

JOB SATISFACTION & ORGANIZATIONAL COMMITMENT

Widha K Ningdyah, ST., MT
Psikologi Industri
2012



IMAGINE!!



CONDITION 1

Jean Davis and Maria McDuffie have worked as customer service representatives at Fuller Technologies for the past two years.

Jean loves her job and wants to stay with Fuller until she retires in ten years.

Maria hates her job, uses all of her available sick days, and would leave in a heartbeat if she could only find a job that paid as well.

CONDITION 2

Rhonda Beall recently met with a career adviser to chart a new course for her life.

She hates her current job and has hated every job she has ever had.

She is hoping that the career adviser can find *“the job” for her*

CONDITION 3

David Spoto loves his job and can't wait to get to work in the morning.

He loves to work, loves his current job, and has loved every job he has ever had.

CONDITION 4

- Darnell Johnson, human resources (HR) director for Simmons Enterprises, is frustrated because his company has the highest turnover rate in the area.
- Even more frustrating is that employees stay with Simmons just long enough to gain experience and then leave for lower pay with Raynes Manufacturing, another local employer.

OUTLINE

**WHY & WHAT
CAUSES?**

Job Satisfaction
& Commitment

MEASURING

Job Satisfaction
& Commitment

CONSEQUENCES

of Job
Dissatisfaction &
Other Negative
Work



WHY SHOULD WE CARE ABOUT EMPLOYEE ATTITUDES

(Judge et al., 2001)

- The **relationship** between job satisfaction and performance is **not consistent** across people or jobs



- **CATATAN PENTING!**

- Pembahasan tentang attitude kerja (dalam hal ini KEPUASAN KERJA DAN KOMITMEN) bersifat

MULTIFACET

(Meyer & Allen, 1997).

TERDAPAT 3 ASPEK MOTIVASI TERHADAP KOMITMEN ORGANISASI

Affective commitment

- employee **wants to** remain with the organization, **cares** about the organization, and is **willing to exert effort** on its behalf.

Continuance commitment

- 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 commitment

- employee feels **obligated** to the organization and, as a result of this obligation, must **remain with the organization**.

WHAT'S THE CAUSE?

PERBEDAAN INDIVIDU

Individual difference theory

“variabilitas kepuasan kerja antara lain disebabkan oleh **KECENDERUNGAN INDIVIDU** untuk menikmati apa yang dilakukannya”

NOTE :

*it would be essential that **job satisfaction be consistent** across time and situations.*

Misalnya , terdapat type manusia yang mudah puas pada pekerjaan mereka, apapun type pekerjaannya.

WHAT'S THE CAUSE?

Faktor yang berpengaruh pada manusia yang konsisten puas pada pekerjaannya

Berdasarkan Riset :

- **Kecenderungan Genetis**

(Lykken & Tellegen, 1996)

- ***Core self-evaluations***

(Judge, Locke, Durham, & Kluger, 1998)

- **Kepuasan Hidup**

(Tait, Padgett, & Baldwin, 1989)



WHAT'S THE CAUSE?

Kecenderungan Genetis

Sekitar 30% kepuasan kerja dipengaruhi oleh faktor genetis

[\(Ilies & Judge, 2003\)](#)

Faktor personality bawaan, kecenderungan untuk memiliki emosi negatif (seperti ketakutan, kebencian, kemarahan), cenderung memiliki hubungan dengan kepuasan kerja (Ilies & Judge, 2003).

WHAT'S THE CAUSE?

Core self-evaluations

HIPOTESA Judge, Locke, and Durham (1997)

- **Empat type variabel personality** yang dimiliki oleh seseorang yang cenderung puas terhadap kerja dan hidupnya :
 - emotional stability
 - self-esteem
 - self-efficacy (perceived ability to master their environment)
 - external locus of control (perceived ability to control their environment).

People prone to be satisfied with their jobs and with life in general have high self-esteem and a feeling of being competent, are emotionally stable, and believe they have control over their lives.

WHAT'S THE CAUSE?

Kepuasan Hidup

- 75% populasi yang diteliti menunjukkan **KEPUASAN HIDUP BERKORELASI DENGAN KEPUASAN KERJA**
(Judge and Watanabe, 1994)
- Judge (1993) demonstrates the importance of individual differences :
 - People who are **unhappy in life and unhappy on their jobs** will not **leave their jobs**, because they are used to being unhappy.
 - But for people who are **normally happy in life**, **being unhappy at work** is seen as a reason to **find another job**.

