

Job Satisfaction and Job Performance at the Work Place

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<p>Abstract:</p> <p>The topic of the thesis is job satisfaction and job performance at the work place. The aim is to define the determinants for job satisfaction and to investigate the relationship between job satisfaction and job performance and the influence of job satisfaction on job performance. First we look into the Theory of Reasoned Action and the Theory of Planned Behaviour to account for the relationship between attitudes and behaviour. Job satisfaction is then explained as a function of job features, other people and personal dispositions. Secondary research data is collected to find and to clarify the correspondence between job satisfaction and job performance. For this we make use of the results of correlation and causality studies regarding the two variables. After data-analysis the following conclusion is drawn: generally there is only a modest to weak correlation between job satisfaction and job performance and the causal direction is inconclusive. Primary research is based on an in-house survey of an international company with the implementation of the theoretical part of this thesis. We review the job satisfaction levels at this company and we discuss the variation in the satisfaction scores between three different offices of this company, located in Finland, Sweden and Denmark. We like to emphasize that the results of the in-house survey and the interpretation of these results are limited to this particular company due to the company-specific nature of the survey itself.</p>	
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1 INTRODUCTION

1.1 Aim of the Study

In contemporary times psychology has come to play an important part in many aspects of human activities. More and more emphasis is being put on the mental well-being of people in order to enhance productivity. This trend can be witnessed in top sports (sports psychologists) or in day-to-day working life (Human Resource Management).

In relation to the field of business studies, the following topic came up for this project: job satisfaction. According to Arnold et al (1998 p.204) the concept of job satisfaction has gained importance for two important reasons.

Firstly, job satisfaction can be an indicator for someone's general mental well-being. If a person is unhappy at work, it doesn't seem likely that this person will be happy in general.

Secondly, and more importantly for this project, the general assumption is that happiness at work improves work motivation and, in consequence, job performance.

Therefore, the aim of this thesis is to find an answer to the following, main questions:

- How do we measure job satisfaction?
- Is there a correlation between job satisfaction and job performance?
- Does job satisfaction increase the level of job performance?

After providing an extensive, theoretical framework to account for the first question, we will subsequently transfer aspects of the theory for measuring job satisfaction to a more specific setting by applying components of the theory to our primary research through the measurement and clarification of the following:

- Job satisfaction level at an International Company

- Differences in job satisfaction level at this International Company according to location

1.2 Material and Method Used

The theoretical material and data presented in this study provide a background to the research field of job satisfaction-job performance. When discussing job satisfaction and job performance, we can't overlook the importance of theories regarding attitudes and behaviour. Once we have covered the most important theories pertaining to the relationship between attitudes and behaviour, we take a closer look at the elements contributing to job satisfaction and job performance separately. Finally, on the basis of secondary research results we determine the relationship between job satisfaction and job performance in general.

After having covered past literature and research, we perform research of our own. Through the means of a survey we try to measure the average level of job satisfaction in an international company over different locations.

1.3 Limitations of the Study

Due to the nature of the thesis topic it seemed impossible to obtain permission from any company to perform our own job satisfaction-job performance survey. Eventually, we received the permission to use the results of an in-house survey of an international company. However, since the in-house survey only measures the level of job satisfaction among employees and not the level of job performance, we had to limit the scope of our primary research. Additionally, due to a confidentiality agreement, we are not allowed to mention the name of the company in this thesis. Therefore, from now on, we shall refer to the international company as company X.

Obviously the findings resulting from the survey should not be generalized to other companies. Due to the nature of the in-house survey – with its company-specific questions - the reliability of the study cannot be guaranteed in another context. Consequently, the same survey in another company may yield different results.

1.4 Background of Company X

Company X is an international company active in the service industry. It organises annually about 150 invitation-only events in its operative countries: Finland, Sweden, Denmark, the Netherlands, Austria, Germany, Norway and Switzerland. These events can revolve around entire industries (retail, healthcare, education,...), profession areas (finance, ICT, facility,...) or themes. Nowadays company X employs about 160 people in total - of which 85 are active in Helsinki.

2 THEORY

2.1 Attitudes and behaviour

2.1.1 Definition

According to Secord and Backman (1969) attitudes are defined as “certain regularities of an individual’s feelings, thoughts and predispositions to act toward some aspect of his environment” (Arnold et al 1998 p. 191).

This definition contains respectively three components - an affective component, a cognitive component and a behavioural component – and these components are related to a specific 'object'. However, usually attitudes merely refer to the affective and cognitive component, whereas behaviour is considered as the outcome of attitudes (Arnold et al 1998 p. 191).

Now, some argue that attitudes matter to the extent that they actually influence behaviour. In consequence, racial or sexual prejudices are only negative if they result in discrimination or other negative behaviour (Arnold et al 1998 p. 200).

So the question is: to what extent do attitudes influence, elicit and, therefore, predict behaviour?

2.1.2 Early review

In early research of attitudes and behaviour it was implicitly assumed that attitudes played a defining role in eliciting behaviour. Consequently, within that line of thought, the study of attitudes would provide a better understanding of the human behaviour. In the years to come the relationship between attitudes and behaviour was subjected to an increasing number of studies. However, an early review of these studies did not yield the expected results (Albarracín et al 2005 pp.174-175).

According to Wicker (1969) research evidence did not suggest a strong correspondence between attitudes and behaviour. In fact, a person's opinions, thoughts or emotions in regard to someone or something appeared to be very weak indicators for how that person would eventually act. Therefore Wicker advocated the proposition to abandon the entire idea of attitudes as predictors for behaviour (Arnold et al 1998 p. 200).

Wicker (1969) concluded (Albarracín et al 2005 p.175):

Taken as a whole, these studies suggest that it is considerably more likely that attitudes will be unrelated to or only slightly related to overt behaviours than that attitudes will be closely related to actions. Product-moment correlation coefficients relating the two kinds of responses are rarely above .30 and often are near zero.

Whereas a coefficient of one indicates perfect correlation and a coefficient of zero indicates no correlation at all.

A number of reasons could account for these surprising findings (Arnold et al 1998 pp. 200-201):

- Social pressure: the motivation to exhibit socially desirable behaviour imposed by our surroundings could have resulted in inconsistent behaviour in relation to attitudes.
- Lack of validity: while the researched attitudes were rather general, the supposedly corresponding behaviours were too specific. Due to this flawed research design the research results lacked validity and the research itself didn't measure the correct variables.
- Lack of reliability: since behaviour was only measured on a single occasion or over a short period of time, it is unclear whether the same results would have been achieved over a longer period of time or if a simulation of the exact same research would have resulted in the same findings.

In a review of the previous research Pratkanis and Turner (1994) identified four indicators for a stronger link between attitudes and behaviour (Mckenna 2000 p. 273):

- The object of the attitudes is well defined and relevant. For example, a person can generally showcase a negative attitude towards physical violence, but this doesn't necessarily hold true in every situation. Therefore the object of the attitude requires a specific definition and situational relevance.
- The attitudes are easily accessible to the mind. This can result from prior, first-hand experience with the attitude-object.
- The attitudes are founded on an extensive knowledgebase. Knowledge contributes to a greater certainty in attitude towards certain behaviour.
- The attitudes serve to protect the self. For example, a musician may hold a positive attitude towards artists in general, since he or she believes that artists add a positive dimension to life.

