LEARNING OBJECTIVES

After studying this chapter, you should be able to:

1 Contrast the three components of an attitude.

2 Summarize the relationship between attitudes and behavior.

3 Compare and contrast the major job attitudes.

4 Define *job satisfaction* and show how we can measure it.

5 Summarize the main causes of job satisfaction.

6 Identify four employee responses to dissatisfaction.

7 Show whether job satisfaction is a relevant concept in countries other than the United States.

Attitudes and Job Satisfaction

3

Attitude isn't everything, but it's close.

—*New York Times* headline, August 6, 2006

EMPLOYEES FIRST, CUSTOMERS SECOND

India-based HCL Technologies recently decided on a radical change in its mission. HCL sells various information technology product services, such as laptop, custom software development, and technology consulting. With nearly 50,000 employees—making it one of the largest companies in India—HCL is hardly a small start-up that can afford to be quirky. However, because luring and keeping top talent comprise one of its greatest business challenges, HCL felt it had little choice.

The new mission, called Employee First, explicitly informed HCL's constituents—including its customers—that employee satisfaction was its top priority. Of course, that is easier to say than to do. How did HCL attempt to fulfill this mission?

Part of the initiative was structural—HCL inverted its organizational structure to place more power in the hands of front-line employees, especially those in direct contact with customers and clients. It increased its investment in employee development and improved communication through greater transparency. Employees were encouraged to communicate directly with HCL's CEO, Vineet Nayar; through a forum called U&I, Nayar fielded more than a hundred questions from employees every week. "I threw open the door and invited criticism," he said.

Perhaps the signature piece of the mission was what HCL called "trust pay." In contrast to the industry standard—in which the average employee's pay is 30 percent variable—HCL decided to pay higher fixed salaries and reduce the variable component.

These moves not only made sense from a human resource perspective, but by making it easier to attract and retain valued technology employees they also supported HCL's marketing strategy to pursue more complex, high-value contracts with global giants IBM and Accenture.

How well has Employee First worked? Evaluating such programs is difficult. HCL appears to have fielded the global recession—which hit high-tech companies in India particularly hard—in better shape than many of its competitors. Even skeptics of the program, such as Shami Khorana, president of HCL's U.S. unit, were won over. "My first thought was 'How will the customers react when they hear employee first, customer second?'" Khorana said. "In the end, it's very easy for them to understand and even appreciate."[1]

Though most will not go as far as HCL Technologies to promote employee satisfaction, many organizations are very concerned with the attitudes of their employees. In this chapter, we look at attitudes, their link to behavior, and how employees' satisfaction or dissatisfaction with their jobs affects the workplace.

What are your attitudes toward your job? Use the following Self-Assessment Library to determine your level of satisfaction with your current or past jobs.

Self Assessment Library

HOW SATISFIED AM I WITH MY JOB?

In the Self-Assessment Library (available on CD or online), take assessment I.B.3 (How Satisfied Am I with My Job?) and then answer the following questions. If you currently do not have a job, answer the questions for your most recent job.

1. *How does your job satisfaction compare to that of others in your class who have taken the assessment?*
2. *Why do you think your satisfaction is higher or lower than average?*

Attitudes

1 Contrast the three components of an attitude.

Attitudes are evaluative statements—either favorable or unfavorable—about objects, people, or events. They reflect how we feel about something. When I say "I like my job," I am expressing my attitude about work.

Attitudes are complex. If you ask people about their attitude toward religion, Paris Hilton, or the organization they work for, you may get a simple response, but the reasons underlying the response are probably complex. In order to fully understand attitudes, we must consider their fundamental properties or components.

What Are the Main Components of Attitudes?

Typically, researchers have assumed that attitudes have three components: cognition, affect, and behavior.[2] Let's look at each.

The statement "My pay is low" is the **cognitive component** of an attitude—a description of or belief in the way things are. It sets the stage for the more critical part of an attitude—its **affective component**. Affect is the emotional or feeling segment of an attitude and is reflected in the statement "I am angry over how little I'm paid." Finally, affect can lead to behavioral outcomes. The **behavioral component** of an attitude describes an intention to behave in a certain way toward someone or something—to continue the example, "I'm going to look for another job that pays better."

Viewing attitudes as having three components—cognition, affect, and behavior—is helpful in understanding their complexity and the potential relationship between attitudes and behavior. Keep in mind that these components are closely related, and cognition and affect in particular are inseparable in many ways. For example, imagine you concluded that someone had just treated you unfairly. Aren't you likely to have feelings about that, occurring virtually instantaneously with the thought? Thus, cognition and affect are intertwined.
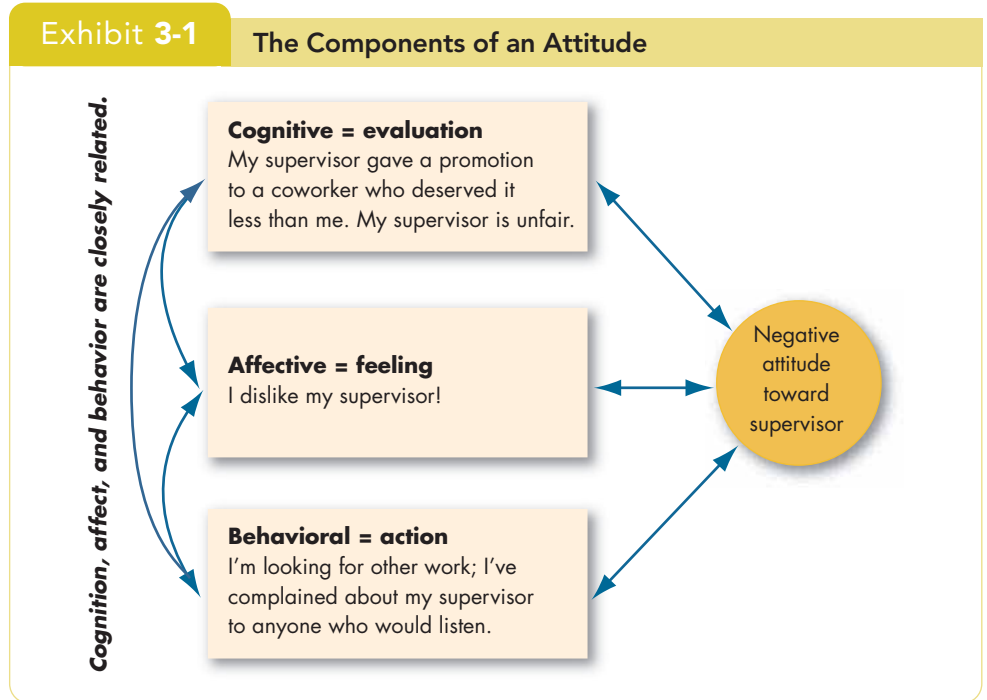
Exhibit **3-1**	**The Components of an Attitude**

Cognition, affect, and behavior are closely related.

Cognitive = evaluation
My supervisor gave a promotion to a coworker who deserved it less than me. My supervisor is unfair.

Affective = feeling
I dislike my supervisor!

Behavioral = action
I'm looking for other work; I've complained about my supervisor to anyone who would listen.

Negative attitude toward supervisor

Exhibit 3-1 illustrates how the three components of an attitude are related. In this example, an employee didn't get a promotion he thought he deserved; a co-worker got it instead. The employee's attitude toward his supervisor is illustrated as follows: The employee thought he deserved the promotion (cognition), he strongly dislikes his supervisor (affect), and he is looking for another job (behavior). As we've noted, although we often think cognition causes affect, which then causes behavior, in reality these components are often difficult to separate.

2   Summarize the relationship between attitudes and behavior.

In organizations, attitudes are important for their behavioral component. If workers believe, for example, that supervisors, auditors, bosses, and time-and-motion engineers are all in conspiracy to make employees work harder for the same or less money, it makes sense to try to understand how these attitudes formed, their relationship to actual job behavior, and how they might be changed.

