

**BETWEEN PROFESSIONAL LIFE AND PERSONAL HAPPINESS:  
WHAT SHOULD MANAGERS KNOW ABOUT THE RELATIONSHIP  
BETWEEN JOB SATISFACTION  
AND PSYCHOLOGICAL WELL-BEING OF EMPLOYEES?**

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# Job satisfaction - theoretical status

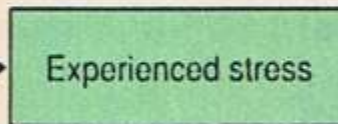
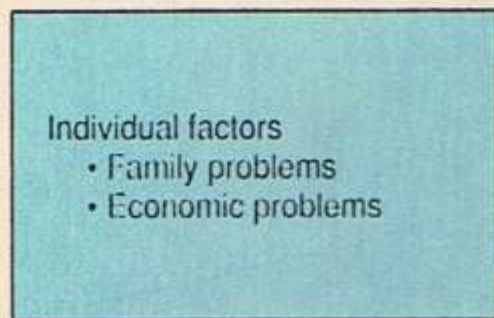
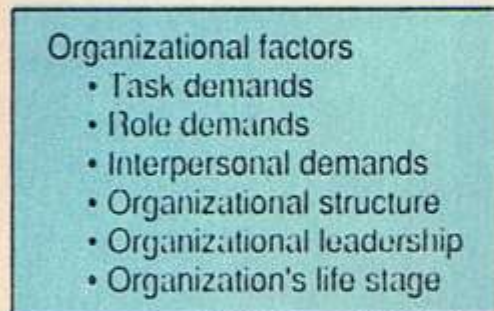
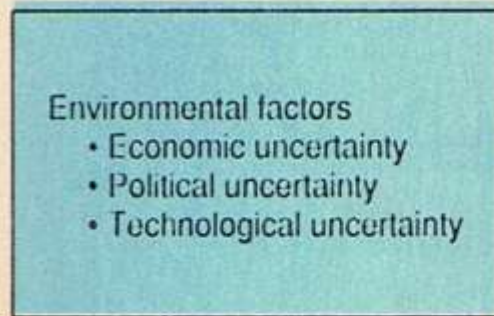


## E. A. Locke

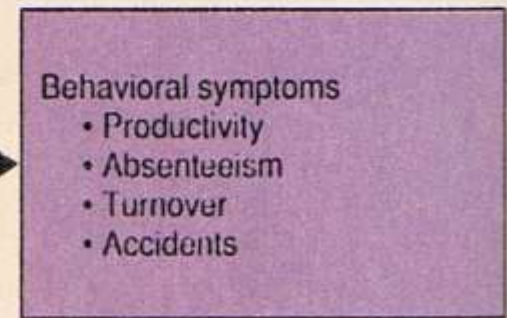
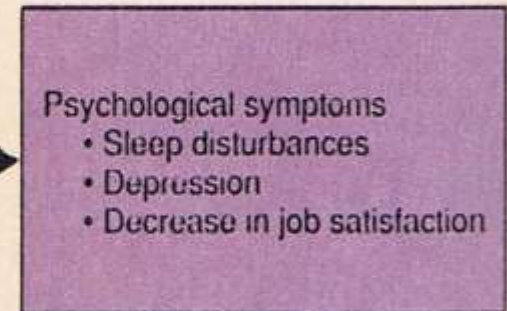
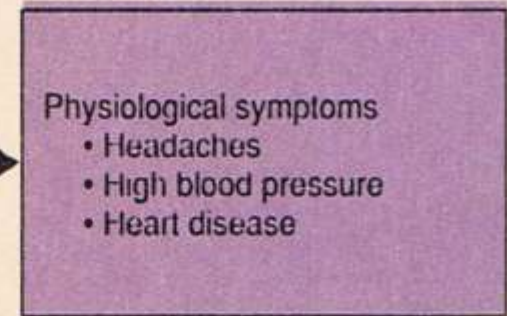


- ☀ JS - pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievements of one's job values.
- ☀ Job satisfaction influences life satisfaction and is a component of individual's satisfaction with family and himself.
- ☀ The author claims that lack of employee job satisfaction influences increase of absences and fluctuations of human resources in a company. What is more, it also negatively influences health conditions of employees.