In summary, Pratkanis and Turner attributed the poor correlation perceived between attitudes and behaviour in previous research to the lack of accurate valuation of cognitive processes in regard to attitudes

2.1.3 Theory of Reasoned Action

In response to the failure of traditional attitudes-behaviour research to establish a strong correlation between attitudes and behaviour Ajzen and Fishbein (1980) developed a model called Theory of Reasoned Action. This theory has been the framework for the resurgence of the attitude construct and it has been fundamentally influential in subsequent research regarding attitudes and behaviour (Ajzen et al 2007 p. 23).

According to Ajzen and Fishbein behaviour is the result of three corresponding components: intentions, attitudes and subjective norms. They claim that actions are predicted by intentions and that intentions in turn are influenced by attitudes and subjective norms (Arnold et al 1998 p. 201). So, consequently, if a person intends to perform a specific action, then it is likely that he or she will do so as long as the attitudes and the subjective norms of the person are in congruence with the intention.

More specifically, in the Theory of Reasoned Action attitudes and subjective norms represent two kinds of beliefs: behavioural and normative beliefs. Behavioural beliefs are concerned with the possible outcomes of an action. The consequences of the action are then classified on a scale from positive to negative. Normative beliefs are pre-occupied with the opinions of significant others on whether a person should or should not perform an action and with the conviction of a person to comply with those opinions. Eventually, by balancing the product of the 'weights' of both behavioural and normative beliefs the strength of the intention to perform an action is determined (Ajzen et al 2007 p. 24).

Simply put: a person's behaviour is dependent on his attitude towards that behaviour and the judgment of other people if he performed the behaviour.

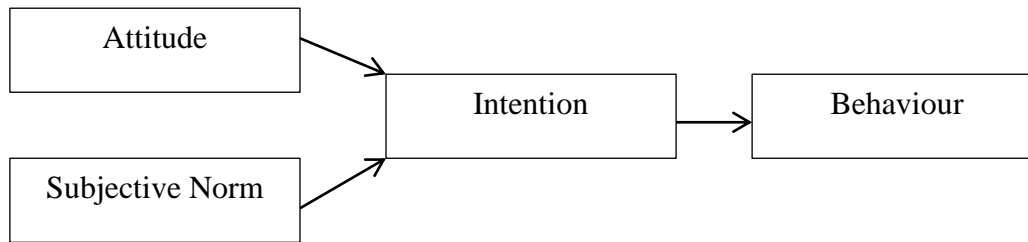


Figure 1. Theory of Reasoned Action (Ajzen and Fishbein, 1980)

To demonstrate the value of the Theory of Reasoned Action, Ajzen summarised the results of ten studies with the use of his theory and this resulted in the following, successful correlations (Fraser et al 2001 pp.244-245):

- Attitudes vs. Intentions: +0.72
- Subjective Norms vs. Intentions: +0.65
- Attitudes + Subjective Norms – Intentions: +0.80
- Intentions vs. Behaviours: +0.83

However, despite these positive results, the Theory of Reasoned Action was not without flaws and, soon after, an improved version of the model would be presented.

2.1.4 Theory of Planned Behaviour

In a study about smoking and drug use Bentler and Speckart (1979) demonstrated that past behaviour can directly affect future behaviour. More specifically, the more often you have displayed certain behaviour in the past, the more likely you will exhibit similar behaviour in the future. Past behaviour as a direct determining factor for behaviour was not part of the Theory of Reasoned Action (Fraser et al 2001 p. 246)

Azjen and Madden (1986) tackled the issues raised by Bentler and Speckart and modified the Theory of Reasoned Action into the Theory of Planned Behaviour. In addition to attitudes, subjective norms and intentions, the Theory of Planned Behaviour introduced the concept of perceived behavioural control as a fourth component. The Theory of Planned Behaviour assumes that perceived behavioural control has a direct influence on behaviour and also an indirect influence through intentions (Arnold et al 1998 pp. 201-202).

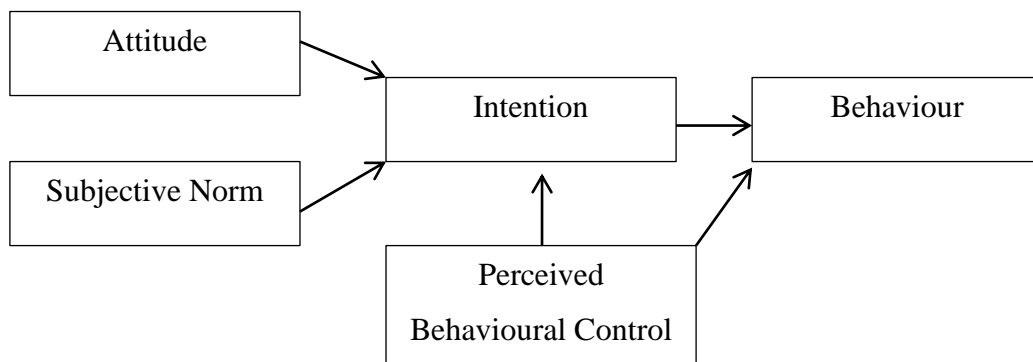


Figure 2. Theory of Planned Behaviour (Ajzen and Madden, 1986)

The concept of perceived behavioural control originates from Bandura’s Self Efficacy Theory. Bandura (1977) defines self-efficacy as the conviction to successfully execute the behaviour necessary to achieve a particular outcome. And the perception of self-efficacy in turn is fed by interpretations of actual performances. So, if a person is confident that he or she can perform a particular behaviour, then it is more likely that this person will display this behaviour as long as this behaviour results in a desired outcome. (Wentzel et al. p. 36)

Several analytical reviews of the Theory of Planned Behaviour came to the conclusion that the introduction of the concept of perceived behavioural control has immensely contributed to the prediction of intentions and behaviour. In a review of 185 studies Armitage and Conner (2001) noticed that the Theory of Planned Behaviour accounted for 27 percent of the variance in behaviour and 39 percent of the variance in intentions (Armitage et al 2004 p.8). Sheppard et al. (1988) even concluded that the theory ac-

counted for half of the variance in behaviour. Therefore the Theory of Planned behaviour is arguably the dominant model of attitudes-behaviour relations at hand.

The Theory of Planned Behaviour has been rather successful in predicting behaviour in a variety of settings. However, only a few of these are directly related to work behaviour (Arnold et al 1998 p. 202).

2.2 Job satisfaction

2.2.1 Definition

Job satisfaction has been an important focal point for organisational and industrial psychology. In defining job satisfaction the reference is often made to Locke's (1976) description of job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Jex 2002 p.116). The appraisal involves various elements related to the job such as salary, working conditions, colleagues and boss, career prospects and, of course, the intrinsic aspects of the job itself (Arnold et al 1998 p. 204).

