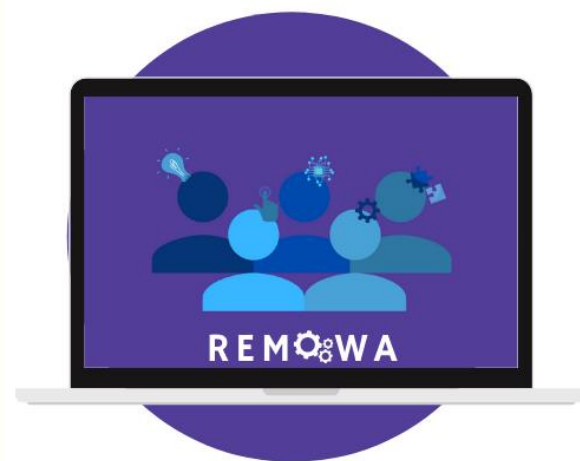


# Human resource management

UNIT 4: Job satisfaction and organization climate



# TOPICS DISCUSSED

- What terms: »job satisfaction« and »organization climate« really mean?
- Job satisfaction: a classic workplace vs remote working
- Organization climate: a classic workplace vs remote working



# Introduction

Apart from meeting needs, ensuring job satisfaction has been one of the most important management tools. In order to guarantee that workers are productive, employers need to maintain job satisfaction or, in other words, avoid dissatisfaction.

# Real meaning of terms

In order to dissipate doubt or potential misunderstanding, we would like to begin by outlining the meaning of the discussed terms:

- **satisfaction** refers to physical response and consists of two “states” - contentment (positive value) and discontent (negative value);
- **organizational climate** represents a stimulus reinforcing a positive behaviour in members of an organization (e.g. innovation, quality) and consists of a single state - in other words, it only possesses a positive value;
- **organizational culture** refers to the “collective programming” of mind and may relate to different content.

# Job satisfaction

**Hulin and Judge (2003)** saw job satisfaction as a multi-dimensional psychological response to a workplace. These responses are comprised of cognitive, emotional, and behavioural elements.

For several decades now, it has been acknowledged that job satisfaction is not merely intellectual, i.e. it is not what we think about a specific job. It is also connected to other physiological responses to perceptions of a workplace, for instance, to a sense of fatigue. The most well-known effect of job dissatisfaction is insomnia.

# An overview of the definitions of job satisfaction

An overview of the various definitions of satisfaction over the past decades shows that all of them share certain common features:

- most definitions define job satisfaction as an emotion, i.e. a person's physical response to perception;
- the content or the object of perception related to job satisfaction is multi-dimensional-it may be an outside object (e.g. the characteristics of the workplace or work environment), the social interactions related to specific work or a specific workplace, or a combination of the above; in any case, they are related to the workplace or the specific work someone is doing;
- the emotion itself is more or less pronounced, in other words, someone may merely "think" it, but it may also surface as other physiological responses, the most commonly mentioned being insomnia;
- job satisfaction can manifest in two distinct forms, either as "satisfaction" or as "dissatisfaction".

# Job satisfaction and organization climate

## SAFETY RULES AND REGULATIONS

### ELEMENTS OF ORGANIZATIONAL CLIMATE

- shared vision
- awareness of what the activity of the organization is and to whom the activity is intended.
- rewarding the contribution to the achievement of common goals.
- supporting and rewarding good ideas;
- systematic approach to business and systematic problem solving;
- focus on progress.

### ELEMENTS OF JOB SATISFACTION

- the salary of the individual;
  - the possibility of an individual's career;
  - job security of the individual;
  - the position of the department within the organization;
  - perceived quality of direct communication of the individual with the immediate superior (timeliness of information, completeness of content);
  - perceived quality of direct communication between departments.
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# Hertzberg theory

Any discussion of job satisfaction is not complete without the mention of Herzberg. Herzberg (1966) separates between motivating and hygiene factors.

**Motivating factors** thus include: challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization, etc. The presence or perception of motivating factors gives rise to employee job satisfaction.

**Hygiene factors** include: status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations. The absence of hygiene factors gives rise to job dissatisfaction.

# Satisfaction of employees working remotely

In determining the satisfaction of employees working remotely, specifically as it relates to their physical environment, we may therefore also look at the following dimensions:

- a person's salary;
- a person's career opportunities;
- a person's job security;
- the position of their department inside the organization;
- the perceived quality of a person's direct communication with their immediate superiors (timeliness and thoroughness of information);
- perceived quality of immediate communication among the departments.

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