

Annotated Bibliography

“Employee turnover-Labors lost.” *The Economist*. (July 2000): 64.

In this article, the author discusses the price of losing employees because of job dissatisfaction. So-called “100% turnover industries”—those in which the typical company loses the equivalent of all its employees each year—now account for nearly a quarter of America’s workforce. Within these industries there is an attitude that it is a bad thing to stick around in that type of job. As the article describes it employees are demanding more job satisfaction because of the booming job market. The price of employee churn is extraordinarily high. Most analysts reckon that the cost of losing an employee, all told, is between half and on-and-a-half times his annual salary. Even fast-food joints, which typically think of a staff as almost as disposable as the cutlery, calculate the cost of replacing each one at more than \$500 for a software engineer, the total cost of a departure from lost production time to recruitment and training of the replacement can exceed \$100,000. A survey last year by the American management Association put turnover at the top of bosses’ list of worries, with the majority saying that their retention concerns were getting more serious each year. Keeping employees happy, according to this article, is the less expensive than hiring a new employee.

Eskildsen, Jacob. “The managerial drivers of employee satisfaction and loyalty.” *Total Quality Management* (July 2000): 581.

The world market is becoming an increasingly difficult place in which to operate for today’s businesses. This article describes how it is harder to motivate employees and give them more job satisfaction. This article also gives the results of research conducted from leading companies that “maintain a work environment conducive to the well-being and growth of all employees and how they measure employee satisfaction.” The intent of this article constructs a structural model that describes the causal linkage between the subsystems of HRM, employee satisfaction and loyalty as well as corporate performance based on theoretical considerations. The second aim of this article tests the structural model empirically through the survey conducted among 670 human resource managers of both public and private companies.

Farber, Barry. “Rise Above It.” *Entrepreneur*. Vol.28. (Oct 2000): 126.

This is a great article that describes how to find more job satisfaction. Farber gives four steps to become more-motivated and rejuvenated through for steps: 1. Cultivate positive influences. 2. Monitor content input. 3. Take a step. 4. Set goals and go after them. The article tells readers that it doesn’t matter if you’re plowing a field or plowing a trail to new business; you want to get to the other side. If you want to be satisfied with your job you have to have a goal in front of you, firmly

planted in your mind, it will act as a magnet and draw you to it. Job satisfaction will come by following the steps listed and described by this article.

“Job Satisfaction.” *Interiors*. Vol.159. (Oct 2000): 34

This very short article simply gives some statistics about factors contributing to job satisfaction, according to respondents to the annual Employment Attitudes survey, sponsored by Eden Brown. The statistics listed are: 1. Nice people to work (85%), 2. Job security (80%), 3. Money (76%), 4. Equality of opportunity (74%), 5. Comfortable working conditions (73%), 6. Career opportunities (65%), 7. Location (64%), 8. Employer’s contributions to the community or environment (63%), 9. Staff benefits (54%), 10. Flex time (47%). There was no other information in this article, but mere statistics and its source.

“Job Satisfaction, Not Millions, should Be Goal.” *USA Today*. (Nov 2000): 9.

This article speaks to job seekers who are looking for employers that have a long-term vision, not companies that just want to cash in, get bought, or sell out. The article advises people to ask themselves, “Do I want to be basically a mercenary, or do I want to go to work for a company that is going to make a difference, a company that is going to be around for a while?” This article also tells readers that a lot of employees, not wanting to quit until their stock options vest, stick it out at the new firm. Instead, he said, people should look for companies—especially ones building a useful product or skill—that will retain their autonomy. The author of this article looks at dot-com businesses and how competitive the job market is. This article gives ideas on finding job satisfaction.

Johnson, Roy. “Perceived Overqualification and Dimensions of Job Satisfaction: A Longitudinal Analysis.” *Journal of Psychology* (Sept 2000): 537.

In this article, Johnson discusses a study of an investigation of the effects of perceived over qualification on dimensions of job satisfaction. The data for this study came from a two-wave panel study of members of a Midwestern American Postal Workers Union local. Job satisfaction was operationalized with 4 subscales from the Job Descriptive Index. The following three hypotheses were tested: (a) Perceived overqualification will be negatively related to facets of job satisfaction; (b) there is stability in the test-retested correlations of facets of job satisfaction; and (c) the effects of perceived overqualification on facets of job satisfaction will not change from Time 1 to Time 2 because of adaptation. The cross-sectional results supported the hypotheses and suggested that perceived over qualification has a negative effect on job satisfaction. Future researchers of overqualification and dimensions of job satisfaction should consider relative deprivation as a source of work-related deprivations.

Kim, Jwa. "Does attitude toward money moderate the relationship between intrinsic job satisfaction and voluntary turnover?" *Human Relations* (Feb 2000): 213.

This study expanded from Judge's 1993 study and tested the hypothesis that people's Money Ethic endorsement would moderate the intrinsic job satisfaction-withdrawal cognitions relationship and the intrinsic job satisfaction-voluntary turnover relationship in a sample of mental health and mental retardation professionals. Results suggested that Money Ethic predicted actual turnover behavior, but withdrawal cognitions did not. Future research needs to re-focus on employees' actual turnover behavior, rather than the substitutes or proxies of turnover behavior, such as withdrawal behaviors.

"King, Karen. "Money Doesn't Buy Job Satisfaction." *Workforce* (Dec 1999): 86.