So, simply put, job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. And since job satisfaction is merely an employee's attitude towards his or job, previously discussed theories regarding attitudes are applicable to job satisfaction. Consequently job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioural component (Jex 2002 p.116). While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. Often these two aspects are related. The behavioural component is an indicator for behavioural intentions towards a job such as getting to work in time, working hard, etc.

2.2.2 Approaches to job satisfaction

In explaining job satisfaction and measuring the level of employees' satisfaction three different approaches have been developed.

The first approach turns its attention to the characteristics of the job and it is called the "information processing model" (Hackman and Oldham 1976). According to this model employees gather information about the job, the workplace and the organisation and cognitively assess these elements in order to determine the level of satisfaction (Jex 2002 p.117).

The second approach suggests that the measurement of the level of job satisfaction is founded on 'social information' – information based on past behaviour and what others at work think. It shifts its attention to the effects of the context and the consequences of past behaviour, rather than to individual pre-dispositions and rational decision-making processes (Pennings 1986 p. 65). Therefore job satisfaction is dependent on how others at work evaluate the workplace. This approach is called the "social information processing model" (Salancik and Pfeffer 1978).

The third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee. These dispositions can be based on experience or genetic heritage or on both (Jex 2002 p.117).

In summary, job satisfaction can be seen as a function of:

- the features of a job,
- the view of others,
- the employee's personality.

2.3 Job satisfaction as function of job features

2.3.1 Two-Factor Theory

In his Two-Factor Theory Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two elements or ‘factors’ to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, etc. Motivators are related to the characteristics of the job itself. According to the theory motivators and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. The Two-Factor is also often referred to as the Motivation-Hygiene Theory (Davies 2008 p.8).

Herzberg’s theory offers an explanation to why employees still lack motivation when confronted with high salaries and great working conditions. The latter two elements only represent hygiene factors, which keep dissatisfaction at bay. According to Herzberg, motivation comes from the job itself. Therefore, it is important for managers to look into the nature of the jobs they ask their employees to do. Herzberg's idea is that if you want an employee to perform well and do a good job, he should have a good job to begin with. So, in order to improve job attitudes and productivity, employers must attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction.

In consequence, Herzberg's work implies that almost anyone will respond positively to a job with highly motivating factors.

2.3.2 Job Characteristic Model

Whereas Herzberg advocated the creation of "good jobs", Richard Hackman and Greg Oldham built on that concept by attempting to define our understanding of what a "good job" actually looks like. In other words, what are the characteristics of motivating jobs?

In the Job Characteristic Model Hackman and Oldham (1975) identified five core dimensions for evaluating the immediate work environment. They say that any job can be analysed for its motivating potential by using these five dimensions. The job can then be redesigned in order to eliminate its dissatisfying aspects. The five dimensions are (Arnold et al 1998 p. 204):

- Skill variety: skill variety describes the degree to which a job requires the implementation of a number of different skills, abilities or talents. These activities should not only be different, but they also need to be distinct enough to require different skills.
- Task identity: task identity defines the extent to which a job requires completion of a whole and identifiable piece of work.
- Task significance: task significance refers to the importance of the job; the degree to which the job has an impact on the lives of other people, the immediate organization or the external environment.
- Autonomy: autonomy is the degree to which the jobholder is free to schedule the pace of his or her work and determine the procedures to be used.
- Feedback: feedback is the degree to which the individual doing a job obtains information about the effectiveness of the performance. Feedback does not only refer to supervisory feedback, but also the ability to observe the results of one's own work.

These core dimensions turned out to be associated significantly with job satisfaction and a high employees' motivation.

Hackman and Oldham's model claims that attention to these five job characteristics produces three critical psychological states (Tosi et al 2000 pp. 135-136):

- Meaningfulness of work: this results from the belief in the intrinsic value/meaning of the job. For example, teachers may experience meaningfulness of work, even in difficult working conditions, because of the conviction that their efforts make a difference in the lives of their pupils.
- Experienced responsibility for outcomes of work: job efforts are perceived as causally linked to the end results of the work.
- Knowledge of the actual results of work activities: this can be qualified as feedback. The employee is actually able to judge the quality of his or her performance.

According to the model different job dimensions contribute to different psychological states. Job meaningfulness can be defined as the product of three dimensions: skill variety, task identity and task significance. Experienced responsibility is a function of autonomy and knowledge of results is dependent on feedback. The psychological state that receives the most attention in Hackman and Oldham's study is the meaningfulness of work (Tosi et al 2000 p. 136).

Finally, the presence of these critical states can in turn increase the probability of positive work outcomes, especially for employees with a high growth-need. The positive work outcomes are (Tosi et al 2000 pp. 134-135):

- High internal work motivation: motivation is caused by the work itself.
- High quality performance: this results from the meaningfulness of work. Quality, however, does not necessarily imply quantity.
- High job satisfaction.
- Low absenteeism and turnover.

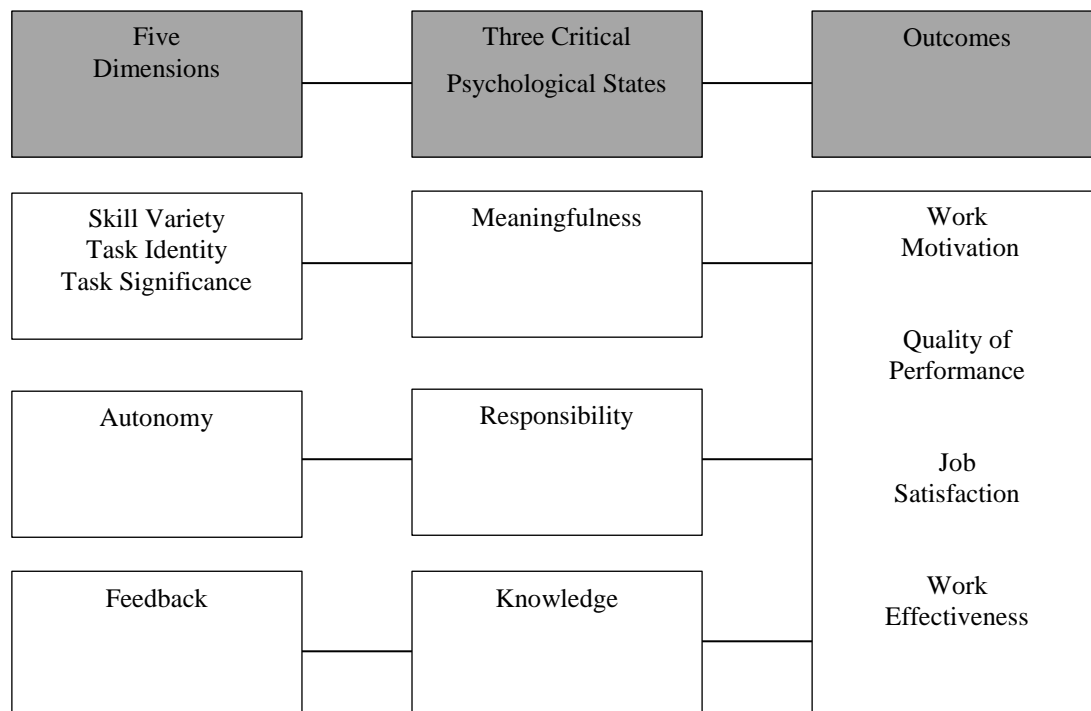


Figure 3. Job Characteristic Model (Hackman and Oldham, 1975)

2.4 Job satisfaction as function of other people

According to the social information processing model, as we have pointed out earlier, job satisfaction is susceptible to the influence of others in the work place. People are inclined to observe and copy the attitudes and behaviours of colleagues with similar jobs and interests, and of superiors who are perceived as powerful and successful (Furnham 1992 p. 210).

