



PROJECT TITLE: Job satisfaction and work engagement: problems with workplace culture

BRIEF: Low job satisfaction and the lack of affiliation with the organization leads to lower engagement — which considerably affects productivity and consequently the success of a business.

I was commissioned to expose the reasons why job satisfaction was significantly lower in a specific department compared to the organizational average.

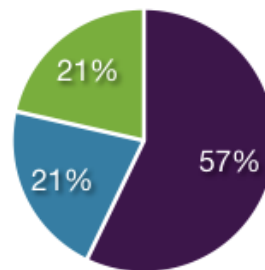
UNDERLYING PROBLEM: The initial staff questionnaire and informal interviews revealed that low job satisfaction might be closely linked with the culture of the department in question.

RESEARCH METHOD: 1) The starting point for the research was the JOB CHARACTERISTIC MODEL (1) which states that good performance and satisfaction will result if individuals experience three psychological states

- (a) **experienced meaningfulness**
- (b) **experienced responsibility**
- (c) **knowledge of results**

2) Staff survey and follow-up interviews were conducted

FINDINGS: The staff survey exposed that the majority of staff experiences a discrepancy between the roles they are required to perform and the roles they felt they should be (capable of) doing



● significant difference ● minor difference ● essentially the same

The follow-up analysis revealed that employees' perceptions of the meaningfulness of their job was closely linked to

how various roles and tasks were labelled and spoken about.

SOLUTIONS: Better performance and satisfaction will result if the employee's desire to obtain growth satisfaction from their work is matched with the actual job characteristics.



How employees perceive job characteristics, its meaningfulness and the role's responsibility is heavily influenced by how people speak about them



Perceptions can be changed by changing communication practices: by avoiding derogatory terms and by framing certain tasks in more favourable light.

(1) Hackman, J. R., & Lawler, E. E. (1971). Employee reactions to job characteristics. *Journal of Applied Psychology*, 55(3), 259.