Job Satisfaction and Related Worker Attitudes

Angelina Boursalian
Jennifer Rivera
Sharlyn-Allison David
Matthew Mercado
Tyler Cartwright
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Collective Organizational Engagement: Linking Motivational Antecedents, Strategic Implementation, and Firm Performance

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STEPHEN H. COURTRIGHT

Presenter: Angelina Boursalian
Key Terms

Collective Organizational Engagement

Motivating Work Design

HRM Practices (2 Dimensions)
Key Terms

Resource Management Model

Strategic Implementation

Psychological Meaningfulness

Psychological Safety
Psychological States Impacted by Motivating Work Designs

- Motivating Work Designs
  - Psychological Meaningfulness
  - Psychological Safety
Psychological States Impacted by HRM Practices

- HRM Practices
  - Psychological Safety
  - Psychological Meaningfulness
Method

• 83 small to medium sized credit unions

• 302 executive staff, 301 mid-level managers, 300 entry level employees

• firm performance data collected in 6 month time frame after the collection of the employee survey data
Measures

• HRM practices, collective organizational engagement, and individual engagement rated by all respondents

• Strategic Implementation → rated only by executive staff

• Job Design → rated by entry level employees

• Measured firm performance through ROA
Example Question & Response

**Item Measured:** Strategic Implementation

Strategic Implementation
The senior management team . . .

... seeks timely feedback from stakeholders about how well the team is meeting organizational goals and strategies.

... links senior management team goals with the strategic direction of the organization.

**Rating:** 5 point scale (1 = strongly disagree, 5 = strongly agree)
Results

**FIGURE 2**
Interaction of Motivating Work Design and Strategic Implementation when Predicting Collective Organizational Engagement

- Low Motivating Work Design
- Medium
- High Motivating Work Design

Low Strategic Implementation
High Strategic Implementation
Results

**Figure 3**
Interaction of HRM Practices and Strategic Implementation when Predicting Collective Organizational Engagement

![Graph showing interaction of HRM practices and strategic implementation on collective organizational engagement. The x-axis represents Low HRM Practices, Medium, and High HRM Practices, while the y-axis represents Collective Organizational Engagement. Two lines are shown: one for Low Strategic Implementation and one for High Strategic Implementation. Each line shows an increase in engagement as HRM practices increase.]
Results

Motivating Work Designs

HRM Practices

Collective Organizational Engagement

(Final result)

Firm Performance

Strategic Implementation

(Mediator)

(Moderator)
Take Home Message

● Strategic implementation of organizational resources is key to generating higher levels of collective organizational engagement

● Focus on aligning company goals with departmental goals and monitoring the progress
  ○ company wide engagement surveys + measuring changes in ROA quarterly
  ○ Recruiting quotas, sales attainment, outputs ← make goals measurable
Engaged and Productive Misfits: How Job Crafting and Leisure Activity Mitigate the Negative Effects of Value Incongruence

Ryan M. Vogel
Jessica B. Rodell
John W. Lynch

Presenter: Jennifer Rivera
Key Terms

Value Congruence

Value Incongruence (misfit)

Job Crafting

Job Engagement

Task Performance

Citizenship Behavior
Does job crafting act as a buffer for performance detriments of value incongruence?
Survey Item Sample

- Value Incongruence

Ex: Autonomy

Personal Values - “How important is this to you?”

Organizational Values - “How important is this to your organization?”
Survey Item Sample

- Job Crafting

  Ex: “Introduce new approaches to improve my work.”

  Ex: “Change minor work procedures that I think are not productive.”
Survey Item Sample

- Job Engagement

  Ex: “At work, I feel bursting with energy.”

  Ex: “I am immersed in my work.”
Survey Item Sample

- Task Performance
  
  Ex: “Dependability”

  Ex: “Know-how and judgment”
Survey Item Sample

- Citizenship Behavior

Ex: “Attends functions that are not required but that helps the company’s image.”