2.4.1 Direct influence by others

Griffin's and Bateman's (1986) research in this field revealed strong, positive correlations between behaviour exhibited by leaders and job satisfaction (Arnold et al 1998 p. 206). Weiss (1978) discovered great similarity in values between employees and super-

visors when the latter treated their subordinates with consideration (Furnham 1992 p. 211).

Weiss and Shaw (1979) conducted a study in which participants were required to observe one of two training videos on how to execute a task. The first video contained footage of a 'trainee' reacting enthusiastically to the task. In the second video, however, the trainee displayed a negative attitude towards the task. The participants who were subjected to the first video had a more favourable attitude after performing the same task than those who were subjected to the second video (Furnham 1992 p. 210).

2.4.2 Indirect influence by others

Agho et al (1993) came to the conclusion that perceptions of distributive justice – the perceived level of fairness in distributing rewards in a company – had an impact on job satisfaction (Arnold et al 1998 p. 206).

O'Reilly and Caldwell (1991) demonstrated the importance of congruence between personal cultural preferences and organisational culture. Their research revealed a strong, negative correlation between person-organisation fit and turnover. This result indirectly indicates that a lack of correspondence between an employee and the culture of a company will most likely lead to lower job satisfaction (DeWayne 2005 pp. 34-37).

In conclusion, these studies have clearly demonstrated that the influence of others in the work place on job satisfaction is significant. However, it should be noted that not everyone is equally prone to the influence of others. There are individual differences which can be attributed to differences in personal dispositions.

2.5 Job satisfaction as function of personal dispositions

The concept of personal disposition can cover a fair number of aspects, which are not all equally relevant to the topic of job satisfaction. Therefore, in this chapter we will try to cover the most important personal dispositions.

2.5.1 Genetic or hereditary disposition

In a controversial series of studies Arvey (1991) discovered that job satisfaction might have a genetic cause. He based his findings on the Minnesota Twin Family Study – a study to determine the influence of genes and environment on the development of psychological traits in twins. The use of identical twins in the on-going nature-nurture debate has always been widely popular in psychological studies, since identical twins share identical genes. Therefore, any incongruence in the development of psychological traits between the twins can be attributed to environmental influences (Aamodt p.368).

Arvey analysed the level of job satisfaction of 34 pairs of identical twins who had been separated from an early ages. If job satisfaction is merely the result of environmental factors, there should not be any significant correlation in the level of job satisfaction between identical twins who grew up in different environments and who had different jobs. Consequently, if identical twins with a different upbringing and different jobs do display a similar level of job satisfaction, then we should, at least partially, consider a genetic disposition as a determining factor (Aamodt p.368).

Arvey's studies revealed that almost 30 percent of the variation in job satisfaction depends on genetic factors. According to Arvey the level of job satisfaction between genetically identical people with a different job is more similar than the level of job satisfaction between genetically different people with the same job (Arnold et al 1998 p. 207)! However, this does not imply that there is a 'job satisfaction' gene. All in all, it is

impossible to determine which proportion of job satisfaction is a function of someone's disposition.

2.5.2 Affective disposition

Judge and Hulin (1993) studied the connection between affective disposition (the tendency to have positive or negative emotions and thoughts), subjective well-being (the perceived level of satisfaction about life in general), job satisfaction and job characteristics (Arnold et al 1998 p. 207)!

The study revealed that affective disposition had an important impact on subjective well-being. Subjective well-being in turn – and affective disposition in consequence - had a significant influence on job satisfaction and so did job satisfaction on subjective well-being. Lastly, job characteristics were the most important determinants for job satisfaction, but they were barely more important than subjective well-being (Arnold et al 1998 p. 207).

This indicates that, besides the content of the job itself, the affective disposition of a person is a major determinant for job satisfaction. Another conclusion is that job satisfaction influences a person's overall satisfaction. This implies that an employee who is dissatisfied with his or her job, but very satisfied with his or her life, may perform well on the job. Also, an employee who is very satisfied with his or her job, but very dissatisfied with his or her life, may perform poorly on the job.

2.5.3 Gender

Lefkowitz (1994) analysed a number of studies and discovered that women's job satisfaction is in average lower than men's. One explanation for this phenomenon could be that women are less invested in their work, since women's incomes are, or at least used to be, merely the second income in the household. Another, more likely, reason would be that women experience less job satisfaction because they tend to have less good jobs overall compared to men. In a follow-up study Lefkowitz confirmed this reasoning by demonstrating that the differences between men and women in the level of job satisfaction disappeared when variables such as age, education, income and status were kept equal between men and women (Mckenna 2000 p. 276).

2.5.4 Age

According to some research job satisfaction tends to increase throughout working life. Several reasons could be accountable for that (Mckenna 2000 p. 276):

- older people have better jobs than younger people, since, due to a longer career, they had more chances to obtain a desirable job;
- older people have adjusted their expectations downwards over the years and they are therefore more easily content;
- the older generation as a whole has always been more satisfied;
- dissatisfied older people are more likely to opt for early retirement, while the remaining older people are satisfied with their job. This creates a skewed image of the level of job satisfaction among older people by cancelling out the dissatisfied segment.

Clarke (1996) discovered a U-shaped correlation between job satisfaction and lifespan. Job satisfaction starts out reasonably high in teenage years, then takes a nosedive in the

twenties and thirties – with the age of 36 as the lowest point (in average) -, then it rises back up again through the forties and further in the fifties and sixties (Arnold et al 1998 p. 208).

2.6 Job performance

On a very general level job performance can be defined as “all the behaviours employees engage in while at work” (Jex 2002 p. 88). However, this is a rather vague description. A fair amount of the employees’ behaviour displayed at work is not necessarily related to job-specific aspects. More commonly, job performance refers to how well someone performs at his or her work.

Definitions range from general to specific aspects and from quantitative to qualitative dimensions. Initially, researchers were optimistic about the possibility to define and measure job performance. However, soon enough they started to realise that determining the dimensions of a job and its performance requirements was not a straightforward process. Nowadays it is generally agreed that job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment (Milkovich et al 1991 pp. 48-49).