Does Behavior Always Follow from Attitudes?

Early research on attitudes assumed they were causally related to behavior—that is, the attitudes people hold determine what they do. Common sense, too, suggests a relationship. Isn't it logical that people watch television programs they like, or that employees try to avoid assignments they find distasteful?

However, in the late 1960s, a review of the research challenged this assumed effect of attitudes on behavior.[3] One researcher—Leon Festinger—argued that attitudes *follow* behavior. Did you ever notice how people change what they say

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attitudes   *Evaluative statements or judgments concerning objects, people, or events.*

cognitive component   *The opinion or belief segment of an attitude.*

affective component   *The emotional or feeling segment of an attitude.*

behavioral component   *An intention to behave in a certain way toward someone or something.*

so it doesn't contradict what they do? Perhaps a friend of yours has consistently argued that the quality of U.S. cars isn't up to that of imports and that he'd never own anything but a Japanese or German car. But his dad gives him a late-model Ford Mustang, and suddenly he says U.S. cars aren't so bad. Festinger proposed that cases of attitude following behavior illustrate the effects of **cognitive dissonance**,[4] any incompatibility an individual might perceive between two or more attitudes or between behavior and attitudes. Festinger argued that any form of inconsistency is uncomfortable and that individuals will therefore attempt to reduce it. They will seek a stable state, which is a minimum of dissonance.

Research has generally concluded that people do seek consistency among their attitudes and between their attitudes and their behavior.[5] They either alter the attitudes or the behavior, or they develop a rationalization for the discrepancy. Tobacco executives provide an example.[6] How, you might wonder, do these people cope with the continuing revelations about the health dangers of smoking? They can deny any clear causation between smoking and cancer. They can brainwash themselves by continually articulating the benefits of tobacco. They can acknowledge the negative consequences of smoking but rationalize that people are going to smoke and that tobacco companies merely promote freedom of choice. They can accept the evidence and make cigarettes less dangerous or reduce their availability to more vulnerable groups, such as teenagers. Or they can quit their job because the dissonance is too great.

No individual, of course, can completely avoid dissonance. You know cheating on your income tax is wrong, but you fudge the numbers a bit every year and hope you're not audited. Or you tell your children to floss their teeth, but you don't do it yourself. Festinger proposed that the desire to reduce dissonance depends on moderating factors, including the *importance* of the elements creating it and the degree of *influence* we believe we have over them. Individuals will be more motivated to reduce dissonance when the attitudes or behavior are important or when they believe the dissonance is due to something they can control. A third factor is the *rewards* of dissonance; high rewards accompanying high dissonance tend to reduce the tension inherent in the dissonance.

Marriott International strives for consistency between employee attitudes and behavior through its motto "Spirit to Serve." CEO and Chairman J. W. Marriott, Jr., models the behavior of service by visiting hotel employees throughout the year. "I want our associates to know that there really is a guy named Marriott who cares about them," he says. The company honors employees with job excellence awards for behavior that exemplifies an attitude of service to customers and fellow employees.

General Electric invites all employees to build stronger communities where they live and work. This photo shows GE employees volunteering as reading coaches for second grade students. GE gives its employees direct experience with helping others and improving their lives through its online Volunteer Portal, where employees find volunteer opportunities in their own neighborhoods. During its Global Community Days, GE coordinates employee efforts companywide to address projects throughout the world.

While Festinger argued that attitudes follow behavior, other researchers asked whether there was any relationship at all. More recent research shows that attitudes predict future behavior and confirmed Festinger's idea that "moderating variables" can strengthen the link.[7]

Moderating Variables   The most powerful moderators of the attitudes relationship are the *importance* of the attitude, its *correspondence to behavior,* its *accessibility,* the presence of *social pressures,* and whether a person has *direct experience* with the attitude.[8]

Important attitudes reflect our fundamental values, self-interest, or identification with individuals or groups we value. These attitudes tend to show a strong relationship to our behavior.

Specific attitudes tend to predict specific behaviors, whereas general attitudes tend to best predict general behaviors. For instance, asking someone about her intention to stay with an organization for the next 6 months is likely to better predict turnover for that person than asking her how satisfied she is with her job overall. On the other hand, overall job satisfaction would better predict a general behavior, such as whether the individual was engaged in her work or motivated to contribute to her organization.[9]

Attitudes that our memories can easily access are more likely to predict our behavior. Interestingly, you're more likely to remember attitudes you frequently express. So the more you talk about your attitude on a subject, the more likely you are to remember it, and the more likely it is to shape your behavior.

Discrepancies between attitudes and behavior tend to occur when social pressures to behave in certain ways hold exceptional power, as in most organizations. This may explain why an employee who holds strong anti-union attitudes attends pro-union organizing meetings, or why tobacco executives, who are not smokers

cognitive dissonance   *Any incompatibility between two or more attitudes or between behavior and attitudes.*

An Ethical Choice

"I Don't Hate My Job . . . I Hate You"

Though most employees find co-workers among the most satisfying aspects of their job, if a co-worker is dissatisfying, he or she is often *very* dissatisfying. Consider the case of "Jane," executive assistant at a large consumer products company. At one time, Jane and a co-worker were close work friends. They had lunch together, went on Starbucks runs for one another, and routinely helped each other with work. However, when both Jane and the co-worker wanted the same vacation slot and Jane won because of greater seniority, the relationship quickly turned sour. The co-worker would deposit smelly items in Jane's wastebasket, toss tissues in it that "just missed," and engage in other passive-

aggressive unpleasantries. Despite mining plenty of revenge ideas from *The Office* (like putting the co-worker's stapler in Jell-O), Jane says, "So far I haven't had the guts. But I'm working up to it."

Here are a few steps for handling a dissatisfying co-worker in an effective and ethical way:

- *First, try a direct but conciliatory approach.* Invite the co-worker to coffee, and be forward but even-handed (try to see the situation from his or her point of view). A direct approach can clarify misunderstandings, alert co-workers to unintentional irritations (or, conversely, let them know you see their actions for what they are), and

allow you to take some responsibility for the problem (few conflicts are totally one sided).
- *Resist the urge to play tit for tat.* Though tempting, such games often escalate and may only make you appear as petty as your co-worker.
- *If you can't solve the problem, ignore it.* This is easier said than done, but sometimes the best way to extinguish petty, childish behavior is to ignore it. Involve management only when you have a proactive, positive solution in mind (to avoid appearing to be a whiner or, worse, a backstabber) or when you feel your safety or career is threatened.[10]

themselves and who tend to believe the research linking smoking and cancer, don't actively discourage others from smoking in their offices.

Finally, the attitude–behavior relationship is likely to be much stronger if an attitude refers to something with which we have direct personal experience. Asking college students with no significant work experience how they would respond to working for an authoritarian supervisor is far less likely to predict actual behavior than asking that same question of employees who have actually worked for such an individual.

What Are the Major Job Attitudes?

We each have thousands of attitudes, but OB focuses our attention on a very limited number of work-related attitudes. These tap positive or negative evaluations that employees hold about aspects of their work environment. Most of the research in OB has looked at three attitudes: job satisfaction, job involvement, and organizational commitment.[11] A few other important attitudes are perceived organizational support and employee engagement; we'll also briefly discuss these.

3 Compare and contrast the major job attitudes.

Job Satisfaction   When people speak of employee attitudes, they usually mean **job satisfaction**, which describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings. Because OB researchers give job satisfaction high importance, we'll review this attitude in detail later in the chapter.

Job Involvement   Related to job satisfaction is **job involvement**,[12] which measures the degree to which people identify psychologically with their job and

consider their perceived performance level important to self-worth.[13] Employees with a high level of job involvement strongly identify with and really care about the kind of work they do. Another closely related concept is **psychological empowerment**, employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job, and their perceived autonomy.[14] One study of nursing managers in Singapore found that good leaders empower their employees by involving them in decisions, making them feel their work is important, and giving them discretion to "do their own thing."[15]

High levels of both job involvement and psychological empowerment are positively related to organizational citizenship and job performance.[16] High job involvement is also related to reduced absences and lower resignation rates.[17]

Organizational Commitment   In **organizational commitment**, an employee identifies with a particular organization and its goals and wishes to remain a member.