## Potential Sources



## Consequences



## P. Lafitte

- ✦ For a common man job is simply a source of income necessary for the implementation of family and social plans. Work brings satisfaction when it comes with adequate payment.
- ✦ Lafitte's conclusions go even further claiming that an individual can be absorbed by a family or by himself but never by work as such. Engaging "heart and soul" into work applies only to small percentage of independent employees.



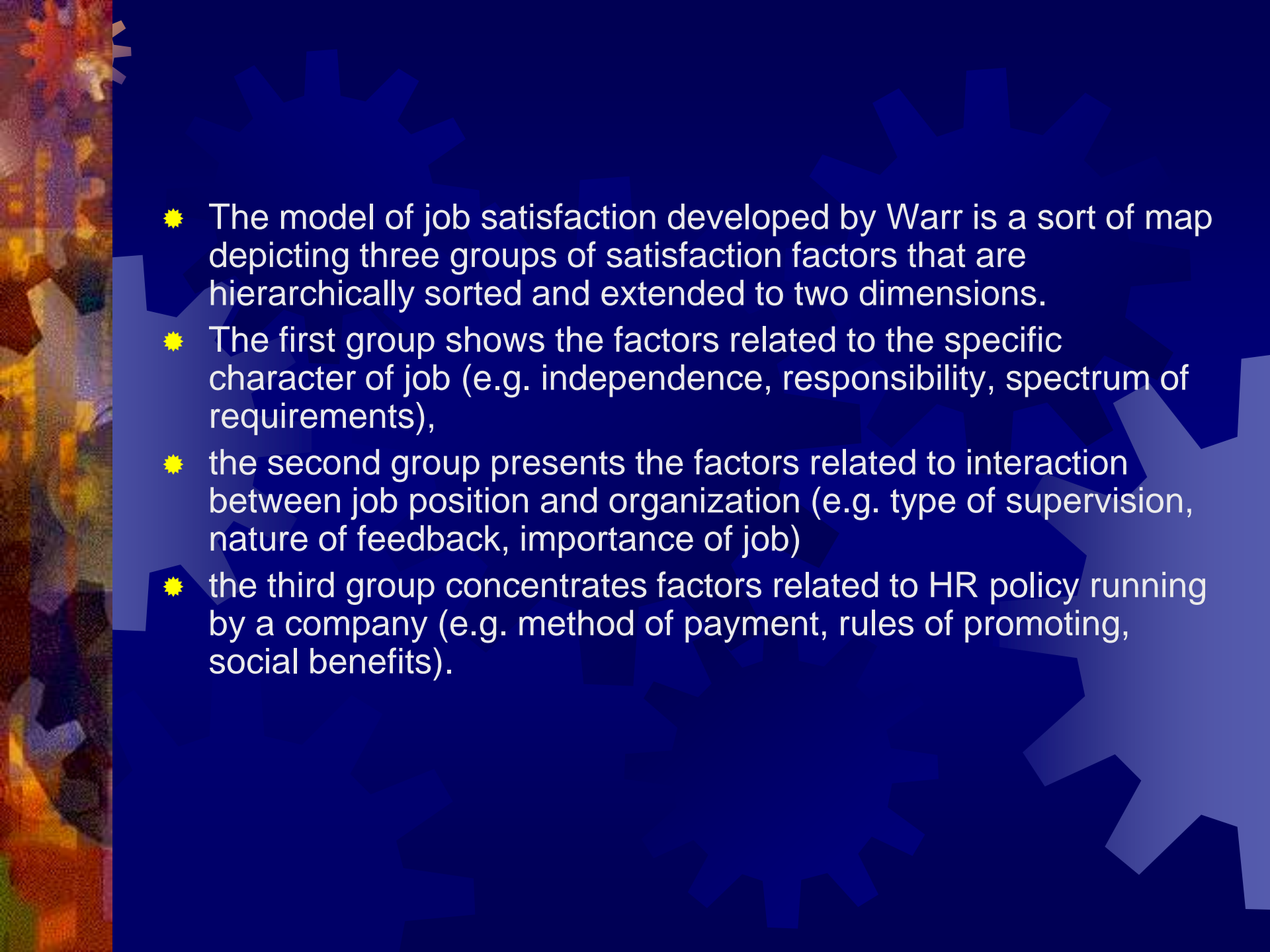
## U. Remitz

- ✦ JS - a primary psychic function that is ruled by its own rights. It explains to him its low susceptibility to the influence of external variables (“the biggest” impact on job satisfaction presents: health, education, salary and method of payment but all together they explain only 10% of differences in the levels of experienced satisfaction).
- ✦ JS - a dynamic model of human functioning that requires interactions between environment and personality and more specifically between the perceived lack of balance, the desire to restore it and the feeling of satisfaction experienced after the balance has been restored