WHAT'S THE CAUSE?

PERBEDAAN EKSPEKTASI KARYAWAN

discrepancy theory

“perbedaan antara kebutuhan, nilai dan ekspektasi karyawan dibandingkan dengan kondisi aktual kerja dapat memicu timbulnya ketidakpuasan kerja dan menurunnya motivasi”

(Wanous, Poland, Premack, and Davis. 1992)

WHAT'S THE CAUSE?

KARYAWAN 'COCOK' DENGAN PEKERJAAN DAN ORGANISASI

- Aspect of “fit” with a job or an organization :
by matching **values, interests, personality, lifestyle, and skills** *vs vocation* (e.g., a career such as nursing, law enforcement, or psychology), **job** (its particular tasks), **organization, coworkers, and supervisor** (Kristof-Brown, Zimmerman, & Johnson, 2005).
- In addition to these five aspects of fit, Cable and DeRue (2002) believe **that needs/supplies** fit is also important.
Needs/supplies fit is the extent to which **the rewards, salary, and benefits received by employees** are perceived to be consistent with their efforts and performance.

"FIT" FACTORS

VALUES

INTERESTS

PERSONALITY

LIFESTYLE

SKILLS

VOCATION

J O B

ORGANIZATIONS

COWORKERS

SUPERVISORS

SCHEDULE

REWARDS, SALARY



WHAT'S THE CAUSE?

PEKERJAAN MENYENANGKAN

“karyawan yang merasa pekerjaan mereka menyenangkan dan menarik, akan lebih merasa puas dan termotivasi “

(Gately, 1997)

WHAT'S THE CAUSE?

HUBUNGAN DENGAN REKAN KERJA & SUPERVISOR

“kepuasan terhadap supervisor dan rekan kerja berhubungan dengan komitmen terhadap tim dan organisasi, yang pada akhirnya akan meningkatkan produktivitas, rendahnya kecenderungan untuk meninggalkan tim, dan kemauan yang kuat untuk menolong tim”

Bishop and Scott (1997)

- riset pada industri apparel -

WHAT'S THE CAUSE?

KELUHAN REKAN KERJA

Social information processing theory (social learning theory) postulates

“ karyawan mengamati level motivasi dan kepuasan rekan kerjanya dan cenderung mengikuti kondisi mereka”

(Salancik & Pfeffer, 1997)

WHAT'S THE CAUSE?

TEORI EQUITY

equity theory

“kepuasan dan motivasi kerja berhubungan dengan keyakinan karyawan bahwa ia telah mendapat perlakuan yang adil di tempat kerja”

Jika ia merasa diperlakukan tidak adil, karyawan cenderung merubah perilaku sampai ia merasa diperlakukan adil.

WHAT'S THE CAUSE?

PEKERJAAN YANG MENANTANG DAN KESEMPATAN BERKEMBANG

Untuk memberikan peluang untuk berkembang dan tantangan kerja, dapat dilakukan 3 hal :

- **job rotation**
- **job enlargement**
- **job enrichment**

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

Alat ukur yang biasa digunakan

Organizational Commitment Questionnaire (OCQ)

- measure three commitment factors: acceptance of the organization's values and goals, willingness to work to help the organization, and a desire to remain with the organization.

Organizational Commitment Scale (OCS):

- measures three aspects of commitment: identification, exchange, and affiliation

CONSEQUENCES OF DISSATISFACTION AND OTHER NEGATIVE WORK ATTITUDES

ABSENTEEISM

TURNOVER

COUNTERPRODUCTIVE BEHAVIOUR

CONSEQUENCES

ABSENTEEISM



- **Linking Attendance to Consequences**

To increase work attendance :