Historically, there have been three approaches to define the dimensions of job performance (Milkovich et al 1991 p. 48):

- as a function of outcomes;
- as a function of behaviour;
- as a function of personal traits.

The majority of the studies have shifted their focus on defining job performance in terms of outcomes and behaviour, since these are easier and more objective to define and to observe than personal traits (Hersen 2004 p. 375)

2.6.1 Behaviour versus outcomes

From an employee's point of view job performance is essentially the result of a series of behaviours. The various tasks performed on a daily basis contribute to job performance in general (Cardy 2004 p. 13). In this line of thought Campbell (1993) developed an influential model containing eight dimensions to measure job performance (Jex 2002 pp. 90-92):

1. Job-specific task proficiency: behaviour related to core tasks of the job;
2. Non-job-specific task proficiency: general work behaviour;
3. Written and oral communication task proficiency;
4. Demonstrating effort: level of commitment to core tasks;
5. Maintaining personal discipline;
6. Facilitating peer and team performance;
7. Supervision/Leadership;
8. Management/Administration.

From a supervisor's perspective, on the other hand, outcomes are the key elements for job performance appraisal. After all, at the end of the day results are more important to an employer than the activities leading to those results (Cardy 2004 p. 13).

So which approach is more important? There is not really a superior approach in all cases: both approaches have advantages and disadvantages (Cardy 2004 p. 14).

3 RESEARCH METHODOLOGY

3.1 Research method

As we discussed earlier we did not receive the permission to conduct our own survey in company X. Therefore we will make use of secondary research findings in order to find out whether there is a correlation between job satisfaction and job performance and whether job satisfaction influences job performance.

However, we were however allowed limited access to the results of an in-house survey (Appendix 1) conducted by company X itself. The survey is also referred to as the Atmosphere Questionnaire. A survey in general can be considered as a quantitative mean for collecting data, which can be statistically analysed afterwards (Arnold et al 1998 p. 194).

The Atmosphere Questionnaire consists of 6 categories, with each category containing a minimum of three statements up to a maximum of six and with the entire survey totaling twenty-three statements. For each statement respondents have five options to express their level of agreement:

1. Strongly Disagree
2. Disagree
3. Neither Disagree or Agree
4. Agree
5. Strongly Agree

The respondents are required to choose one and only one option for every statement. Afterwards an average is calculated for each statement and each category separately, with 1 being the possible minimum result and 5 the possible maximum result. The survey is then concluded with an overall average. Since every statement represents a posi-

tive work-related attitude, a high average indicates a positive work atmosphere and job satisfaction.

Of the 160 employees working at company X a total of 119 participated in the survey. Besides discussing the overall numbers acquired from all the respondents together, we will also be comparing the findings from the three largest offices representing company X: the offices in Finland (58 respondents), Sweden (25 respondents) and Denmark (12 respondents).

3.2 Reliability

As we have already pointed out in the introduction, the results of the survey should only be interpreted in the context of Company X. Reliability refers to the extent to which results can be generalised to a larger population. Therefore, repeating the same research in a different setting should lead to similar results. However, due to the limited number of respondents and the company-specific survey-statements, it is possible that the same research may yield different results in a different company.

3.2 Validity

Validity refers to the extent a scientific research actually measures what it claims to measure. In this case the question is: does the Atmosphere Questionnaire actually measure the general ‘atmosphere’ at the workplace and, more precisely, the level of job satisfaction? In order to answer this question, we have to look at the specific statements and determine their relevance. In line with the theory we have introduced earlier in this work we can safely exclude the first category as contributing to the general job satisfaction level.

4 RESEARCH FINDINGS AND ANALYSIS

In this chapter we will first review the results of correlation studies and causal direction studies conducted by other researchers.

Then we will have a closer look at the results of the Atmosphere Questionnaire according to the separate categories and their corresponding statements. The scores will be between 1 and 5.

4.1 Correlation studies

The earliest meta-analysis, conducted by Brayfield and Crockett (1955), in regard to the relationship between job satisfaction and job performance surprisingly revealed a very weak connection between the two variables. From the 9 studies published up until then only an average correlation of 0.15 was established (Judge et al 2001 pp. 376-377).

Petty et al (1984) conducted a meta-analysis of 16 studies and demonstrated a correlation of 0.31. This made them conclude that “the relationship between job satisfaction and job performance is stronger and more consistent than reported in the previous studies” (Judge et al 2001 p. 381).

The latest and most comprehensive meta-analysis, performed by Iaffaldano and Muchinsky (1985) and consisting of 217 correlations from 74 studies, revealed a considerable variation in correlations between job satisfaction and job performance across different aspects of job satisfaction – ranging from 0.6 for pay satisfaction to 0.29 for overall job satisfaction. An average of the correlations between all the various aspects and job performance ultimately led to a correlation of 0.17 between job satisfaction and job performance (Judge et al 2001 p. 382).

Iaffaldano's and Muchinsky review, despite its flaws, has been the most influential study on how contemporary researchers consider the relationship between job satisfaction and job performance – as an unsubstantial and modest relationship (Judge et al 2001 pp. 382-383).

4.2 Causal direction

There are seven models to approach the nature of the relationship between job satisfaction and job performance (Judge et al 2001 p. 377). We will briefly present the most relevant models:

Job satisfaction causes job performance

This model stems from the premise that attitudes predict behaviour and it represents the most popular theory regarding the nature of the relationship between job satisfaction and job performance. However, on the contrary to popular beliefs, only a very few studies actually managed to demonstrate a unidirectional effect of job satisfaction on job performance and, moreover, the results obtained through these studies were not conclusive (Judge et al 2001 p. 378).

Job performance causes job satisfaction

A more subversive theory claims that performance leads to rewards and, in turn, those rewards are the cause for satisfaction. Vroom (1964) put this idea into the Expectancy Theory. This theory actually yielded better results than the previous theory, but the findings were still not conclusive (Judge et al 2001 p. 378).

Job satisfaction and job performance affect each other

Only five studies took a closer look at the possibility of a reciprocal relationship between job satisfaction and job performance. In summary, although the results of these studies were inconsistent, four out of the five studies indicated a causal effect of satis-

faction on performance, and two out of the five discovered a reversed causal direction (Judge et al 2001 p. 379)

4.3 Atmosphere Questionnaire

4.3.1 Motivation and compensation

This category relates to work motivation and monetary incentives and is not necessarily an indicator for job satisfaction as we have previously demonstrated with Herzberg's theory. As the theory has pointed out before, compensation can lead to the decrease of dissatisfaction, but not necessarily to the increase of satisfaction. The overall average – on a corporate level - for this category indicates a satisfaction level of 4.55 out of 5. In comparison Finland and Sweden obtained a relatively higher average of respectively 4.76 and 4.56, while Denmark scored slightly below the overall average with 4.42.

