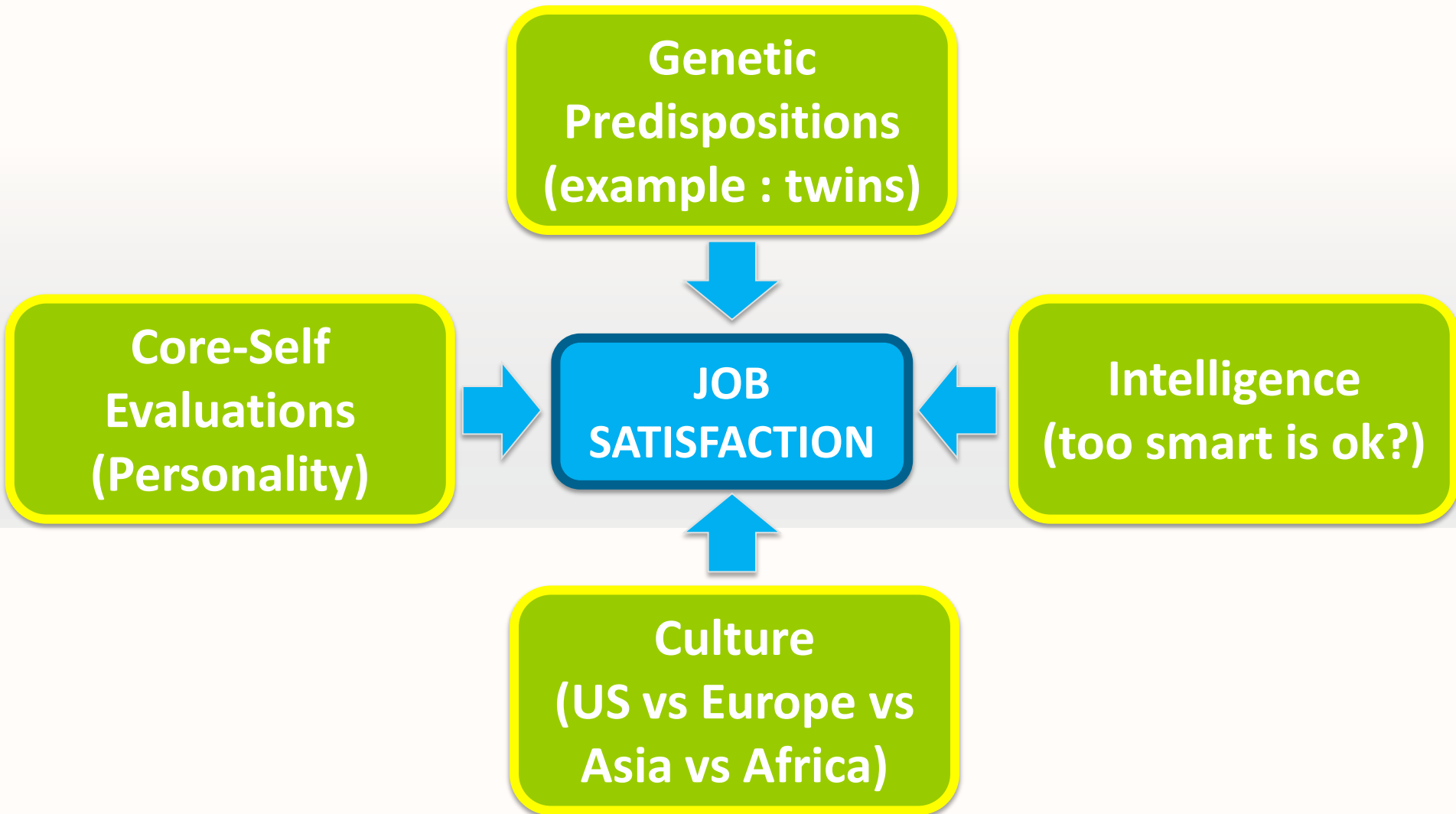
NORMATIVE C.

3 is the extent to which an employee **FEELS OBLIGATED** to the organization and, as a result of this obligation, must remain with the organization.