## P. Warr

- ✦ JS - a function of situational factors that accompanies man at work. In Warr's opinion the feeling of JS does not depend on human psychological predispositions or demographic character. The author is not in favour of totally ignoring the internal characteristics of an individual; he only assumes that their influence on the quality of one's work is commonly overestimated.

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- ✿ The model of job satisfaction developed by Warr is a sort of map depicting three groups of satisfaction factors that are hierarchically sorted and extended to two dimensions.
  - ✿ The first group shows the factors related to the specific character of job (e.g. independence, responsibility, spectrum of requirements),
  - ✿ the second group presents the factors related to interaction between job position and organization (e.g. type of supervision, nature of feedback, importance of job)
  - ✿ the third group concentrates factors related to HR policy running by a company (e.g. method of payment, rules of promoting, social benefits).



## W. Stelmach

- ✦ Job satisfaction of an individual is created by the sum of factors such as:  
remuneration acceptance,  
acceptance/lack of acceptance of HR management in a company,  
acceptance/lack of acceptance of ways of communication in a company,  
attitude towards changes introduced in a company.

The topic of job satisfaction is more often related to the relationship between satisfaction felt by an employee and the organizational culture of a company perceived by him.

## R. Jarow

- ✦ JS - faith in employee's performance. A man finds work satisfying when he is proud of it himself, through his own well-being and awareness of being in harmony with himself.
- ✦ According to Jarow "carrier" means lack of happiness, life in constant tension and never-ending struggle for status.
- ✦ Therefore "anti-carrier", a concept based on human need to express oneself and make good use of one's own will and skills is what brings man satisfaction.
- ✦ "Anti-carrier" is the rejection of compulsion and the end of seeking recognition of others, it is the denial of mindless human activity.
- ✦ Therefore it is an individual himself who decides about his "anti-carrier" and therefore about happiness, by investing his time, attention, material resources in his dreams, education and interests.



## S. Robbins

- ☀ JS - individual's attitude towards work. A person experiencing job satisfaction is characterized by positive attitude toward his job.
- ☀ Employee's good mood is affected by work which presents challenge that is adequate to his skills.
- ☀ Salary also influences the increase of job satisfaction experienced by an employee. Its amount truly corresponds with the specific character of job position, the skills of an employee and commonly recognized standards ( amount of salary is not as decisive as acknowledging "me-company" relationship as fair)
- ☀ Working conditions and people with whom he interacts are important for an employee. Good working atmosphere, possibility to make friends, appropriate supervision (sometimes lack of supervision) are all conducive to job satisfaction.

# D.J. Weiss, R.W. Dawis, G.W. England, L.H. Lofquist

- ☀ each worker assesses the level in which working environment fulfils (or can fulfil) his requirements. Job satisfaction is a result of this assessment as such. The authors distinguished a number of job components that are subjects to this assessment, i.e.:
- ☀ opportunity to perform actively;
- ☀ independence;
- ☀ variety of tasks;
- ☀ social position;
- ☀ professional skills of superiors;
- ☀ financial compensation;