There are three separate dimensions to organizational commitment:[18]

1. **Affective commitment** is an emotional attachment to the organization and a belief in its values. For example, a Petco employee may be affectively committed to the company because of its involvement with animals.
2. **Continuance commitment** is the perceived economic value of remaining with an organization. An employee may be committed to an employer because she is paid well and feels it would hurt her family to quit.
3. **Normative commitment** is an obligation to remain with the organization for moral or ethical reasons. An employee spearheading a new initiative may remain with an employer because he feels he would "leave the employer in the lurch" if he left.

A positive relationship appears to exist between organizational commitment and job productivity, but it is a modest one.[19] A review of 27 studies suggested the relationship between commitment and performance is strongest for new employees, and considerably weaker for more experienced employees.[20] And, as with job involvement, the research evidence demonstrates negative relationships between organizational commitment and both absenteeism and turnover.[21]

Different forms of commitment have different effects on behavior. One study found managerial affective commitment more strongly related to organizational performance than was continuance commitment.[22] Another study showed that continuance commitment was related to a lower intention to quit but an increased tendency to be absent and lower job performance. These results make sense in that continuance commitment really isn't a commitment at all. Rather

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job satisfaction   *A positive feeling about one's job resulting from an evaluation of its characteristics.*

job involvement   *The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth.*

psychological empowerment   *Employees' belief in the degree to which they affect their work environment, their competence, the meaningfulness of their job, and their perceived autonomy in their work.*

organizational commitment   *The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.*

affective commitment   *An emotional attachment to an organization and a belief in its values.*

continuance commitment   *The perceived economic value of remaining with an organization compared with leaving it.*

normative commitment   *An obligation to remain with an organization for moral or ethical reasons.*

International OB

Chinese Employees and Organizational Commitment

Are employees from different cultures committed to their organizations in similar ways? Several studies—most recently of Chinese and British employees in 2008—have compared the organizational commitment of employees from China, Britain, Canada, and South Korea.

They found all three types of commitment—normative, continuance, and affective—in all four cultures. When employees in different cultures think of commitment to their employers, they do so in fairly similar ways.

Another finding is that normative commitment, an obligation to remain with an organization for moral or ethical reasons, appears higher among Chinese employees. This may reflect a stronger collective mind-set, such that quitting a job is seen as harming one's organization or co-workers. Or it may reflect the greater degree of govern-

ment control over employees' work decisions (employees express greater normative commitment because they have little choice but to remain).

Affective commitment, an emotional attachment to the organization and belief in its values, appears higher among Chinese employees. According to the authors of one study, Chinese culture explains why. The Chinese emphasize loyalty to one's group, in this case the employer, so employees may feel a certain loyalty from the start and become more emotionally attached as their time with the organization grows.

The results for continuance commitment, the perceived economic value of remaining with an organization, also have been fairly consistent, showing it as *lower* among Chinese employees than among Canadian, British, and South Korean workers. This, too, may reflect Chinese employ-

ment practices; pay variability may be lower, and there may be more economic barriers to switching employers.

So, although Chinese and employees in other nations similarly experience all three types of organizational commitment (normative, continuance, and affective), Chinese employees appear to have higher levels of normative and affective commitment and lower levels of continuance.

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Source: Based on E. Snape, C. Lo, and T. Redman, "The Three-Component Model of Occupational Commitment: A Comparative Study of Chinese and British Accountants." *Journal of Cross-Cultural Psychology,* November 2008, pp. 765–781; and Y. Cheng and M. S. Stockdale, "The Validity of the Three-Component Model of Organizational Commitment in a Chinese Context," *Journal of Vocational Behavior,* June 2003, pp. 465–489.

than an allegiance (affective commitment) or an obligation (normative commitment) to an employer, a continuance commitment describes an employee "tethered" to an employer simply because there isn't anything better available.[23]

Perceived Organizational Support   **Perceived organizational support (POS)** is the degree to which employees believe the organization values their contribution and cares about their well-being (for example, an employee believes his organization would accommodate him if he had a child-care problem or would forgive an honest mistake on his part). Research shows that people perceive their organization as supportive when rewards are deemed fair, when employees have a voice in decisions, and when they see their supervisors as supportive.[24] Research suggests employees with strong POS perceptions are more likely to have higher levels of organizational citizenship behaviors, lower levels of tardiness, and better customer service.[25] Though little cross-cultural research has been done, one study found POS predicted only the job performance and citizenship behaviors of untraditional or low power-distance Chinese employees—in short, those more likely to think of work as an exchange rather than a moral obligation.[26]

Employee Engagement   A new concept is **employee engagement,** an individual's involvement with, satisfaction with, and enthusiasm for, the work she does. We might ask employees about the availability of resources and the opportunities to learn new skills, whether they feel their work is important and

Employee engagement is high at Genentech, a biotechnology firm where employees share a serious commitment to science and patients and are passionate about the work they do. Genentech employees discover, develop, manufacture, and commercialize medicines that treat patients with serious or life-threatening medical conditions. Feeling that their contributions are important and meaningful, employees cite the chance to make a difference in the lives of patients as the number one reason they enjoy working at Genentech.

meaningful, and whether their interactions with co-workers and supervisors are rewarding.[27] Highly engaged employees have a passion for their work and feel a deep connection to their company; disengaged employees have essentially checked out—putting time but not energy or attention into their work. A study of nearly 8,000 business units in 36 companies found that those whose employees had high-average levels of engagement had higher levels of customer satisfaction, were more productive, had higher profits, and had lower levels of turnover and accidents than at other companies.[28] Molson Coors found engaged employees were five times less likely to have safety incidents, and when one did occur it was much less serious and less costly for the engaged employee than for a disengaged one ($63 per incident versus $392). Engagement becomes a real concern for most organizations because surveys indicate that few employees—between 17 percent and 29 percent—are highly engaged by their work. Caterpillar set out to increase employee engagement and recorded a resulting 80 percent drop in grievances and a 34 percent increase in highly satisfied customers.[29]

Such promising findings have earned employee engagement a following in many business organizations and management consulting firms. However, the concept is relatively new and still generates active debate about its usefulness. One review of the literature concluded, "The meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients." Another reviewer called engagement "an umbrella term for whatever one wants it to be."[30]

Organizations will likely continue using employee engagement, and it will remain a subject of research. The ambiguity surrounding it arises from its newness

perceived organizational support (POS) *The degree to which employees believe an organization values their contribution and cares about their well-being.*

employee engagement *An individual's involvement with, satisfaction with, and enthusiasm for the work he or she does.*

and may also, ironically, reflect its popularity: Engagement is a very general concept, perhaps broad enough to capture the intersection of the other variables we've discussed. In other words, it may be what these attitudes have in common.

Are These Job Attitudes Really All That Distinct?   You might wonder whether these job attitudes are really distinct. If people feel deeply engaged by their job (high job involvement), isn't it probable they like it (high job satisfaction)? Won't people who think their organization is supportive (high perceived organizational support) also feel committed to it (strong organizational commitment)?

Evidence suggests these attitudes *are* highly related, perhaps to a troubling degree. For example, the correlation between perceived organizational support and affective commitment is very strong.[31] That means the variables may be redundant—if you know someone's affective commitment, you know her perceived organizational support. Why is redundancy troubling? Because it is inefficient and confusing. Why have two steering wheels on a car when you need only one? Why have two concepts—going by different labels—when you need only one?