	Corporate level	Finland	Sweden	Denmark
	N=119	N=58	N=25	N=12
Category 1	4.18	4.27	4.25	3.83
Statement 1	4.41	4.55	4.24	4.17
Statement 2	4.40	4.50	4.52	4.17
Statement 3	4.42	4.53	4.52	4.17
Statement 4	3.45	3.52	3.71	2.75

Table 1. Average scores category 1.

Statement 1: I am generally motivated to work here.

The overall average is 4.18. Finland and Sweden score above the overall average with respectively 4.76 and 4.56. Denmark has a lower average with 3.83

Statement 2: People at my local office are generally motivated to do their best.

This statement resulted in a corporate average of 4.40. This time only Finland shows a higher average with 4.55. Both Sweden and Denmark score below the overall average with respectively 4.24 and 4.17.

Statement 3: Our compensation structures are clear to me.

In this case an overall average of 4.42 was obtained. Once again Finland and Sweden display a higher average with respectively 4.53 and 4.52. Denmark scores 4.25.

Statement 4: I am satisfied with my salary and bonuses compared to my performance.

The overall average in this case is significantly lower compared to the previous averages: 3.45. Finland and Sweden show an average of 3.52 and 3.71. Denmark scores a considerably lower average with 2.75.

4.3.2 Leadership and communication

This category is very much influential in determining job satisfaction. Both leadership and vertical/horizontal communication are exemplary to how others affect job satisfaction – job satisfaction as a function of other people. The average on a corporate level indicates a satisfaction level of 4.24. Finland beats this score with 4.38, while Sweden and Denmark fall below the overall average with respectively 4.20 and 4.04.

	Corporate level	Finland	Sweden	Denmark
	N=119	N=58	N=25	N=12
Category 2	4.24	4.38	4.20	4.04
Statement 5	4.40	4.40	4.54	4.33
Statement 6	4.36	4.60	4.28	3.92
Statement 7	4.19	4.36	4.04	4.08
Statement 8	4.00	4.16	3.96	3.83

Table 2. Average scores category 2.

Statement 5: Our local managers lead this company well.

This statement resulted in an overall average of 4.40. Finland obtained the exact same score, while Sweden and Denmark got 4.54 and 4.33.

Statement 6: Our top management leads this company well.

The average on a corporate level is 4.36. Finland scored higher with 4.60. Sweden and Denmark scored below the overall average with 4.28 and 3.92.

Statement 7: Internal communication is effective at our local office.

The overall level of satisfaction with the internal communication is at 4.19. Once again Finland scored higher with 4.36, while Sweden and Denmark got 4.04 and 4.08

Statement 8: Internal communication is effective in the Group.

The Group refers to the entire company as opposed to separate, local offices. In this case an overall average of 4.00 was obtained. Finland beat the overall average with a score of 4.16, while Sweden and Denmark got 3.96 and 3.83.

4.3.3 Processes and products/services

The category of processes and products/services relates to the task identity-dimension of the Job Characteristic Model, which is a key-dimension contributing to job satisfaction. The corporate level average of this category is 4.49. Finland obtained 4.62, while Sweden and Denmark got a score of 4.52 and 4.17.

	Corporate level	Finland	Sweden	Denmark
	N=119	N=58	N=25	N=12
Category 3	4.49	4.62	4.52	4.17
Statement 9	4.61	4.70	4.76	4.17
Statement 10	4.25	4.47	4.12	4.00
Statement 11	4,61	4.69	4.68	4.33

Table 3. Average scores category 3.

Statement 9: I believe our products and services are competitive at our local market.

Both Finland and Sweden score higher than the overall average of 4.61 with respectively 4.70 and 4.76. Denmark gets an average of 4.17.

Statement 10: Our processes are clear and in sync with each other.

This statement resulted in a corporate average of 4.25, with Finland obtaining 4.47, Sweden 4.12 and Denmark 4.00.

Statement 11: I understand how my function's processes work.

The employees at company X seem to be very aware of the processes in regard to their function with an overall average of 4.61. Finland and Sweden score similar results with 4.69 and 4.68. Denmark gets a score of 4.33.

4.3.4 Co-operation and support

The category of co-operation and support – just like the second category - represents statements in regard to job satisfaction as a function of other people. Co-operation and support between employees and divisions in a company can play an important role for job satisfaction. On a corporate level company X scored an average of 4.13 in this category, with Finland getting a higher result as usual with 4.34 and Sweden and Denmark getting a score of respectively 4.03 and 3.76.

	Corporate level	Finland	Sweden	Denmark
	N=119	N=58	N=25	N=12
Category 4	4.13	4.34	4.03	3.76
Statement 12	4.16	4.21	4.26	3.92
Statement 13	3.89	4.08	3.71	3.67
Statement 14	4.26	4.63	4.04	3.36
Statement 15	4.15	4.37	3.95	3.83
Statement 16	4.17	4.40	4.17	4.00

Table 4. Average scores category 4.

Statement 12: I am satisfied with the co-operation between functions in my country organization.

Statement 12 resulted in an overall average of 4.16. Finland and Sweden obtained an average of 4.21 and 4.26, while Denmark scored 3.92.

Statement 13: I am satisfied with the co-operation between country organisations.

The co-operation between the countries received a relatively lower overall average of 3.89, with Finland and Sweden getting a score of 4.08 and 3.71 and Denmark 3.67.

Statement 14: I am satisfied with how Group Admin and Marketing support me.

The support provided by the administration and marketing department was valued at an overall average score of 4.26. Finland valued the support considerably higher with 4.63. Sweden and Denmark scored below the overall average with 4.04 and 3.36. This is only logical since the administration and marketing departments are located in Finland.

Statement 15: I am satisfied with how Matrix Organisation supports me.

Matrix is a support system on a corporate level. The overall average resulted in 4.15. Once more Finland scored above the overall average with 4.37, while Sweden and Denmark ended up below the overall average with 3.95 and 3.83.

Statement 16: Our people rather help each other than think about their own success.

The corporate level average of 4.17 seems to suggest that the respondents generally value the support of their immediate colleagues. Finland scored 4.40. Sweden and Denmark ended up with 4.17 and 4.00.

4.3.5 Job satisfaction and personal development

The statements in this category are representative for various dimensions of job satisfaction. On a corporate level the average score was 4.29. Finland and Sweden respectively obtained 4.43 and 4.33. Denmark got a score of 4.00

	Corporate level	Finland	Sweden	Denmark
	N=119	N=58	N=25	N=12
Category 5	4.29	4.43	4.33	4.00
Statement 17	4.49	4.67	4.48	4.08
Statement 18	4.58	4.60	4.60	4.58
Statement 19	4.15	4.24	4.04	4.33
Statement 20	4.13	4.22	4.36	3.67

Statement 21	4.30	4.46	4.24	4.17
Statement 22	4.11	4.38	4.24	3.17

Table 5. Average scores category 5.

Statement 17: I am proud to work for this Group.

Respondents are rather proud to work for company X with an overall average of 4.49. The employees in Finland averaged a score of 4.60, while Sweden and Denmark ended up with 4.48 and 4.08

Statement 18: I know what this company expects from me.