## D.J. Weiss, R.W. Dawis, G.W. England, L.H. Lofquist

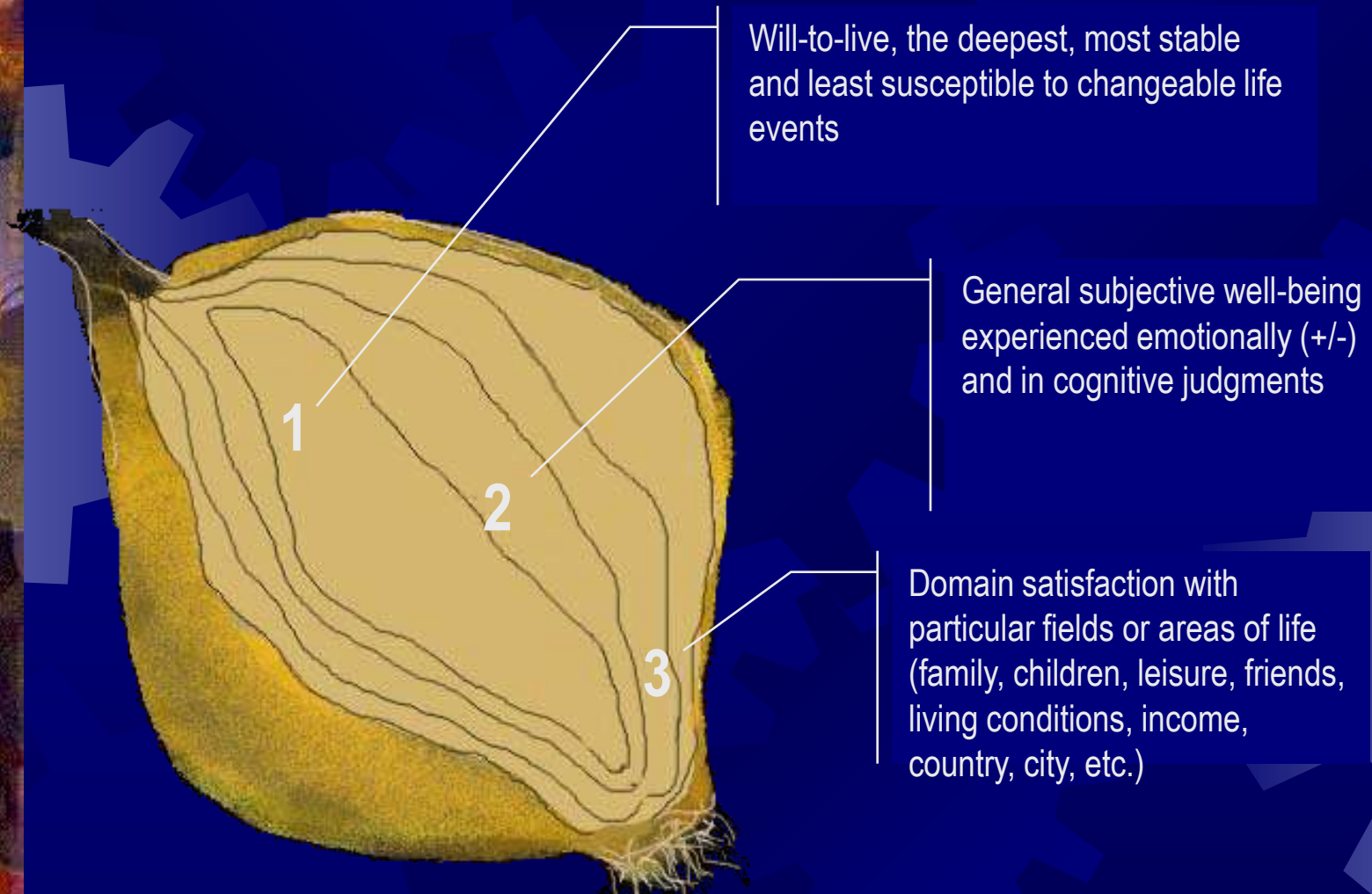
- ✱ each worker assesses the level in which working environment fulfils (or can fulfil) his requirements. Job satisfaction is a result of this assessment as such. The authors distinguished a number of job components that are subjects to this assessment, i.e.:
- ✱ opportunity to use all capabilities at work;
- ✱ opportunity to act pro-socially at work;
- ✱ acquiring power;
- ✱ way of meeting agreed workplace policy;
- ✱ opportunity of formal promotion;
- ✱ interpersonal relations with co-workers;
- ✱ work assessment and recognition;
- ✱ opportunity to work creatively;



## D.J. Weiss, R.W. Dawis, G.W. England, L.H. Lofquist

- ✦ each worker assesses the level in which working environment fulfils (or can fulfil) his requirements. Job satisfaction is a result of this assessment as such. The authors distinguished a number of job components that are subjects to this assessment, i.e.:
- ✦ opportunity for achievements;
- ✦ level of responsibility of performed professional tasks;
- ✦ interpersonal relations with superiors;
- ✦ physical conditions of work.