Although we OB researchers like proposing new attitudes, often we haven't been good at showing how they compare and contrast with each other. There is some distinctiveness among them, but they overlap greatly, for various reasons including the employee's personality. Some people are predisposed to be positive or negative about almost everything. If someone tells you she loves her company, it may not mean a lot if she is positive about everything else in her life. Or the overlap may mean some organizations are just all-around better places to work than others. Then if you as a manager know someone's level of job satisfaction, you know most of what you need to know about how that person sees the organization.

Job Satisfaction

4   Define *job satisfaction* and show how we can measure it.

We have already discussed job satisfaction briefly. Now let's dissect the concept more carefully. How do we measure job satisfaction? What causes an employee to have a high level of job satisfaction? How do dissatisfied and satisfied employees affect an organization?

Measuring Job Satisfaction

Our definition of job satisfaction—a positive feeling about a job resulting from an evaluation of its characteristics—is clearly broad.[32] Yet that breadth is appropriate. A job is more than just shuffling papers, writing programming code, waiting on customers, or driving a truck. Jobs require interacting with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and the like.[33] An em-

ployee's assessment of his satisfaction with the job is thus a complex summation of many discrete elements. How, then, do we measure it?
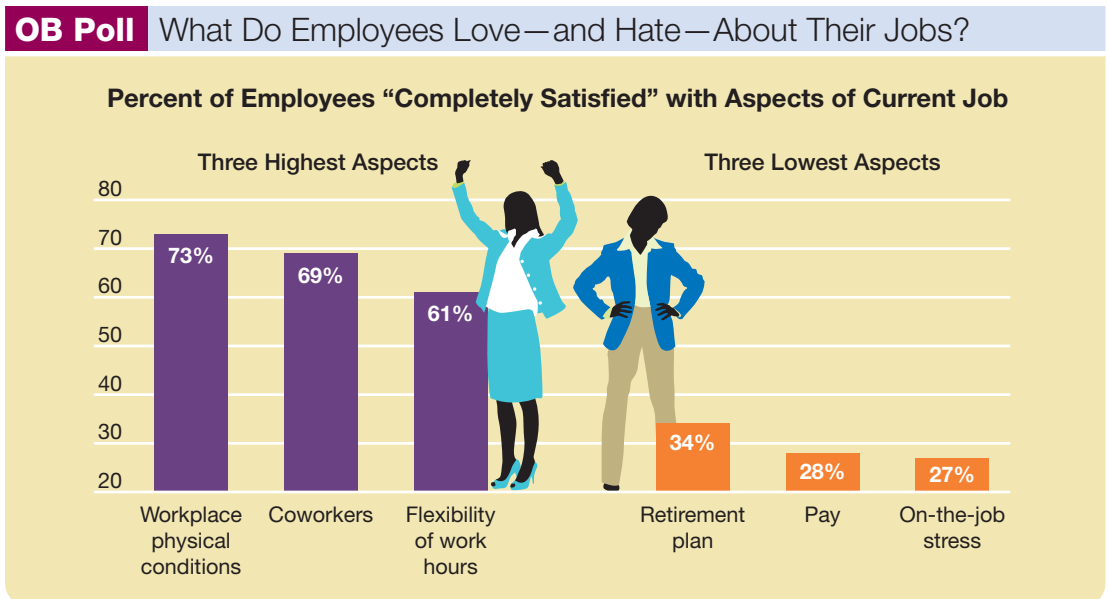
Two approaches are popular. The single global rating is a response to one question, such as "All things considered, how satisfied are you with your job?" Respondents circle a number between 1 and 5 on a scale from "highly satisfied" to "highly dissatisfied." The second method, the summation of job facets, is more sophisticated. It identifies key elements in a job such as the nature of the work, supervision, present pay, promotion opportunities, and relations with co-workers.[34] Respondents rate these on a standardized scale, and researchers add the ratings to create an overall job satisfaction score.

Is one of these approaches superior? Intuitively, summing up responses to a number of job factors seems likely to achieve a more accurate evaluation of job satisfaction. Research, however, doesn't support the intuition.[35] This is one of those rare instances in which simplicity seems to work as well as complexity, making one method essentially as valid as the other. The best explanation is that the concept of job satisfaction is so broad a single question captures its essence. The summation of job facets may also leave out some important data. Both methods are helpful. The single global rating method isn't very time consuming, thus freeing time for other tasks, and the summation of job facets helps managers zero in on problems and deal with them faster and more accurately.

How Satisfied Are People in Their Jobs?

Are most people satisfied with their jobs? The answer seems to be a qualified "yes" in the United States and most other developed countries. Independent studies conducted among U.S. workers over the past 30 years generally indicate more workers are satisfied with their jobs than not.[36] But a caution is in order.

Research shows satisfaction levels vary a lot, depending on which facet of job satisfaction you're talking about. As shown in the OB Poll box and Exhibit 3-2, people are, on average, satisfied with their jobs overall, with the work itself, and with their supervisors and co-workers. However, they tend to be less satisfied with their pay and with promotion opportunities. It's not really clear why people dislike their pay and promotion possibilities more than other aspects of their jobs.[37]

OB Poll | What Do Employees Love—and Hate—About Their Jobs?

Percent of Employees "Completely Satisfied" with Aspects of Current Job

Three Highest Aspects — Workplace physical conditions 73%, Coworkers 69%, Flexibility of work hours 61%

Three Lowest Aspects — Retirement plan 34%, Pay 28%, On-the-job stress 27%

Source: Based on Gallup Poll, August 7–10, 2008 (http://www.gallup.com/poll/109738/US-Workers-Job-Satisfaction-Relatively-High.aspx).

Exhibit 3-2	Average Job Satisfaction Levels by Facet
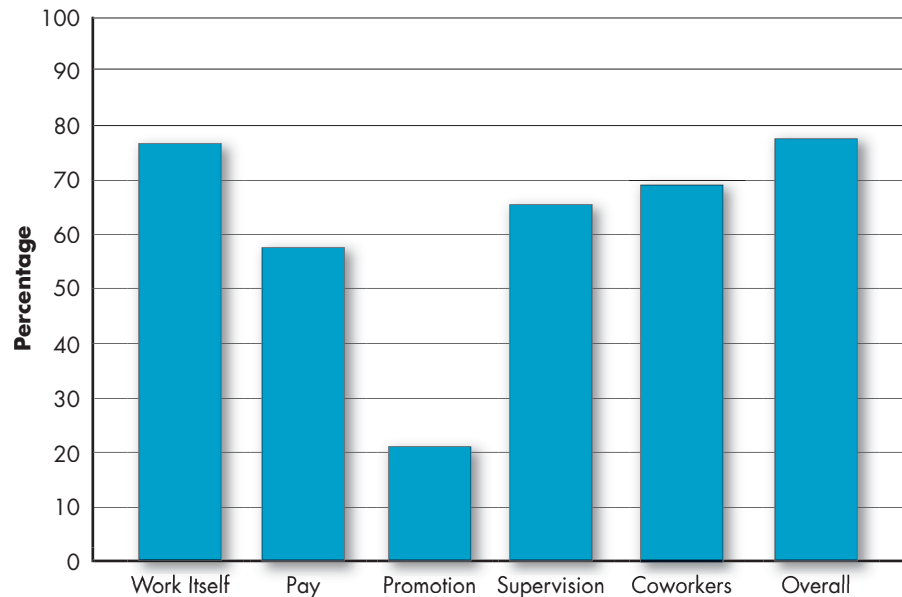
What Causes Job Satisfaction?