Antecedents and Consequences of Job Satisfaction and Organizational Commitment



Individual differences → Job satisfaction

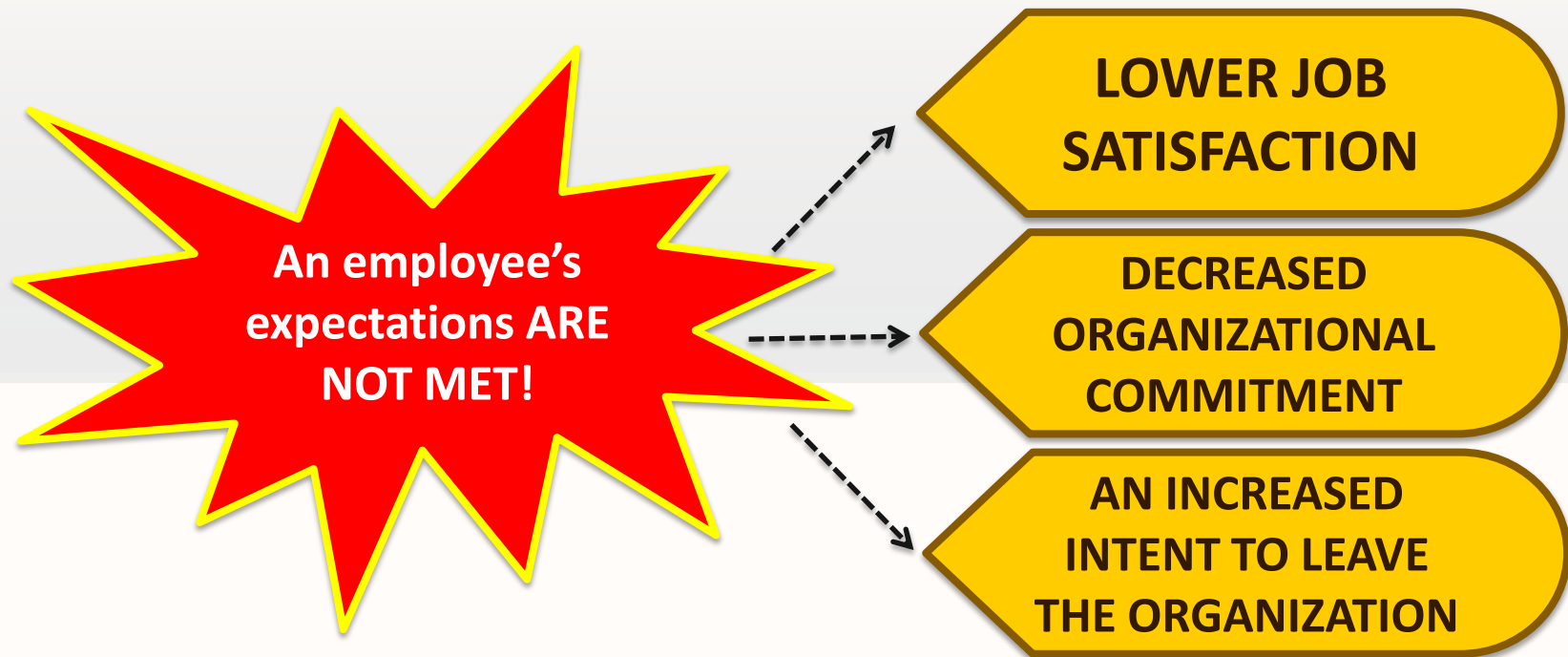


A black and white photograph of a diverse group of people, including men and women of various ethnicities, all smiling and giving thumbs up. The image is used as a background for the text.

Job Satisfaction ↑
Life Satisfaction ???