Statement 18 resulted in an overall average of 4.58. Both Finland and Sweden got a score of 4.60. Denmark had a slightly lower average of 4.58.

Statement 19: I am satisfied with the amount of feedback I receive about my work.

This statement was appraised at an overall average of 4.15. Finland and Sweden obtained 4.24 and 4.04. Denmark for once got the highest score with 4.33.

Statement 20: I receive enough training to handle my tasks.

Training is an important contributor to work performance. From a corporate point of view the overall score was 4.13. Finland and Sweden beat the overall score with 4.22 and 4.36. Employees in Denmark are considerably less satisfied with the level of training received with an average of 3.67.

Statement 21: I understand what our HR processes are.

It seems that all countries are rather well informed in regard to the HR processes, which is displayed in an overall average of 4.30. Finland is on top with 4.46. Sweden and Denmark follow with 4.24 and 4.17.

Statement 22: I see the opportunities the Group can offer its people.

This statement resulted in a corporate average of 4.11. Finland and Sweden scored above the overall average with 4.38 and 4.24. Denmark scored significantly lower with 3.17

4.3.6 I plan on working here a long time

	Corporate level	Finland	Sweden	Denmark
	N=119	N=58	N=25	N=12
Category 6	4.20	4.46	3.83	3.67
Statement 23	4.20	4.46	3.83	3.67

Table 6. Average scores category 6.

Statement 23: I plan on working here a long time

Employee turnover numbers can be indirect indicators for the level of job satisfaction: the lower the turnover, the higher the satisfaction. Respondents seem to be inclined to remain with the company for a long period with an overall average of 4.20. Finland is in the lead with a score of 4.46. The average scores of both Sweden and Denmark are less convincing – respectively 3.83 and 3.67.

5 DISCUSSION

5.1 Correlation between job satisfaction and job performance

Brayfield and Crockett (1955) performed the first meta-analysis in regard to the relationship between job satisfaction and job performance and only obtained a weak correlation between the two variables of 0.15.

Thirty years later Petty et al (1984) conducted another meta-analysis which demonstrated a slightly higher correlation of 0.31.

The most influential and most extensive meta-analysis, conducted by Iaffaldano and Muchinsky (1985) resulted in an overall average correlation of 0.17 between job satisfaction and job performance.

On the basis of all these meta-analyses we can safely conclude that the correlation between job satisfaction and job performance is unsubstantial and modest at best.

5.2 Does job satisfaction influence job performance?

In order to answer this research question we took a closer look at three different approaches to the nature of the relationship between job satisfaction and job performance.

The first model argued that job satisfaction caused job performance. However, the results obtained through studies researching this specific direction of the relationship were not conclusive.

The second model considered job performance as a contributing element to job satisfaction. Studies in regard to this second model also yielded inconclusive results.

The third model claimed that job satisfaction and job performance were mutually influential. As with the two previous models, the results of the studies were inconclusive.

5.3 Job satisfaction level at company X

As we have pointed out 119 employees participated at this survey. The overall average of all the respondents together indicates an overall satisfaction level of 4.26 out of 5. This means that there is a general agreement to a strong agreement among the respondents that there is a good working atmosphere at company X.

According to Herzberg's Two-Factor Theory there are two elements or 'factors' to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, etc.

Therefore, when we exclude the first category of statements, since this category merely represents hygiene factors and, consequently, it does not contribute to the measurement of job satisfaction, we see an overall job satisfaction level of 4.27. Now, how do we account for this relatively high level of job satisfaction?

As we have indicated earlier there are three approaches to job satisfaction. Job satisfaction can be seen as a function of:

- the features of a job,
- the view of others,
- the employee's personality.

According to the first approach employees gather information about the job, the workplace and the organisation and cognitively assess these elements in order to determine the level of satisfaction (Jex 2002 p.117). In that line of thought the statements of category 3 (Processes and Products/Services) of the Atmosphere Questionnaire represent features of the job at company X. From the six categories respondents are most satisfied with this category with an overall average of 4.49. This category relates to the task identity-dimension of the Job Characteristic Model, which is a key-dimension contributing

to job satisfaction. Apparently employees at company X are well aware of the extend of their job and the processes involved and they can identify themselves with the products and services provided by the company, This leads to a high level of job satisfaction on this scale.

The second approach suggests that the measurement of the level of job satisfaction is founded on ‘social information’: basically this is information based on how employees perceive others at the workplace – colleagues and management – and on how employees match with the organizational culture. Job satisfaction is susceptible to the influence of others in the work place. People are inclined to observe and copy the attitudes and behaviours of colleagues with similar jobs and interests, and of superiors who are perceived as powerful and successful (Furnham 1992 p. 210). Statements from category 2 (Leadership and Communication), category 4 (Co-operation and Support) and category 6 (I plan on working here a long time) of the Atmosphere Questionnaire are representative for either direct or indirect influence of others. Studies have clearly demonstrated that the influence of others in the work place on job satisfaction is significant as we have pointed out in the theory section. With an overall average score of 4.19 for the three categories we can conclude that job satisfaction level is also high from this perspective.

Category 5 (Job Satisfaction and Personal Development) can be considered as the odd one out, since it contains elements from both the first and the second approach. While some statements relate to dimensions of the Job Characteristic Model – feedback, skill variety, task identity, task significance -, others pertain to the influence of others in the work place in general and the influence of the organisational culture in specific. With an overall score of 4.29 this category also adds to an overall, high level of job satisfaction.

Finally, the third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee. These dispositions can be based on experience or genetic heritage or on both (Jex 2002 p.117). However, with the lack of any information in regard to the personal dispositions of the respondents of the Atmosphere Questionnaire (due to a restricted access), we cannot determine the level of contribution of personal differences to the overall level of job satisfaction.

5.4 Differences in job satisfaction level according to location

When we compare the scores obtained by the different countries, we can clearly observe discrepancies between the countries. But how do we account for these discrepancies? Since we do not have any information regarding differences in personal dispositions, we will only look at how job features and the influence of others might have made an impact. However, taking into consideration that every office operates in a similar organisational culture with comparable structures under the same corporate leadership, our discourse will be rather speculative in nature than theoretical.

5.4.1 Finland

A total of 58 respondents participated at the survey in Finland. The Atmosphere Questionnaire resulted in a total average score of 4.42. This is higher than the total average score on a corporate level. With this result the Finnish office has the best working atmosphere in the entire company.

Without the inclusion of the first category the job satisfaction level in Finland points at a total average score of 4.45. Once again the Finnish department scores higher than the corporate overall average and higher than all the other countries.

Now, if we take a closer look, we can determine that Finland actually obtained the highest score in every category. So apparently employees in the Finnish branch are more satisfied with the features of their job and the influence of their colleagues and their leadership than their colleagues abroad. How do we account for this? Company X is originally a Finnish company, with its holding located in Helsinki. Over the years the company has experienced great success in its sector in the Finnish market. This has contributed to a larger brand-recognition in the local labour market. Consequently, not only does company X have a larger pool of employee-candidates to choose from: the appli-

cants are more likely to be knowledgeable regarding the products/services of the company and aspects/processes of the jobs they are applying for at company X – they know what kind of job they are getting! So, it seems logical that employees in the Finnish department score high on category 3 (Processes and Products/Services) of the survey and that they are therefore more satisfied with the features of their job.