5 Summarize the main causes of job satisfaction.

Think about the best job you've ever had. What made it so? Chances are you liked the work you did and the people with whom you worked. Interesting jobs that provide training, variety, independence, and control satisfy most employees.[38] There is also a strong correspondence between how well people enjoy the social context of their workplace and how satisfied they are overall. Interdependence, feedback, social support, and interaction with co-workers outside the workplace are strongly related to job satisfaction even after accounting for characteristics of the work itself.[39]

You've probably noticed that pay comes up often when people discuss job satisfaction. For people who are poor or who live in poor countries, pay does correlate with job satisfaction and overall happiness. But once an individual reaches a level of comfortable living (in the United States, that occurs at about $40,000 a year, depending on the region and family size), the relationship between pay and job satisfaction virtually disappears. People who earn $80,000 are, on average, no happier with their jobs than those who earn closer to $40,000. Take a look at Exhibit 3-3. It shows the relationship between the average pay for a job and the average level of job satisfaction. As you can see, there isn't much of a relationship there. Handsomely compensated jobs have average satisfaction levels no higher than those that pay much less. One researcher even found no significant difference when he compared the overall well-being of the richest people on the Forbes 400 list with that of Maasai herders in East Africa.[40]

Money does motivate people, as we will discover in Chapter 6. But what motivates us is not necessarily the same as what makes us happy. A recent poll by UCLA and the American Council on Education found that entering college freshmen rated becoming "very well off financially" first on a list of 19 goals, ahead of choices such as helping others, raising a family, or becoming proficient in an academic pursuit. Maybe your goal isn't to be happy. But if it is, money's probably not going to do much to get you there.[41]

Job satisfaction is not just about job conditions. Personality also plays a role. Research has shown that people who have positive **core self-evaluations**—who

Exhibit **3-3**	Relationship Between Average Pay in a Job and Job Satisfaction of Employees in That Job
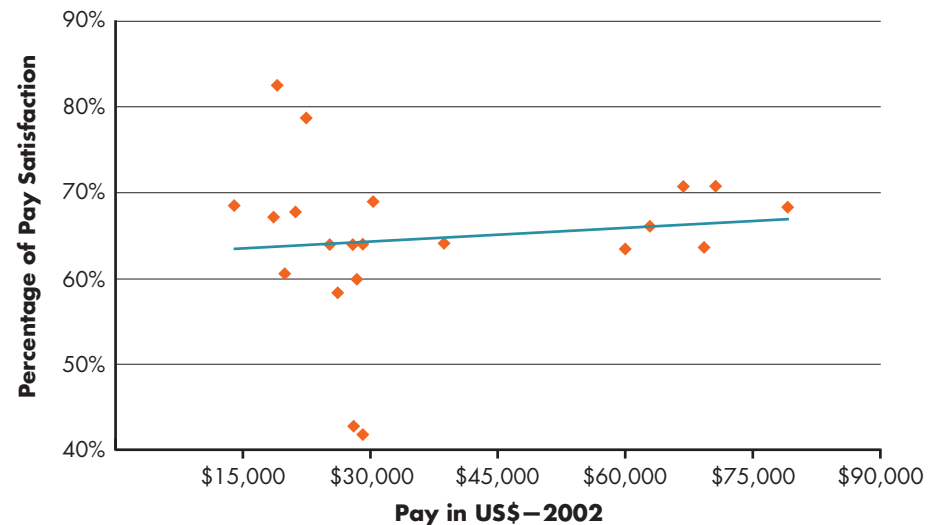
Source: T. A. Judge, R. F. Piccolo, N. P. Podsakoff, J. C. Shaw, and B. L. Rich, "Can Happiness Be 'Earned'? The Relationship Between Pay and Job Satisfaction," working paper, University of Florida, 2009.

believe in their inner worth and basic competence—are more satisfied with their jobs than those with negative core self-evaluations. Not only do they see their work as more fulfilling and challenging, they are more likely to gravitate toward challenging jobs in the first place. Those with negative core self-evaluations set less ambitious goals and are more likely to give up when confronting difficulties. Thus, they're more likely to be stuck in boring, repetitive jobs than those with positive core self-evaluations.[42]

The Impact of Satisfied and Dissatisfied Employees on the Workplace

6 Identify four employee responses to dissatisfaction.

What happens when employees like their jobs, and when they dislike their jobs? One theoretical model—the exit–voice–loyalty–neglect framework—is helpful in understanding the consequences of dissatisfaction. Exhibit 3-4 illustrates the framework's four responses, which differ along two dimensions: constructive/destructive and active/passive. The responses are as follows:[43]

- *Exit.* The **exit** response directs behavior toward leaving the organization, including looking for a new position as well as resigning.
- *Voice.* The **voice** response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.

core self-evaluations *Bottom-line conclusions individuals have about their capabilities, competence, and worth as a person.*

exit *Dissatisfaction expressed through behavior directed toward leaving the organization.*

voice *Dissatisfaction expressed through active and constructive attempts to improve conditions.*

Myth or Science?

"Happy Workers Are Productive Workers"

This statement is generally true. The idea that "happy workers are productive workers" developed in the 1930s and 1940s, largely as a result of findings from the Hawthorne studies at Western Electric. Based on those conclusions, managers focused on working conditions and the work environment to make employees happier. Then, in the 1980s, an influential review of the research suggested the relationship between job satisfaction and job performance was not particularly high. The authors of that review even labeled it "illusory."[44]

More recently, a review of more than three hundred studies corrected some errors in that earlier review and found the correlation between job satisfaction and job performance to be moderately strong, even across international contexts. The correlation is higher for complex jobs that provide employees with more discretion to act on their attitudes.[45] A review of 16 studies that assessed job performance and satisfaction over time also linked job satisfaction to job performance[46] and suggested the relationship mostly works one way: Satisfaction was a likely cause of better performance, but higher performance was not a cause of higher job satisfaction.

- *Loyalty.* The **loyalty** response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing."
- *Neglect.* The **neglect** response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate.

Exit and neglect behaviors encompass our performance variables—productivity, absenteeism, and turnover. But this model expands employee response to include voice and loyalty—constructive behaviors that allow

Exhibit 3-4	Responses to Job Dissatisfaction
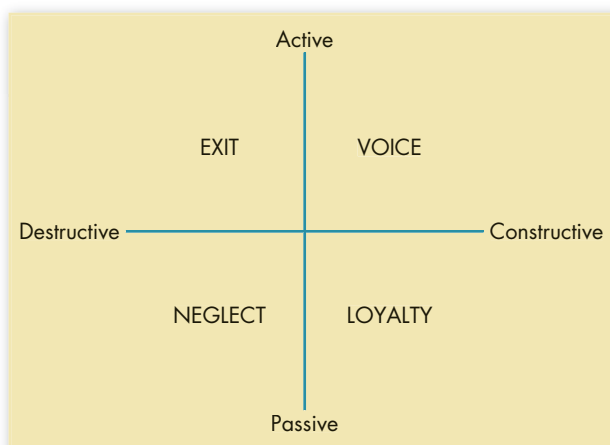
individuals to tolerate unpleasant situations or revive satisfactory working conditions. It helps us understand situations, such as we sometimes find among unionized workers, for whom low job satisfaction is coupled with low turnover.[47] Union members often express dissatisfaction through the grievance procedure or formal contract negotiations. These voice mechanisms allow them to continue in their jobs while convincing themselves they are acting to improve the situation.

As helpful as this framework is, it's quite general. We now discuss more specific outcomes of job satisfaction and dissatisfaction in the workplace.

Job Satisfaction and Job Performance As the "Myth or Science?" box concludes, happy workers are more likely to be productive workers. Some researchers used to believe the relationship between job satisfaction and job performance was a myth. But a review of three hundred studies suggested the correlation is pretty strong.[48] As we move from the individual to the organizational level, we also find support for the satisfaction–performance relationship.[49] When we gather satisfaction and productivity data for the organization as a whole, we find organizations with more satisfied employees tend to be more effective than organizations with fewer.