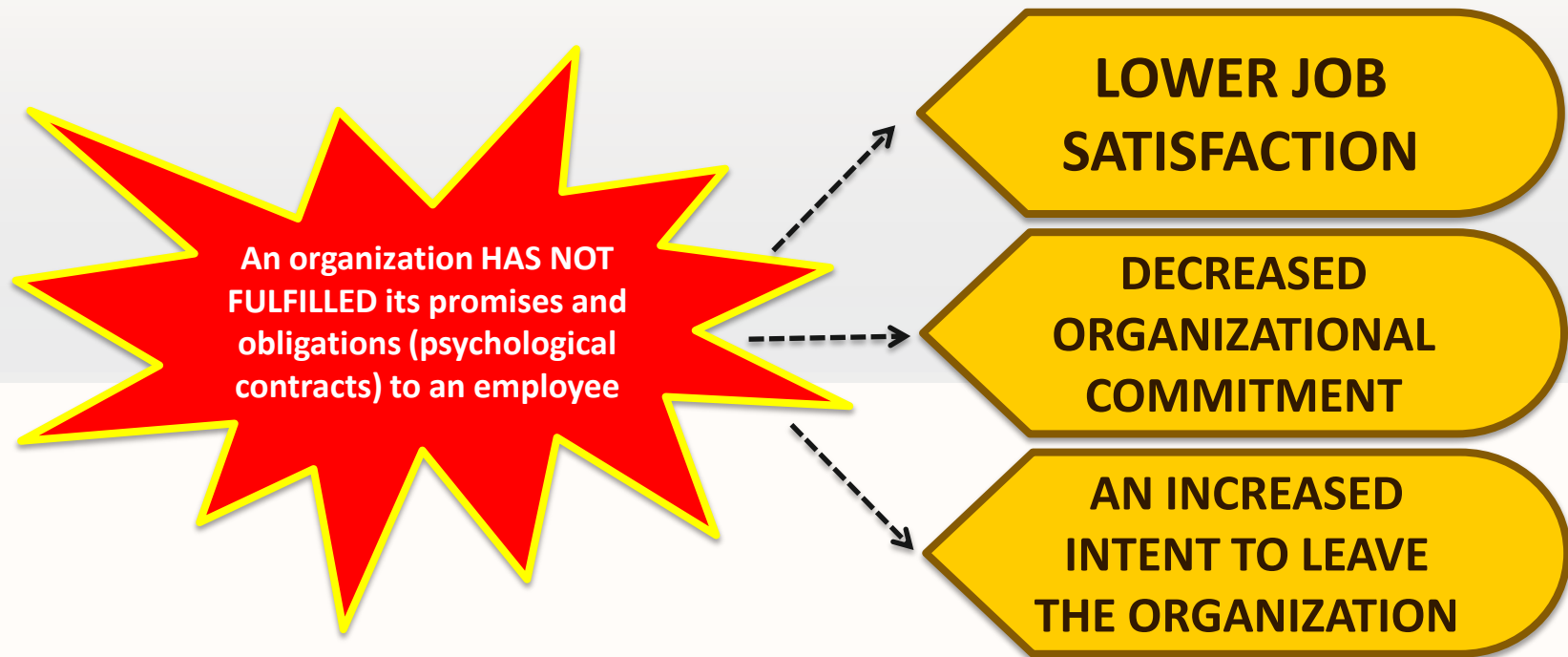
DISCREPANCY THEORY

[difference between how much of something there should be
and how much there 'is now']



DISCREPANCY THEORY

[difference between how much of something there should be and how much there 'is now']



"FIT" FACTORS

VALUES

INTERESTS

PERSONALITY

LIFESTYLE

SKILLS

VOCATION

J O B

ORGANIZATIONS

COWORKERS

SUPERVISORS

SCHEDULE

REWARDS, SALARY



MEASURING JOB SATISFACTION



Faces Scale

**Job
Descriptive
Index (JDI)**

**Minnesota
Satisfaction
Questionnaire
(MSQ)**

FACES SCALE

MODERATE

UNIVERSAL PAIN ASSESSMENT TOOL

This pain assessment tool is intended to help patient care providers assess pain according to individual patient needs. Explain and use 0-10 Scale for patient self-assessment. Use the faces or behavioral observations to interpret expressed pain when patient cannot communicate his/her pain intensity.

	0	1	2	3	4	5	6	7	8	9	10
Verbal Descriptor Scale	NO PAIN		MILD PAIN		MODERATE PAIN		MODERATE PAIN		SEVERE PAIN		WORST PAIN POSSIBLE
WONG-BAKER FACIAL GRIMACE SCALE											
ACTIVITY TOLERANCE SCALE	Alert Smiling NO PAIN		No humor serious flat CAN BE IGNORED		Furrowed brow pursed lips breath holding INTERFERES WITH TASKS		Wrinkled nose raised upper lips rapid breathing INTERFERES WITH CONCENTRATION		Slow blink open mouth INTERFERES WITH BASIC NEEDS		Eyes closed moaning crying BEDREST REQUIRED
SPANISH	NADA DE DOLOR		UNPOQUITO DE DOLOR		UN DOLOR LEVE		DOLOR FUERTE		DOLOR DEMASIADO FUERTE		UN DOLOR INSOPORTABLE
TAGALOG	Walang Sakit		Konting Sakit		Katamtamang Sakit		Matinding Sakit		Pinaka-Matinding Sakit		Pinaka-Malalang Sakit
CHINESE	不痛		輕微		中度		嚴重		非常嚴重		最嚴重
KOREAN	통증 없음		약한 통증		보통 통증		심한 통증		아주 심한 통증		최악의 통증
PERSIAN (FARSI)	بدون درد		درد ملایم		درد معتدل		درد شدید		درد بسیار شدید		بدترین درد ممکن
VIETNAMESE	Không Đau		Đau Nhẹ		Đau Vừa Phải		Đau Nặng		Đau Thật Nặng		Đau Đớn Tận Cùng
JAPANESE	痛みがない		少し痛い		いくらか痛い		かなり痛い		ひどく痛い		ものすごく痛い