Ex: “Offers ideas to improve the functioning of the company.”
Results

- Higher levels of job crafting were buffered against
  - the negative effects of value incongruence on job engagement
  - the negative indirect effects of value incongruence on performance via job engagement
Value Incongruence → Low Job Crafting → Low Job Engagement → Low Task Performance

High Job Crafting
Take Home Message

- Increase autonomy and support
- Performance evaluations and developmental plans
- Collective job crafting
When Does Supervisor Support Encourage Innovative Behavior? Opposite Moderating Effects of General Self-Efficacy and Internal Locus Control

Tingting Chen
Fuli Li
Kwok Leung

Presenter: Sharlyn-Allison David
Key Terms

Supervisor Support

Innovative Behavior

Self-Efficacy

Intrinsic Motivation
Model

Supervisor Support → General Self-Efficacy → Innovative Behavior → Intrinsic Motivation
Method

2 studies in China to test

- Study 1
  - Employee Self-reported Innovative Behavior
- Study 2
  - Supervisor-Rated Innovative Behavior
Measurement

All variables were measured using a 5 point scale

EX:

1  2  3  4  5
Strongly Disagree  2  3  4  5  Strongly Agree

4
Figure 2: Simple Slopes for the Interaction Effect of Supervisor Support and General Self-Efficacy on Intrinsic Motivation (Study 1).
Study 2
Supervisor Self-Efficacy Results

Figure 4: Simple Slopes for the Interaction Effect of Supervisor Support and General Self-Efficacy on Intrinsic Motivation (Study 2).
Study Conclusion

Supervisor Support $\rightarrow$ General Self-Efficacy $\rightarrow$ Innovative Behavior $\rightarrow$ Intrinsic Motivation
Take Home Message

- Systematic Assessments
- Training Programs
  - Leadership
  - Self-Efficacy
Flourishing VIA Workplace Relationships: Moving Beyond Instrumental Support

Amy Colbert
Joyce Bono
Radostina Purvanova

Presenter: Matthew Mercado
Key Terms

Task Assistance

Career Advancement

Emotional Support

Friendship

Personal Growth

Giving to Others
What Drivers of Employee Flourishing are Indicative of Positive Workplace relationships?
FIGURE 1
Role of Positive Workplace Relationships in Employee Flourishing

Positive Workplace Relationships

- Task Assistance
- Career Advancement
- Emotional Support
  - Friendship
  - Personal Growth
  - Giving to Others

Flourishing

- Job Satisfaction
- Meaningful Work
- Positive Emotions
- Life Satisfaction
Relationship Functions

- Task Assistance - Help me get my work done
- Career Advancement - Help me advance my career
- Emotional Support - Help me cope with stress
- Friendship - Friend or Companion
- Personal Growth - Help me grow and develop as a human being
- Giving to Others - Provide me with opportunity to assist, mentor, support, and care.
FIGURE 2
Post Hoc Analysis of Age as a Moderator

Life Satisfaction

Low Personal Growth  Moderate Personal Growth  High Personal Growth

- Age = over 40
- Age = 31–40
- Age = 30 and under
Results (From Post Hoc Analysis)

Personal Growth Items 1-3
● My co-workers help me grow and develop as a human being
● My co-workers push me to become a better person
● My co-workers help me develop life skills and competencies

*The personal growth of individuals over the age of 40 had a spike in personal growth. Individuals under the age of 30, however, had a decline in personal growth*
Take Home Message

1. Work relationships promote personal growth, provide a source of friendship, and provide the opportunity to give to others

2. Relationships not only have the potential to increase job satisfaction, but promote perceptions of meaningful work, engender positive emotions at work, and support life satisfaction

3. Organizations need to understand and consider workplace scheduling and designs to further develop positive relationships that’ll accrue benefits/rewards.
A Meta-Analytic Structural Model of Dispositional Affectivity and Emotional Labor


Presenter: Tyler Cartwright
Key Terms

Affective Dispositions: Positive and Negative Affectivity

Deep Acting

Surface Acting

Emotional Labor

Emotional Dissonance
How do dispositions and emotional regulation behaviors affect work outcomes?
Meta-Analytic Review Process

- Gathered 116 samples for a quantitative review
- Created 4 potential structural models
- Integrated data
- Used regression analysis to determine which structural model was best fit
## Findings

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<th>Job Satisfaction</th>
<th>Stress/Exhaustion</th>
<th>Performance</th>
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<tr>
<td><strong>Surface Acting</strong></td>
<td>$\hat{p} = -0.26$</td>
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<td>$\hat{p} = 0.05$</td>
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Take-Home Message

- Screen for applicants with positive affectivity
  - Ask situational interview questions
  - Look for deep acting characteristics
- Train employees on deep acting techniques
  - Give reminders of happy feelings
  - Encourage genuine behavior
Group Take Home Message

Increase job satisfaction and performance through:

Hiring
● Screen for positive affectivity

Job Design
● Job characteristics model
● Job crafting

Training
● Deep acting and authentic behavior
● Self-efficacy
Any questions?