Job Satisfaction and OCB It seems logical to assume job satisfaction should be a major determinant of an employee's organizational citizenship behavior (OCB).[50] Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job. They might go beyond the call of duty because they want to reciprocate their positive experiences. Consistent with this thinking, evidence suggests job satisfaction is moderately correlated with OCBs; people who are more satisfied with their jobs are more likely to engage in OCBs.[51] Why? Fairness perceptions help explain the relationship.[52] Those who feel their co-workers support them are more likely to engage in helpful behaviors, whereas those who have antagonistic relationships with co-workers are less likely to do so.[53]

Job Satisfaction and Customer Satisfaction As we noted in Chapter 1, employees in service jobs often interact with customers. Since service organization managers should be concerned with pleasing those customers, it is reasonable to ask, Is employee satisfaction related to positive customer outcomes? For frontline employees who have regular customer contact, the answer is "yes." Satisfied employees increase customer satisfaction and loyalty.[54]

A number of companies are acting on this evidence. The first core value of shoe retailer Zappos, "Deliver WOW through service," seems fairly obvious, but the way in which it does it is not. Employees are encouraged to "create fun and a little weirdness" and are given unusual discretion in making customers satisfied; they are encouraged to use their imaginations, including sending flowers to disgruntled customers, and Zappos even offers a $2,000 bribe to quit the company after training (to weed out the half-hearted).[55] Other organizations seem to work the other end of the spectrum. Two independent reports—one on the Transportation Security Administration (TSA) and the other on airline passenger complaints—argue that low employee morale was a major factor undermining

loyalty *Dissatisfaction expressed by passively waiting for conditions to improve.*

neglect *Dissatisfaction expressed through allowing conditions to worsen.*

Passengers of Singapore Airlines appreciate the outstanding customer service provided by the airline's satisfied frontline employees who have earned a reputation as friendly, upbeat, and responsive. In recruiting flight attendants, Singapore Airlines carefully selects people who are warm, hospitable, and happy to serve others. Then, through extensive training, the airline instills in them its "putting people first" philosophy, which focuses on complete customer satisfaction.

passenger satisfaction. At US Airways, employees have posted comments on blogs such as "Our plans (sic) smell filthy" and, from another, "How can I take pride in this product?"[56]

Job Satisfaction and Absenteeism We find a consistent negative relationship between satisfaction and absenteeism, but it is moderate to weak.[57] While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors affect the relationship. Organizations that provide liberal sick leave benefits are encouraging all their employees—including those who are highly satisfied—to take days off. You can find work satisfying yet still want to enjoy a 3-day weekend if those days come free with no penalties. When numerous alternative jobs are available, dissatisfied employees have high absence rates, but when there are few they have the same (low) rate of absence as satisfied employees.[58]

Job Satisfaction and Turnover The relationship between job satisfaction and turnover is stronger than between satisfaction and absenteeism.[59] The satisfaction–turnover relationship also is affected by alternative job prospects. If an employee is presented with an unsolicited job offer, job dissatisfaction is less predictive of turnover because the employee is more likely leaving because of "pull" (the lure of the other job) than "push" (the unattractiveness of the current job). Similarly, job dissatisfaction is more likely to translate into turnover when employment opportunities are plentiful because employees perceive it is easy to move. Finally, when employees have high "human capital" (high education, high ability), job dissatisfaction is more likely to translate into turnover because they have, or perceive, many available alternatives.[60]

When employees do not like their work environment, they will respond in some way. An attempt to form a union is one specific behavior that may stem from job dissatisfaction. At several different Wal-Mart locations throughout the United States, dissatisfied employees have tried, unsuccessfully, to organize a union as a way to receive better pay and more affordable health insurance. Joined by supporters, the employees shown here work at a Wal-Mart warehouse and distribution center in California and are protesting low wages and no health care or other benefits.

Job Satisfaction and Workplace Deviance Job dissatisfaction and antagonistic relationships with co-workers predict a variety of behaviors organizations find undesirable, including unionization attempts, substance abuse, stealing at work, undue socializing, and tardiness. Researchers argue these behaviors are indicators of a broader syndrome called *deviant behavior in the workplace* (or *counterproductive behavior* or *employee withdrawal*).[61] If employees don't like their work environment, they'll respond somehow, though it is not always easy to forecast exactly *how*. One worker might quit. Another might use work time to surf the Internet or take work supplies home for personal use. In short, workers who don't like their jobs "get even" in various ways—and because those ways can be quite creative, controlling only one behavior, such as with an absence control policy, leaves the root cause untouched. To effectively control the undesirable consequences of job dissatisfaction, employers should attack the source of the problem—the dissatisfaction—rather than try to control the different responses.

Managers Often "Don't Get It" Given the evidence we've just reviewed, it should come as no surprise that job satisfaction can affect the bottom line. One study by a management consulting firm separated large organizations into high morale (more than 70 percent of employees expressed overall job satisfaction) and medium or low morale (fewer than 70 percent). The stock prices of companies in the high morale group grew 19.4 percent, compared with 10 percent for the medium or low morale group. Despite these results, many managers are unconcerned about employee job satisfaction. Still others overestimate how satisfied employees are with their jobs, so they don't think there's a problem when there is. In one study of 262 large employers, 86 percent of senior managers believed their organization treated its employees well, but only 55 percent of employees agreed. Another study found 55 percent of managers thought morale was good in their organization, compared to only 38 percent of employees.[62]

Regular surveys can reduce gaps between what managers *think* employees feel and what they *really* feel. Jonathan McDaniel, manager of a KFC restaurant in Houston, surveys his employees every 3 months. Some results led him to make changes, such as giving employees greater say about which workdays they have off. However, McDaniel believes the process itself is valuable. "They really love giving their opinions," he says. "That's the most important part of it—that they have a voice and that they're heard." Surveys are no panacea, but if job attitudes are as important as we believe, organizations need to find out where they can be improved.[63]

Global Implications

Is Job Satisfaction a U.S. Concept?

7 Show whether job satisfaction is a relevant concept in countries other than the United States.

Most of the research on job satisfaction has been conducted in the United States. Is job satisfaction a U.S. concept? The evidence strongly suggests it is *not;* people in other cultures can and do form judgments of job satisfaction. Moreover, similar factors seem to cause, and result from, job satisfaction across cultures: We noted earlier that pay is positively, but relatively weakly, related to job satisfaction. This relationship appears to hold in other industrialized nations as well as in the United States.

Are Employees in Western Cultures More Satisfied with Their Jobs?

Although job satisfaction appears relevant across cultures, that doesn't mean there are no cultural differences in job satisfaction. Evidence suggests employees in Western cultures have higher levels of job satisfaction than those in Eastern cultures.[64] Exhibit 3-5 provides the results of a global study of job satis-

Exhibit 3-5   **Average Levels of Job Satisfaction by Country**
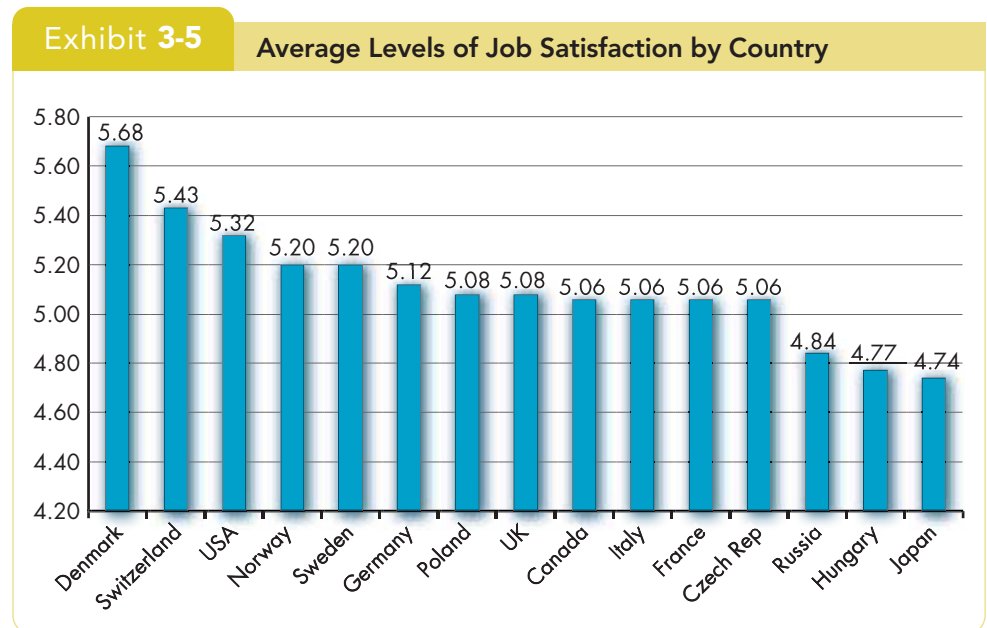
Note: Scores represent average job-satisfaction levels in each country as rated on a 1 = very dissatisfied to 10 = very satisfied scale.