JOB DESCRIPTION INDEX (JDI)

**Nature of the
work itself**

Fascinating

Boring

**Can see
results**

**Compensations
and Benefits**

Fair

Well-paid

Bad

**Attitudes
towards
supervisor**

**Knows job
well**

**Not supervise
enough**

**Around when
needed**

**Relations with
Co-workers**

Stimulating

Unpleasant

Smart

**Promotion
Opportunities**

**Good
opportunities**

**Promotion on
ability**

**Infrequent
promotions**

MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ)

There are 5 rating scales that include:

5 = Extremely Satisfied | 4 = Very Satisfied | 3 = Satisfied | 2 = Somewhat Satisfied | 1 = Not Satisfied

20 questions of Minnesota Satisfaction Questionnaire (MSQ) Short Form:

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

MEASURING COMMITMENT

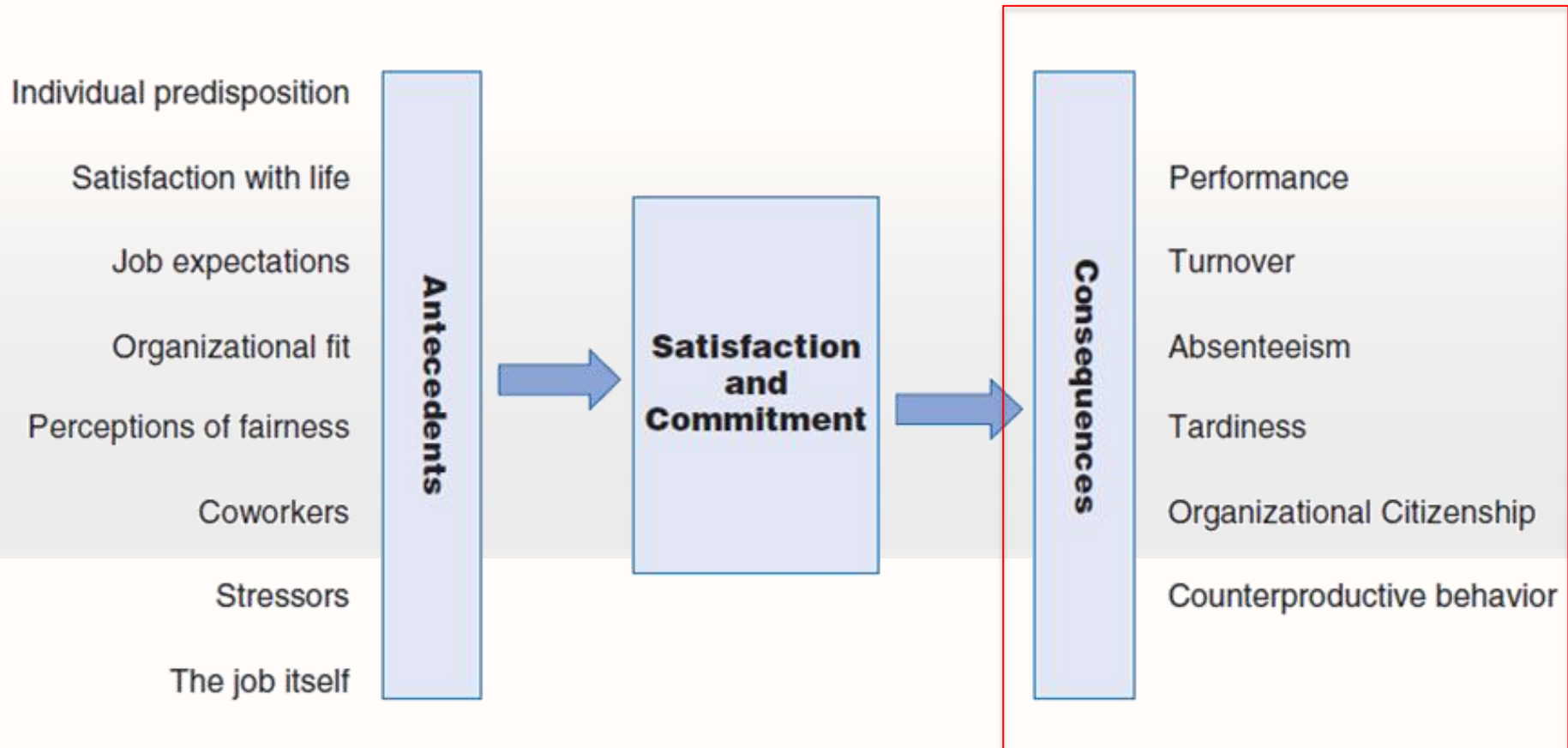


**The Allen and
Meyer survey
: 24- items**

**Organizational
Commitment
Questionnaire
(OCQ)
: 15-items**

**Organizational
Commitment
Scale (OCS)
: 9-items**

Antecedents and Consequences of Job Satisfaction and Organizational Commitment



Rewarding Attendance?

Punishing Absenteeism ?

ABSENTEEISM



- **Linking Attendance to Absenteeism**
- **Rewards for Attending**
 - Financial incentives [well pay / financial bonus / games]