# Assumptions of Czapinski's "Onion" theory of well-being (1994, 2001, 2005)



# Assumptions of Czapinski's "Onion" theory of well-being (1994, 2001, 2005)

The following biological characteristics of an onion played a crucial factor in decision to choose this vegetable to present the metaphorical model of the structure of well-being:

- layered construction; an onion is composed of few fleshy leaves storing reserve substances;
- despite of the fact that destruction or removal of even few layers (the most peripheral parts are particularly exposed to this action) decreases resources needed for reproduction it does not cross out the possibility to release new shoots and therefore to preserve life. Thus what decides about onion's revival is most deeply hidden and therefore is affected by the negative external factors at the latest.





# Assumptions of Czapinski's "Onion" theory of well-being (1994, 2001, 2005)

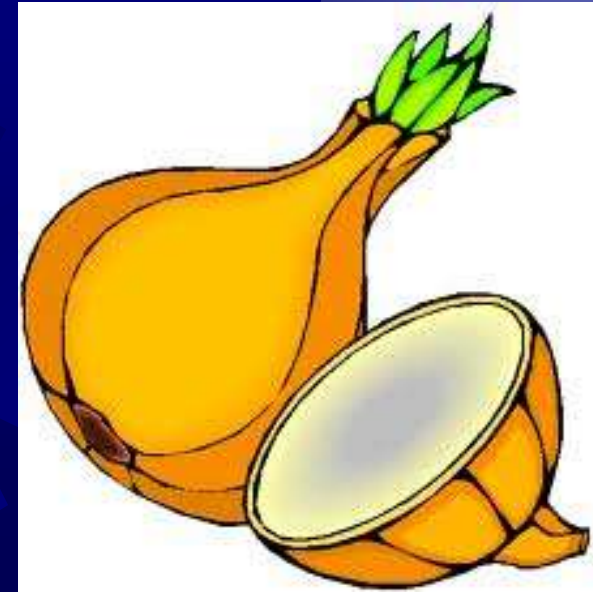
According to Czapliński internal source of satisfaction and hope is man's indispensable tool, helping him in active struggle with the world and enabling him to sustain positive attitude towards life, even if the conditions are unfavourable.

However simultaneously, due to unsymmetrical consequences of good and evil an individual has to keep the "sensitivity" to the negative impact of the world. Negative stimulus is of greater importance for an individual than the positive one (negativity effect), as loss decreases the feeling of happiness more than profit increases it (Czapiński 1988).



# Assumptions of Czapinski's "Onion" theory of well-being (1994, 2001, 2005)

The Onion Theory can reconcile above mentioned contradictions, well-being is not a unitary construct, it is composed on layers of different level of reactivity – generativity. Levels that are more reactive are the ones that are subjected to fast changes under the influence of objective external conditions. These levels witness very realistic attitude of an individual towards life: it's not good so I am not glad, etc.



## Studies report:

- Analysed theories of job satisfaction and well-being as well as the results from empirical researches served as the basis to draft the following hypothesis:
  - There is a relationship between an individual's job satisfaction and one's well-being expressed in cognitive appraisals: the bigger job satisfaction the better the overall assessment of one's life;
  - There is a relationship between job satisfaction and psychological well-being expressed in experienced positive emotions: the bigger job satisfaction the more positive emotions an individual experiences;

## Studies report:

- There is a relationship between job satisfaction and psychological well-being expressed in experienced negative emotions: the lower the job satisfaction the more negative emotions are experienced;
- ✦ According to negativity rule the relationship between job satisfaction and experienced negative emotions will be higher than the relationship between job satisfaction and positive emotions: negative correlations between job satisfaction and experienced negative emotions will be more numerous and the levels of their statistic relevance ( $p$ ) will be lower than positive correlations between job satisfaction and experienced positive emotions.