Source: M. Benz and B. S. Frey, "The Value of Autonomy: Evidence from the Self-Employed in 23 Countries," working paper 173, Institute for Empirical Research in Economics, University of Zurich, November 2003 (ssrn.com/abstract=475140).

faction levels of workers in 15 countries. (This study included 23 countries, but for presentation purposes we report the results for only the largest.) As the exhibit shows, the highest levels appear in the United States and western Europe. Do employees in Western cultures have better jobs? Or are they simply more positive (and less self critical)? Although both factors are probably at play, evidence suggests that individuals in Eastern cultures find negative emotions less aversive more than do individuals in Western cultures, who tend to emphasize positive emotions and individual happiness.[65] That may be why employees in Western cultures such as the United States and Scandinavia are more likely to have higher levels of satisfaction.

Summary and Implications for Managers

Managers should be interested in their employees' attitudes because attitudes give warnings of potential problems and influence behavior. Satisfied and committed employees, for instance, have lower rates of turnover, absenteeism, and withdrawal behaviors. They also perform better on the job. Given that managers want to keep resignations and absences down—especially among their most productive employees—they'll want to do things that generate positive job attitudes. As one review put it, "A sound measurement of overall job attitude is one of the most useful pieces of information an organization can have about its employees."[66]

The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting. Although paying employees poorly will likely not attract high-quality employees to the organization, or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment. Creating a satisfied workforce is hardly a guarantee of successful organizational performance, but evidence strongly suggests that whatever managers can do to improve employee attitudes will likely result in heightened organizational effectiveness.
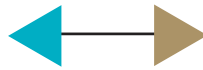
| POINT | ← → | COUNTERPOINT |

Managers Can Create Satisfied Employees

POINT

A review of the evidence has identified four factors conducive to high levels of employee job satisfaction: mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues.[67] Management is able to control each of these:

Mentally challenging work. Generally, people prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they're doing. These characteristics make work mentally challenging.

Equitable rewards. Employees want pay systems they perceive as just, unambiguous, and in line with their expectations. When they see pay as fair—based on job demands, individual skill level, and community pay standards—satisfaction is likely to result.

Supportive working conditions. Employees want their work environment both to be safe and personally comfortable and to facilitate their doing a good job. Most prefer working relatively close to home, in clean and up-to-date facilities with adequate tools and equipment.

Supportive colleagues. People get more out of work than merely money and other tangible achievements. Work also fulfills the need for social interaction. Not surprisingly, therefore, friendly and supportive co-workers lead to increased job satisfaction. The boss's behavior is also a major factor; employee satisfaction is increased when the immediate supervisor is understanding and friendly, offers praise for good performance, listens to employees' opinions, and shows a personal interest in employees.

COUNTERPOINT

The notion that managers and organizations can control the level of employee job satisfaction is inherently attractive. It fits nicely with the view that managers directly influence organizational processes and outcomes. Unfortunately, a growing body of evidence challenges this idea. The most recent findings indicate job satisfaction is largely genetically determined.[68]

Whether a person is happy is essentially determined by gene structure. Approximately 50 to 80 percent of people's differences in happiness, or subjective well-being, has been found to be attributable to their genes. Identical twins, for example, tend to have very similar careers, report similar levels of job satisfaction, and change jobs at similar rates.

Analysis of satisfaction data for a selected sample of individuals over a 50-year period found that individual results were stable over time, even when subjects changed employers and occupations. This and other research suggests an individual's disposition toward life—positive or negative—is established by genetic makeup, holds over time, and influences disposition toward work.

Given these findings, most managers can probably do little to influence employee satisfaction. Despite their manipulating job characteristics, working conditions, and rewards, people will inevitably return to their own "set point." A bonus may temporarily increase the satisfaction level of a negatively disposed worker, but it is unlikely to sustain it. Sooner or later, a dissatisfied worker will find new fault with the job.

The only place managers will have any significant influence is in the selection process. If managers want satisfied workers, they need to screen out negative people who derive little satisfaction from their jobs, irrespective of work conditions.

Questions for Review

1 What are the main components of attitudes? Are these components related or unrelated?

2 Does behavior always follow from attitudes? Why or why not? Discuss the factors that affect whether behavior follows from attitudes.

3 What are the major job attitudes? In what ways are these attitudes alike? What is unique about each?

4 How do we measure job satisfaction?

5 What causes job satisfaction? For most people, is pay or the work itself more important?

6 What outcomes does job satisfaction influence? What implications does this have for management?

7 Is job satisfaction a uniquely U.S. concept? Does job satisfaction appear to vary by country?

Experiential Exercise

WHAT FACTORS ARE MOST IMPORTANT TO YOUR JOB SATISFACTION?

Most of us probably want a job we think will satisfy us. But because no job is perfect, we often have to trade off job attributes. One job may pay well but provide limited opportunities for advancement or skill development. Another may offer work we enjoy but have poor benefits. The following is a list of 21 job factors or attributes:

- Autonomy and independence
- Benefits
- Career advancement opportunities
- Career development opportunities
- Compensation/pay
- Communication between employees and management
- Contribution of work to organization's business goals
- Feeling safe in the work environment
- Flexibility to balance life and work issues
- Job security
- Job-specific training
- Management recognition of employee job performance
- Meaningfulness of job
- Networking
- Opportunities to use skills/abilities
- Organization's commitment to professional development
- Overall corporate culture
- Relationship with co-workers
- Relationship with immediate supervisor
- The work itself
- The variety of work

On a sheet of paper, rank-order these job factors from top to bottom so number 1 is the job factor you think is most important to your job satisfaction, number 2 is the second most important factor to your job satisfaction, and so on.

Next, gather in teams of three or four people and try the following:

1. Appoint a spokesperson who will take notes and report the answers to the following questions, on behalf of your group, back to the class.

2. Averaging across all members in your group, generate a list of the top five job factors.

3. Did most people in your group seem to value the same job factors? Why or why not?

4. Your instructor will provide you the results of a study of a random sample of 600 employees conducted by the Society for Human Resource Management (SHRM). How do your group's rankings compare with the SHRM results?

5. The chapter says pay doesn't correlate all that well with job satisfaction, but in the SHRM survey, people say it is relatively important. Can your group suggest a reason for the apparent discrepancy?

6. Now examine your own list again. Does your list agree with the group list? Does your list agree with the SHRM study?

Ethical Dilemma

ARE U.S. WORKERS OVERWORKED?

Europeans pride themselves on their quality of life, and rightly so. A recent worldwide analysis of quality of life considered material well-being, health, political stability, divorce rates, job security, political freedom, and gender equality. The United States ranked 13th. The 12 nations that finished ahead were all in Europe.

Many Europeans would credit their high quality of life to their nations' free health care, generous unemployment benefits, and greater emphasis on leisure as opposed to work. Most European nations mandate restricted workweek hours and a month or more of vacation time, but U.S. workers have among the fewest vacation days and longest average workweeks in the world. Juliet Schor, a Harvard economist, argues the United States "is the world's standout workaholic nation" and that U.S. workers are trapped in a "squirrel cage" of overwork. Some argue that mandated leisure time would force companies to compete within their industry by raising productivity and product quality, rather than by requiring workers to put in more hours.