 - Time off [paid time off program (PTO) or paid-leave bank (PLB)]
 - Recognition programs
- **Discipline Absenteeism**
- **Clear Policies and Better Record Keeping**
- **Increasing Attendance by Reducing Employee Stress**
- **Increasing Attendance by Reducing Illness**
- **Reducing Absenteeism by Not Hiring “Absence-Prone” Employees**
- **Uncontrollable Absenteeism Caused by Unique Events**

TURNOVER



- **Cost of Turnover**
- **Reasons for Turnover :**
 - Unavoidable reasons
 - Advancement
 - Unmet needs
 - Escape
 - Unmet expectations



TURNOVER

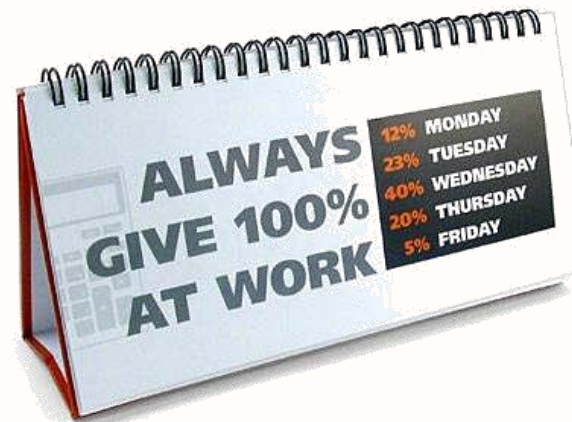


- **Reducing turnover :**
 - Conduct realistic job previews during the recruitment stage.
 - Select employees who have been referred by a current employee, who have friends and/or family working for the organization, and who did not leave their previous job after only a short tenure.
 - Look for a good person/organization fit during the selection interview.
 - Meet employee needs (e.g., safety, social, growth).
 - Mediate conflicts between employees and their peers, supervisors, and customers.
 - Provide a good work environment.
 - Provide a competitive pay and benefits package.
 - Provide opportunities to advance and grow.