# Studies report:

Participants:

the Poles

Polish immigrants in Canada

Tools:

SWB components:

Layer I Will to live:

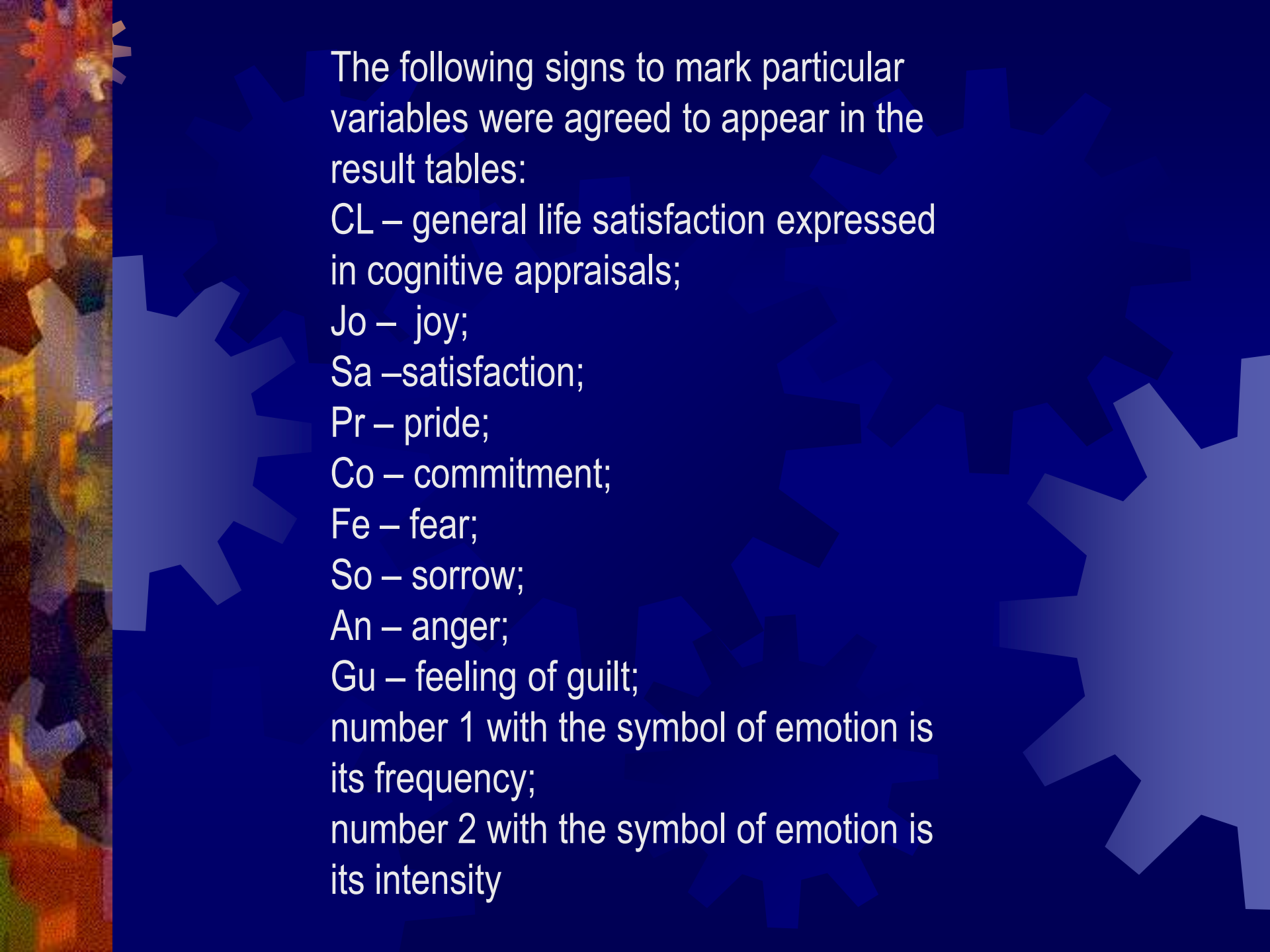
- Attachment to life - Intensity of the desire to live (1994)
- Suicidal thoughts (Czapinski, 1994)

Layer II General SWB

- Hadley Cantril's Ladder (1965)
- Richard Lucas' and Carol Gohm's Scale Emotions - Intensity and frequency of experienced emotions (2000)
- Job satisfaction - Minnesota Satisfaction Questionnaire MSQ – Short Form by Borucki (1988)