- **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**

CONSEQUENCES

TURNOVER



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



CONSEQUENCES

TURNOVER



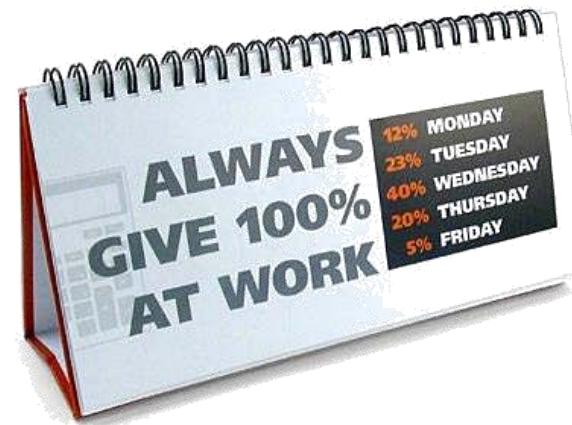
- **Reducing turnover :**
 - **Conduct realistic job previews during the recruitment stage.**
 - **Select employees who have been referred by a current employee, who have friends and/or family working for the organization, and who did not leave their previous job after only a short tenure.**
 - **Look 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.**

CONSEQUENCES

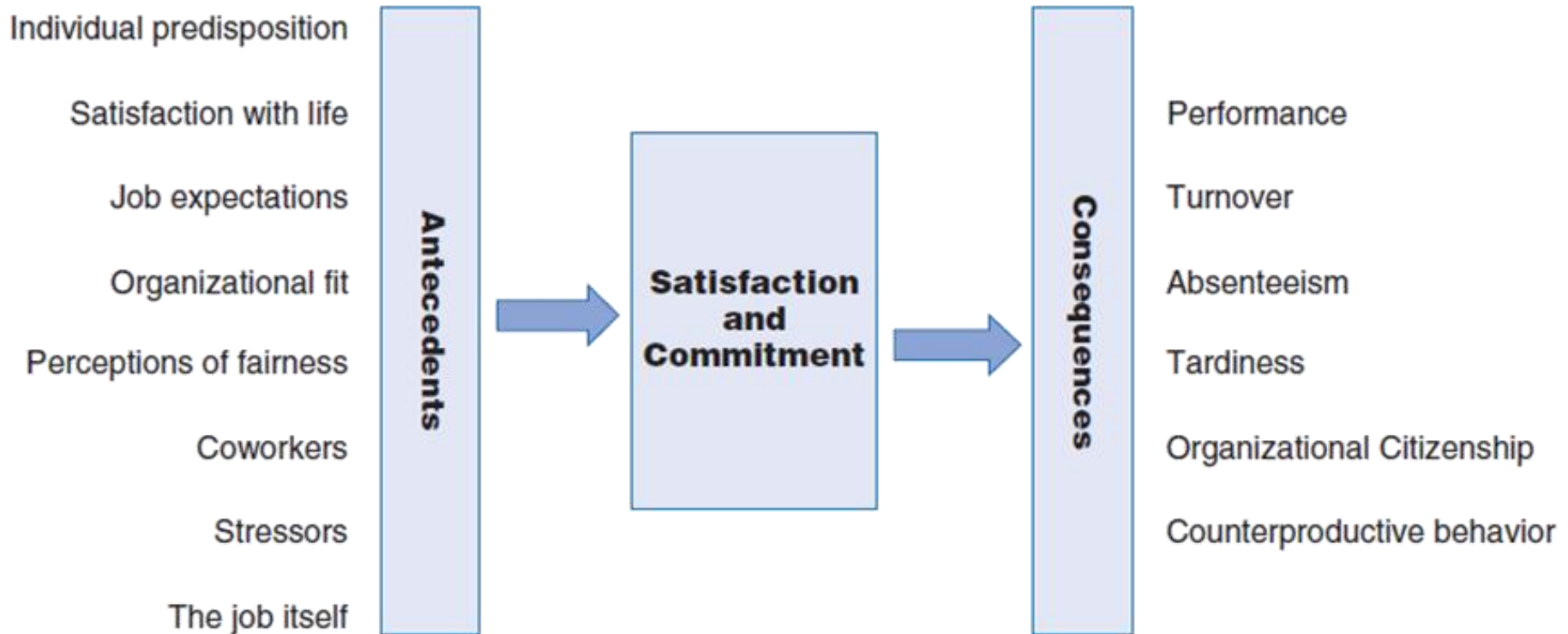
COUNTERPRODUCTIVE BEHAVIOR



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



Antecedents and Consequences of Job Satisfaction and Organizational Commitment



Bahan Bacaan

- Aamodt, M.G., *Industrial/Organizational Psychology: An Applied Approach*, Wadsworth Pub, 2006. Chapter 13.

THANK YOU!

