

# Bridging the Professional Gap

## Job Satisfaction

*"Choose a job you love, and you will never have to work a day in your life."*

-Confucius



Part 2 of a 4-Part Series



Student and Early Career Psychologists

**Job satisfaction** is rooted in one's honest sense of being satisfied with their job across different variables (Hoppock, 1935). Recent definitions of job satisfaction have extended that honesty to include transparency around the variables they may not be as satisfied with (Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar, 2006).

Determining what is right and whether you are satisfied often depends on personal values and circumstances. For one person the right job may be based on earning a certain salary, whereas for another person the right job may involve a flexible schedule and time off of work. Additional factors to consider are the *emotions* and *feelings* such as stress, anxiety, and happiness, which play an important role in job satisfaction.

# Overview

---

A number of different variables may influence whether an individual feels happy in their work including, but not limited to, job security, compensation, advancement opportunities, relationships with colleagues and supervisors, and organizational trust.

The variables contributing to unhappiness also exacerbate the risk for an individual to experience burnout. In order to recognize and preemptively address factors that lend to unhappiness and burnout, it is important to explore what can be done to enhance job satisfaction.

# Enhanced Job Satisfaction Variables

---

## Communication

Open, collaborative, honest, and allows for disagreements as needed.

## Culture

The organizational goals and levels and types of interactions between employees.

## Job Security

Working for a viable company with long-term goals, insinuating feelings of belonging to that company (Berg, Grant, & Johnson, 2010). This can be enhanced by having honest communication and transparency within a company.

# Enhanced Job Satisfaction Variables

---

## Leadership

Feeling that leaders are able to guide employees through tasks and in turn increase motivation.

## Opportunities

Accessible challenging, interesting and diverse projects.

## Working Conditions

A place with respect for diverse ideas and opinions, honest and constructive feedback, mentoring opportunities, and freedom from harassment.

# Enhanced Job Satisfaction Variables

---

## Career Development

Having an individualized plan, beyond the formal nature of appraisals.

## Employee Personality

Value of proactiveness, receptiveness to feedback, initiative, and personal drive.

## Pay & Benefits

Perceptions of adequate pay and benefits.

## Rewards & Recognition

Promotional policies are unambiguous and in line with their expectations. A key finding (Kumari, 2011) is that satisfaction at a job is not exclusively linked to pay, but to the perceived fairness of how one is recognized at work for achievements.

# Motivation

Another important factor to consider as it relates to job satisfaction is **motivation**.

According to Latham (2012), motivation is a *cognitive resource allocation process* in which a person makes choices as to the time and energy to be allocated to an array of motives or tasks. It is important to note the key word, *choice*.

When an employee is able to make a choice, they feel more motivated to perform a task. Employees motivated to perform and complete tasks tend to be linked with higher job satisfaction (Jalagat, 2016). Thus, in determining job satisfaction, it is essential to consider human factors such as motivation and excitement.



# Personal and Professional Strengths

Ultimately, in considering a job and determining whether it is a good fit, you will benefit from reviewing the job listing, identifying what strengths their ideal candidate should possess, making a list of your own strengths, and cross-referencing both lists to decide if your talents match and are consistent with the company.

<i>Personal Strengths</i>	<i>Relevant Professional Strengths</i>



# References

---

- Jalagat, R., Jr., (2016). Job performance, job satisfaction, and motivation: A critical review of their relationship. *International Journal of Advances in Management and Economics*, 5(6), 36–43.
- Joyce, A. (2022). *List of Key Strengths for a Resume (Personal & Professional Examples)*.  
<https://zety.com/blog/resume-strengths>.
- Karatepe, O. M., Uludag, O., & Menevis, I., Hadzimehmedagic, L., & Baddar, L. (2006). The effects of selected individual characteristics on frontline performance and job satisfaction. *Journal of Tourism Management*, 27(4), 547–560.
- Kumari, N. (2011). Job satisfaction of the employees at the workplace. *European Journal of Business and Management*, 3(4), 11–30.
- Latham, G. P. (2012). *Work motivation – History, theory, research and practice*. SAGE Publications.

# Thank you!

The Trust offers its sincere appreciation for the SECP Committee Members who offered their talent and time to compile these resources. Committee members include:

Beth C. Arredondo, Ph.D., ABPP  
Christopher King, JD, Ph.D.  
Danika Charles, Ph.D.  
Jill Del Pozzo, Ph.D.  
Princess D. Drake, M.S., Psy.D.  
Jodie E. Gerson, Psy.D.  
Mariya Leyderman, Psy.D.  
Claudia Miranda, M.S.  
Victoria Pietruszka, JD, Ph.D.  
Stephanie Salo, Psy.D.  
Krystal Stanley, Ph.D.  
Melinda Wolbransky, JD, Ph.D.  
Kento Yasuhara, Ph.D. (In Memoriam)



Student and Early Career Psychologists