## Studies report:

- ★ JS correlates with CL ( $r = 0,35$ ;  $p = 0,010$ ), the other factors of job satisfaction that correlate with CL are as follows:
  - MS8 – opportunity to act pro-socially ( $r = 0,27$ ;  $p = 0,044$ ),
- ★ MS10 – way of meeting company's policy ( $r = 0,27$ ;  $p = 0,044$ ),  
MS12 – interpersonal relations ( $r = 0,30$ ;  $p = 0,28$ ),  
MS13 – assessment and recognition ( $r = 0,38$ ;  $p = 0,005^{**}$ ),  
MS16 – level of responsibility of performed tasks ( $r = 0,36$ ;  $p = 0,007^{**}$ ),
- ★ MS17 – relations with superiors ( $r = 0,34$ ;  $p = 0,012$ ),
- ★ MS18 – importance of performed work ( $r = 0,29$ ;  $p = 0,033$ ).



The following signs to mark particular variables were agreed to appear in the result tables:

CL – general life satisfaction expressed in cognitive appraisals;

Jo – joy;

Sa –satisfaction;

Pr – pride;

Co – commitment;

Fe – fear;

So – sorrow;

An – anger;

Gu – feeling of guilt;

number 1 with the symbol of emotion is its frequency;

number 2 with the symbol of emotion is its intensity

## Studies report:

- ✱ Results do not indicate the relationship between JS MSS and experienced positive emotions. Five factors of satisfaction correlate with the following positive emotions:
- ✱ MS1 (opportunity to act actively) Jo1 ( $r = 0,29$ ;  $p = 0,029$ ),
- ✱ MS4 (social position) Sa1 ( $r = 0,28$ ;  $p = 0,041$ ),
- ✱ MS13 (recognition and work assessment) Pr1 ( $r = 0,33$ ;  $p = 0,014$ ),
- ✱ MS14 (opportunity to work creatively) Jo2 ( $r = -0,36$ ;  $p = 0,008^{**}$ ) and Co1 ( $r = -0,30$ ;  $p = 0,024$ ),
- ✱ MS19 (physical conditions of work) Co1 ( $r = -0,28$ ;  $p = 0,037$ ).



## Studies report:

- ✦ Results indicates the existence of correlation between job satisfaction and experiencing negative emotions. MSS correlates negatively with So2 ( $r = -0,30$ ;  $p = 0,024$ ), An1 ( $r = -0,045$ ;  $p = 0,001^{**}$ ) and An2 ( $r = -0,37$ ;  $p = 0,006^{**}$ ).
- ✦ As many as 15 satisfaction factors correlate negatively with experiencing negative emotions:

## Studies report:

- ★ As many as 15 satisfaction factors correlate negatively with experiencing negative emotions:
- ★ MS2 (independence) Fe2 ( $r = -0,45$ ;  $p = 0,001^{**}$ ), So2 ( $r = -0,43$ ;  $p = 0,012$ ) and Gu2 ( $r = -0,28$ ;  $p = 0,036$ ),
- ★ MS6 (financial compensation) An1 ( $r = -0,34$ ;  $p = 0,010$ ),
- ★ MS7 (opportunity to use all capabilities at work) So2 ( $r = -0,43$ ;  $p = 0,001^{**}$ ), Gn1 ( $r = -0,39$ ;  $p = 0,004^{**}$ ) and Gn2 ( $r = -0,38$ ;  $p = 0,004^{**}$ ),
- ★ MS8 (ability to act pro-socially at work) An1 ( $r = -0,30$ ;  $p = 0,028$ ) and An2 ( $r = -0,27$ ;  $p = 0,046$ ),
- ★ MS10 (way of agreed workplace policy) An1 as well ( $r = -0,31$ ;  $p = 0,023$ ) and with An2 ( $r = -0,30$ ;  $p = 0,024$ ),

## Studies report:

- ★ As many as 15 satisfaction factors correlate negatively with experiencing negative emotions:
- ★ MS11 (opportunity for promotion) An2 ( $r = -0,27$ ;  $p = 0,046$ ),
- ★ MS12 (interpersonal relations with co-workers) An1 ( $r = -0,28$ ;  $p = 0,035$ ) and An2 ( $r = -0,34$ ;  $p = 0,011$ ),
- ★ MS13 (work assessment and recognition) Fe2 ( $r = -0,29$ ;  $p = 0,031$ ), An1 ( $r = -0,33$ ;  $p = 0,014$ ) and An2 ( $r = -0,28$ ;  $p = 0,036$ ),
- ★ MS14 (opportunity to work creatively) An1 ( $r = -0,28$ ;  $p = 0,038$ ) and An2 ( $r = -0,29$ ;  $p = 0,029$ ),
- ★ MS15 (opportunity for achievements) So2 ( $r = -0,34$ ;  $p = 0,012$ ) and An1 ( $r = -0,40$ ;  $p = 0,002^{**}$ ),