COUNTERPRODUCTIVE BEHAVIOR



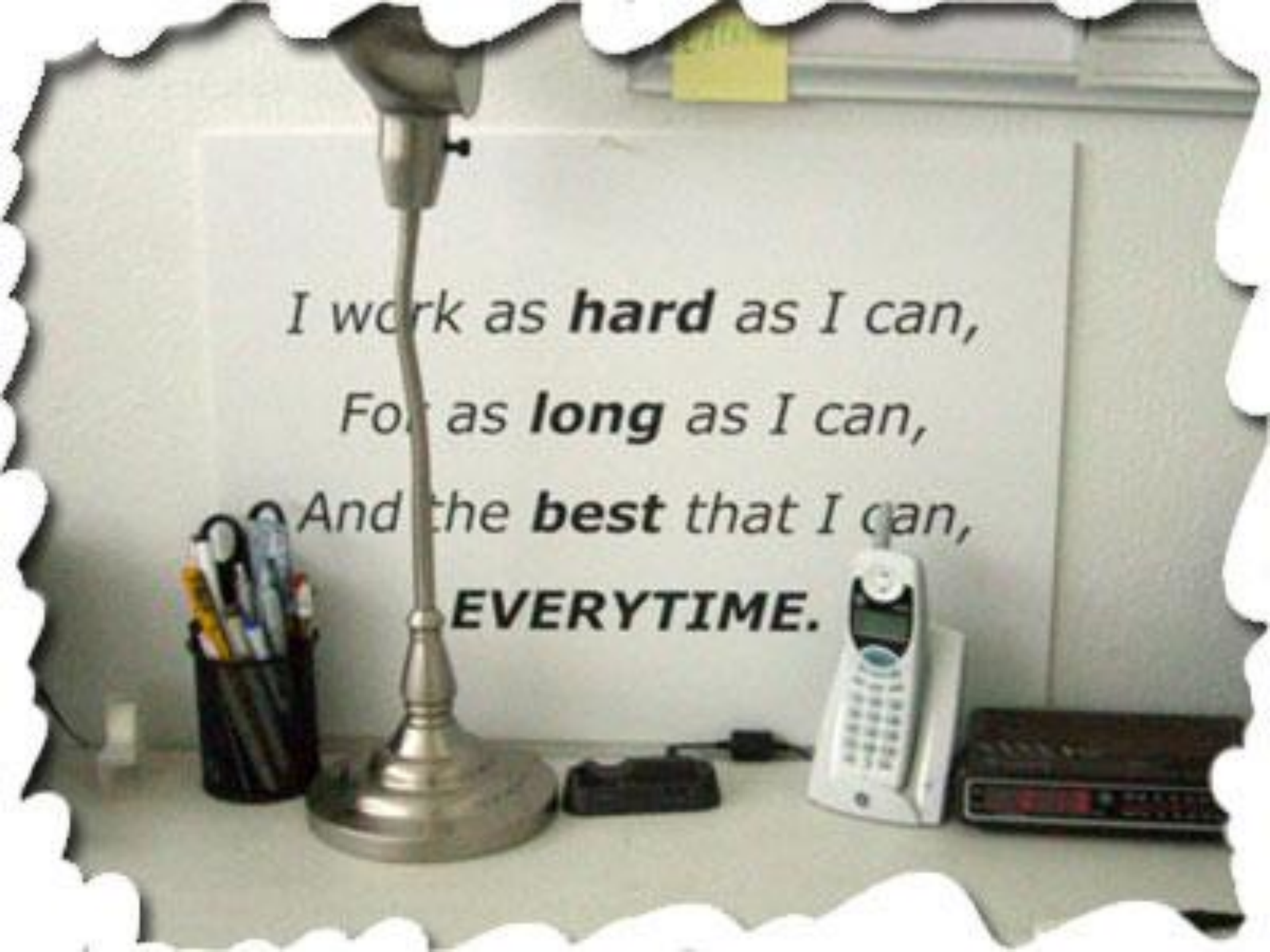
- Behaviors aimed at **INDIVIDUALS** : gossip, playing negative politics, harassment, incivility, workplace violence, harassment, and bullying.
- Behaviors aimed at **THE ORGANIZATION** : theft and sabotage.



LACK OF OCB



- Employees who **engage** in organizational citizenship behaviors (OCBs) are **motivated to help the organization and their coworkers** by doing the “little things” that they are not required to do.
- Examples :
 - staying late to get a project done
 - helping a coworker who is behind in her job
 - mentoring a new employee
 - volunteering for committees
 - flying in coach when the employee might be entitled to first-class.

A photograph of a desk with a white sign that reads: "I work as **hard** as I can,
For as **long** as I can,
And the **best** that I can,
EVERYTIME." The desk also features a silver desk lamp, a black pen holder with various pens, a silver cordless phone on its base, a black mouse, and a black electronic device with a red display. A yellow sticky note is visible on the wall above the sign. The entire image is framed with a white, torn-edge border.

I work as **hard** as I can,
For as **long** as I can,
And the **best** that I can,
EVERYTIME.

THANK YOU!