But why are Finnish employees also more satisfied with the influence of others in the work place? The employees in Helsinki have certain benefits over their colleagues in other countries: they work in the same venue as the administrative and HR department and receive immediate support and feedback if required; they also work much closer with the corporate decision-makers.

In line with the corporate result the Finnish department is most satisfied with the third category (processes and products/services) with a result of 4.62. However, Finland is the least satisfied with the first category (motivation and compensation): 4.27.

Now, considering that Finland represents half of the total amount of respondents and seeing that the average scores of Finland are higher than the average scores on a corporate level, it only seems logical that the other countries will display lower average scores than the corporate scores

5.4.2 Sweden

Sweden is represented by 25 respondents. The Atmosphere Questionnaire resulted in a total average score of 4.25. This is slightly lower than the total average score on a corporate level.

When we exclude the first category, job satisfaction level in the Swedish department of company X averaged at 4.18. This is lower than the job satisfaction level in Finland and on a corporate level.

The lower scores can be explained according to the same logic we applied to Finland. Company X's brand is not as well-known and as popular in Sweden as in Finland. Consequently, there is a smaller pool of job-applicants and the applicants are at the same time less knowledgeable in regard to the job requirements and the services/products provided by company X. Therefore, employees from the Swedish team will score comparatively lower on category 3, resulting in a lower satisfaction level with job features. Also, due to its location Sweden will not receive the similar level of support like the Finnish department and corporation with corporate decision-makers is merely occasional in nature. This leads to a lower satisfaction with the influence of others.

However, Sweden does score higher than any other foreign department of company X. After the success in Finnish market, Sweden was the next logical destination for company X to expand its activities to, not only due to its geographical closeness, but also due to cultural similarities. With the relative close proximity of the holding in mind, Sweden is in a better position to receive administrative support and guidance from the corporate leadership than any other foreign department. In addition, the Swedish team has the most employees abroad, so this will most likely result in a higher level of attention and support for this team than for any other foreign team. This may explain why Sweden has the second highest overall average scores in this survey.

The Swedish employees of company X are also the most satisfied with the third category (processes and products/services) with a score of 4.52. However, they don't intend to work as long with company X as the Finnish employees: the Swedish team obtained its lowest average score of 3.83 in the last category.

5.4.3 Denmark

With 12 respondents Denmark has the third largest amount of representatives. The Atmosphere Questionnaire resulted in a total average score of 3.95. This is considerably lower than the corporate score and the scores of the two other countries.

When we exclude the first category, job satisfaction level in the Danish department of company X averaged at 3.93. This is lower than the job satisfaction level in both Finland and Sweden and on a corporate level.

Out of the three countries Denmark is most likely to have the least brand-recognition, the smallest pool of job-applicants and applicants with the least knowledge in regard to the jobs and the services/products provided by company X. In addition, due to its geographical distance and the low number of employees, the support given to the Danish team will be the least extensive. Not surprisingly this results in the lowest level of satisfaction with job features and the influence of others.

One other, possible explanation we might have to take into consideration is that the number of respondents from Denmark is so low that the results are skewed and therefore not representative.

Just like the corporate score and the scores of Finland and Sweden, Denmark scores the highest in the third category (processes and products/services) with an average of 4.17. Just like their Swedish colleagues, the Danish employees obtained their lowest average score in the last category (3.67).

6 CONCLUSION

The purpose of the thesis was to find an answer to the following questions:

1. How do we measure job satisfaction?
2. Do job satisfaction and job performance share a relationship?
3. Does job satisfaction cause job performance?

In order to account for the first question, we first had a look at general theories in regard to attitudes and behaviours: the Theory of Reasoned Action and the Theory of Planned Behaviour.

Then we discussed job satisfaction as a function of three dimensions: job features, other people and personal dispositions. The value of job features on job satisfaction was demonstrated with the aid of the Two-Factor Theory and the Job Characteristics Model. The influence of others on job satisfaction was displayed as direct and indirect. The effect of personal dispositions on job satisfaction was classified according to genetic characteristics, affective dispositions, age and gender.

In regard to question two and three, we believe that we have sufficiently demonstrated in the secondary research part of the thesis that the correlation between job satisfaction and job performance was modest and unsubstantial at best. Causal direction studies did not come up with conclusive results in regard to the nature of the relationship between job satisfaction and job performance.

Finally, with our primary research we tried to implement aspects of the theory for measuring job satisfaction to a more specific setting by measuring and clarifying the level of job satisfaction at an International Company. We then compared the satisfaction scores between three different countries representing the same company in an attempt to account for the differences between the scores on the basis of both theory and speculation.

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APPENDIX 1/1 (4)

Atmosphere Questionnaire

Each statement can be answered with **one** of these options:

1. **Strongly disagree**
2. **Disagree**
3. **Neither disagree or agree**
4. **Agree**
5. **Strongly agree**

Category 1: Motivation and Compensation

I am generally motivated to work here.

1 2 3 4 5

People at my local office are generally motivated to do their best.

1 2 3 4 5

Our compensation structures are clear for me.

1 2 3 4 5

I am satisfied with my salary and bonuses compared to my performance.

1 2 3 4 5

APPENDIX 1/2 (4)

Category 2: Leadership and Communication

Our local managers lead this company well.

1 2 3 4 5

Our top management leads this company well.

1 2 3 4 5

Internal communication is effective at our local office.

1 2 3 4 5

Internal communication is effective in the Group.

1 2 3 4 5

Category 3: Processes and Products/Services

I believe our products and services are competitive at our local market.

1 2 3 4 5

Our processes are clear and in sync with each other.

1 2 3 4 5

APPENDIX 1/3 (4)

I understand how my function's processes work.

1 2 3 4 5

Category 4: Co-operation and Support

I am satisfied with the co-operation between functions in my country organisation.

1 2 3 4 5

I am satisfied with the co-operation between country organisations.

1 2 3 4 5

I am satisfied with how Group Admin and Marketing support me.

1 2 3 4 5

I am satisfied with how Matrix Organisation supports me.

1 2 3 4 5

Our people rather help each other than think about their own success.

1 2 3 4 5

Category 5: Job Satisfaction and Personal Development

I am proud to work for this Group.

1 2 3 4 5

APPENDIX 1/4 (4)

I know what this company expects from me.

1 2 3 4 5

I am satisfied with the amount of feedback I receive about my work.

1 2 3 4 5

I receive enough training to handle my tasks.

1 2 3 4 5

I understand what our HR processes are.

1 2 3 4 5

I see the opportunities Group can offer its people.

1 2 3 4 5

Category 6: I plan on working here a long time

I plan on working here a long time.

1 2 3 4 5