## Studies report:

- ★ As many as 15 satisfaction factors correlate negatively with experiencing negative emotions:
- ★ MS16 (level of responsibility of performed professional tasks) An1 ( $r = -0,28$ ;  $p = 0,042$ ) and An2 ( $r = -0,31$ ;  $p = 0,020$ ),
- ★ MS17 (interpersonal relations with superiors) An1 ( $r = -0,33$ ;  $p = 0,015$ ) and An2 ( $r = -0,30$ ;  $p = 0,024$ ),
- ★ MS18 (level of responsibility of performed professional tasks) Fe2 ( $r = -0,28$ ;  $p = 0,040$ ), So2 ( $r = -0,31$ ;  $p = 0,020$ ), An2 ( $r = -0,37$ ;  $p = 0,006^{**}$ ) and Gu2 ( $r = -0,30$ ;  $p = 0,028$ ),
- ★ MS19 (physical conditions of work) An2 ( $r = -0,35$ ;  $p = 0,009^{**}$ ),
- ★ MS20 (opportunity for personal development) An2 ( $r = -0,31$ ;  $p = 0,021$ ).

## Discussion:



- ✦ The conducted research showed the correlation between job satisfaction and psychological well-being of an individual. Job satisfaction influences the general well-being expressed in cognitive appraisals in the group of tested employees. An employee who is satisfied with his job assesses the overall shape of his life in more positive terms.

There are two factors of satisfaction that have special influence on employee well-being:

1. employee satisfaction with work assessment and recognition
2. satisfaction with the level of responsibility of performed professional tasks.

## Discussion:



Employee's satisfaction with physical conditions of work also influences his well-being. This may result from widespread identification of high social position or achieved success with comfort, high quality of interiors, goods or clothes.

An individual who is satisfied with his work experiences more positive emotions, he is more often joyful and glad, he is also more inclined to feel proud of his accomplishments.

However, satisfaction with some aspect of professional work can also have negative impact. The results of conducted researches showed that creating opportunity for acting creatively at work and perfect physical conditions of work may lower employee's mood and sense of commitment. How can we explain those dependencies?

## Discussion:

Employee's job satisfaction is connected with negative emotions experienced by him.

An individual that experiences more job satisfaction more seldom and less intensively experiences anger. What is more, the intensity of experienced sadness also decreases.

The above assumption is extremely important due to the proven relationship between these emotions and existence of psychosomatic diseases.



## Discussion:

Emotion of anger is accompanied by irritation, tension and aggression (verbal/physical) which is a serious factor of conflicts in professional and family environment.

Chronic experiencing of anger is associated with the constant stimulation of vegetative nervous system.

This situation usually results in the collapse of defence mechanisms under stress and development of psychological disorders (Tylka, 2000a, 2000b).

Increasingly doctors discern the source of emerging human somatic disorders in the professional work.





## Discussion:

The relationship between job satisfaction and the emotion of sorrow demonstrated in this study is not without important implications either.

Lack of job satisfaction lowers employees' morale, which can result in incorrect interpersonal relations at work and employees perceive values resulted from social relations as one of the most important in professional work.



## Discussion:

The conducted studies confirm the rule of negativity Czapiński (1985, 1992, 1994, 2001).

An employee who is not satisfied with one aspect of his work will react faster and more intensively than the one who is particularly satisfied.

An employee will give less intensive emotional reaction for a raise of 200 PLN than for lowering his salary of 200 PLN. Professional success will satisfy less than a failure will irritate.

Making employees aware of negative rule can influence the way how they perceive their professional successes and failures and as the result how they assess working environment and their functioning in it.





## Poles, Polish emigrants in Canada:

1. **No dif. – MMS , t**
2. **Dif.:**
  - independence,**
  - skills of superiors,**
  - \$,**
  - work assessment and recognition.**