Many European nations limit the work hours employers can require. France, Germany, and other nations have set the workweek at 35 hours. Recently, after much debate, the French parliament voted to do away with the rule, to allow French companies to compete more effectively by paying employees for longer hours if required. Opponents say let-ting the individual decide how much to work will inevitably detract from quality of life and give employers power to exploit workers. A French union leader said, "They say it's the worker who will choose how much to work, but they're lying because it's always the employer who decides."

Questions

1. Why do you think quality of life is lower in the United States than in many European nations? Do you think U.S. quality of life would improve if the government required a minimum number of vacation days or limited workweek hours?

2. Do you think the French parliament was right to eliminate the 35-hour workweek limit? Do you think the quality of French life will suffer? Why or why not?

3. Do you think employers have an obligation to consider the quality of life of their employees? Could such an obligation mean protecting employees from being overworked?

4. Do you think it makes a difference in the research results that the unemployment rate in Europe is roughly double that of the United States and that Europe's gross domestic product (GDP) is about half that of the United States?

Source: Based on Juliet Schor, *The Overworked American: The Unexpected Decline of Leisure* (New York: Basic Books, 1992); C. S. Smith, "Effort to Extend Workweek Advances in France," *New York Times,* February 10, 2005, p. A9; "The World in 2005: The Economist Intelligence Unit's Quality-of-Life Index," *The Economist,* www.economist.com/media/pdf/QUALITY_OF_LIFE.pdf; and E. Olsen, "The Vacation Deficit," *Budget Travel,* October 29, 2004, www.msnbc.msn.com/id/6345416.

Case Incident 1

THINKING YOUR WAY TO A BETTER JOB

You have probably been dissatisfied with a job at one time or another in your life. When faced with a dissatisfying job, researchers and job holders alike usually think in terms of job: Ask for more pay, take control over your work, change your schedule, minimize contact with a toxic co-worker, or even change jobs. While each of these remedies may be appropriate in certain situations, increasingly researchers are uncovering an interesting truth about job satisfaction: it is as much a state of mind as a function of job conditions.

Here, we're not talking about the dispositional source of job satisfaction. It's true that some people have trouble finding any job satisfying, whereas others can't be brought down by even the most onerous of jobs. However, by state of mind, we mean changeable, easily implemented ways of thinking that can affect your job satisfaction. Lest you think we've gone the way of self-help gurus Deepak Chopra and Wayne Dyer, think again. There is some solid, albeit fairly preliminary, evidence supporting the view that our views of our job and life can be significantly impacted by changing the way we think.

One main area where this "state of mind" research might help you change the way you think about your job (or life) is in gratitude. Researchers have found that when

people are asked to make short lists of things for which they are grateful, they report being happier, and the increased happiness seems to last well beyond the moments when people made the list.

Indeed, gratitude may explain why, when the economy is in bad shape, people actually become more satisfied with their jobs. One survey revealed that, from 2007 to 2008, when the economy slid into recession, the percentage of people reporting that they were "very satisfied" with their jobs increased a whopping 38 percent (from 28 percent to 38 percent). When we see other people suffering, particularly those we see as similar to ourselves, it often leads us to realize that, as bad as things may seem, they can always be worse. As *Wall Street Journal* columnist Jeffrey Zaslow wrote,

"People who still have jobs are finding reasons to be appreciative."

Questions

1. So, right now, make a short list of things about your job and life for which you are grateful. Now, after having done that, do you feel more positively about your job and your life?

2. Now try doing this every day for a week. Do you think this exercise might make a difference in how you feel about your job and your life?

Source: J. Zaslow, "From Attitude to Gratitude: This Is No Time for Complaints," *Wall Street Journal* (March 4, 2009), p. D1; A. M. Wood, S. Joseph, and J. Maltby, "Gratitude Uniquely Predicts Satisfaction with Life: Incremental Validity Above the Domains and Facets of the Five Factor Model," *Personality and Individual Differences* 45, no. 1 (2008), pp. 49–54; R. A. Emmons, "Gratitude, Subjective Well-Being, and the Brain," In M. Eid and R. J. Larsen, *The Science of Subjective Well-Being,* New York: Guilford Press, 2008, pp. 469–489.

Case Incident 2

LONG HOURS, HUNDREDS OF E-MAILS, AND NO SLEEP: DOES THIS SOUND LIKE A SATISFYING JOB?

Although the 40-hour workweek is now the exception rather than the norm, some individuals are taking things to the extreme:

- John Bishop, 31, is an investment banker who works for Citigroup's global energy team in New York. A recent workday for Bishop consisted of heading to the office for a conference call at 6:00 P.M. He left the office at 1:30 A.M. and had to be on a plane that same morning for a 9:00 A.M. presentation in Houston. Following the presentation, Bishop returned to New York the same day, and by 7:00 P.M. he was back in his office to work an additional 3 hours. Says Bishop, "I might be a little skewed to the workaholic, but realistically, expecting 90 to 100 hours a week is not at all unusual."

- Irene Tse, 34, heads the government bond-trading division at Goldman Sachs. For 10 years, she has seen the stock market go from all-time highs to recession levels. Such fluctuations can mean millions of dollars in either profits or losses. "There are days when you can make a lot, and other days where you lose so much you're just stunned by what you've done," says Tse. She also states that she hasn't slept completely through the night in years and frequently wakes up several times during the night to check the global market status. Her average workweek? Eighty hours. "I've done this for 10 years, and I can count on the fingers of one hand the number

of days in my career when I didn't want to come to work. Every day I wake up and I can't wait to get here."

- Tony Kurz, 33, is a managing director at Capital Alliance Partners, and he raises funds for real estate investments. However, these are not your average properties. He often travels to exotic locations such as Costa Rica and Hawaii to woo prospective clients. He travels more than 300,000 miles per year, often sleeping on planes and dealing with jet lag. Kurz is not the only one he knows with such a hectic work schedule. His girlfriend, Avery Baker, logs around 400,000 miles a year, working as the senior vice president of marketing for Tommy Hilfiger. "It's not easy to maintain a relationship like this," says Kurz. But do Kurz and Baker like their jobs? You bet.

- David Clark, 35, is the vice president of global marketing for MTV. His job often consists of traveling around the globe to promote the channel as well as to keep up with the global music scene. If he is not traveling (Clark typically logs 200,000 miles a year), a typical day consists of waking at 6:30 A.M. and immediately responding to numerous messages that have accumulated over the course of the night. He then goes to his office, where throughout the day he responds to another 500 or so messages from clients around the world. If he's lucky, he gets to spend an hour a day with his son, but then

it's back to work until he finally goes to bed around midnight. Says Clark, "There are plenty of people who would love to have this job. They're knocking on the door all the time. So that's motivating."

Many individuals would balk at the prospect of a 60-hour or more workweek with constant traveling and little time for anything else. However, some individuals are exhilarated by such professions. According to the U.S. Bureau of Labor Statistics, in 2004 about 17 percent of managers worked more than 60 hours per week. But the demands of such jobs are clearly not for everyone. Many quit, with turnover levels at 55 percent for consultants and 30 percent for investment bankers, according to Vault.com. However, it is clear that such jobs, which are time-consuming and often stressful, can be satisfying to some individuals.

Questions

1. Do you think only certain individuals are attracted to these types of jobs, or is it the characteristics of the jobs themselves that are satisfying?

2. What characteristics of these jobs might contribute to increased levels of job satisfaction?

3. Given that the four individuals we just read about tend to be satisfied with their jobs, how might this satisfaction relate to their job performance, citizenship behavior, and turnover?

4. Recall David Clark's statement that "There are plenty of people who would love to have this job. They're knocking on the door all the time." How might Clark's perceptions that he has a job many others desire contribute to his job satisfaction?

Source: Based on L. Tischler, "Extreme Jobs (And the People Who Love Them)," *Fast Company,* April 2005, pp. 55–60, www.glo-jobs.com/article.php?article_no=87.

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