This article discusses the behavioral effects of job satisfaction with regard to its relationship with money. This research analyzes a study of employees from Cellular One. This study of managers and employees analyzes attrition and career changes. They discuss the tools of job satisfaction. They analyzed what how to retain the "Top Talent." This was a study of managerial self-assessment and training for creating an environment of job satisfaction.

Kirby, Susan. "Impact of Marketing Work-Place Diversity on Employee Job Involvement and Organizational Commitment." *Journal of Social Psychology* (June 2000): 367.

This article discusses job satisfaction based on a debate and study about managing a diverse workforce. The article discusses the importance of managers treating employees fairly and just. They discuss a survey done about diversity issues at work; the problem solving diversity argument was related to higher employee involvement and organizational commitment, even though the respondents ranked the resource-acquiring argument as the most acceptable. The author found that many organizational-justice issues still needed to be resolved, even in those organizations with diversity-management programs. Much of the success or failure of diversity-management programs can be attributed to whether employees believe the programs to be fair and equitable. A theoretical area exploring attitudes and perceptions of fairness in a work-related setting is organizational justice, which has three components: distributive, procedural, and systemic.

Lee, Cynthia Lee. "The Importance of Justice Perceptions on Pay Effectiveness: A Two-Year Study of a Skill-Based Pay Plan." *Journal of Management* (Nov 1999): 851.

This article was a study conducted over a two-year period and examined the attitudinal effects of skill-based pay (SBP) plans in a consumer products company in the Northeast region of the United States.

They discussed job satisfaction and the relationships between fairness perception and pay system design. The increase in the adoption of SBP is in part, due to the expected benefits in worker productivity, motivation, and work team effectiveness and workforce flexibility to adapt to changing production needs.

“Loving Labor Less?” *The Wilson Quarterly*. Vol. 24. (Autumn 2000): 10.

This is a short article that gives some statistics about job satisfaction. The article tells readers that more Americans are dissatisfied with their jobs. According to this article, 85 percent of those polled are satisfied with their field of work, in a 1999 survey by Roper Starch Worldwide. It also states that three-quarters of those polled in 1998 said they were proud to be working for their employer. Nearly 70 percent were happy with their pay. The research shows that in 1955, 43 percent of respondents told Gallup pollsters they enjoyed their time at work more than their time off, while 44 percent savored more leisure time. Also, in 1999, only 16 percent put work first. The old idea that leisure is chiefly for recharging one's batteries seems to have gone out the window, according to this article. Bottom-line of this article: Americans love their jobs less and love leisure more.

Pelled, Lisa. “Down and Out: An Investigation of the Relationship between Mood and Employee Withdrawal Behavior.” *Journal of Management* (Nov 1999): 875.

This article discusses the research of moods in the workplace. They examined two dimensions positive and negative affects on employee' withdrawal behavior-specifically, on absenteeism and turnover in an organization. These studies of 129 employees of a division of an electronics firm reveal that positive affect reduced absenteeism, while negative affect increased absenteeism and turnover. Job satisfaction moderated the relationship between positive affect and absenteeism.

Rabbit, T.W. “Surf and be happy; Web Access at Work Makes Workers Feel More Productive, Less Stressed, Says Survey.” *Network World*. (Sept 2000): 45.

This short article tells readers that people who use the Web at work are more productive, do better work and feel happier and less stressed. This is a great idea for employers who looking for ways to give employees more job satisfaction. The article says that this really is a great benefit that will impact job performance, attract and retain employees. As for personal use of the Internet at work, more than half the respondents (56 percent) still claim it has a positive impact on their work. In fact, 28 percent said it improves their work to sometimes do personal surfing, and 28 percent also say it makes them happier or less stressed. This article says that employees are happier and have more job satisfaction at work by using Internet at work, because it helps balance their home and work

lives. This article says that more than 70 percent of the employees who have Internet access at work say their companies have a formal Internet usage policy. Nearly half, 48 percent, say personal surfing is permitted. Only 25 percent of respondents who have Net access say company policies prohibit personal use of the Internet at work.

Selden, Sally and Gene Brewer. "Work Motivation in the Senior Executive Service: Testing the High Performance Cycle Theory." *Journal of Public Administration*. Vol. 10. (July 2000): 531.

This article evaluates how managers can motivate employees and keep them satisfied. They discuss merit pay and other rewards. In this article the authors question past research on motivation and job satisfaction. The theories investigated consequences, demands, commitment, feedback, self-efficacy, task complexity, effort, direction, persistence, task specific strategies and non-contingent rewards and the relationship to job satisfaction and work motivation. The effects of downward communication showed to have a direct relationship to employee motivation and job satisfaction. The conclusions from this article based on the study: 1. High levels of both job performance and job satisfaction often result from a match between individual needs for growth and job characteristics (job scope). 2. Upward and lateral communication do not usually affect job performance and job satisfaction when high individual-job congruence exists. 3. Downward communication sometimes affects job performance more than job satisfaction when low levels of individual-job congruence exist.

Wagner, Stacey. "Retention: Finders, Keepers." *Training & Development* (Aug 2000): 64.

This article discusses how businesses have engaged practices to give employees job satisfaction. It outlines building a talented workforce and providing customers with services and products they need. The link between happy employees and happy customers is described. Also, the costs of losing good employees because of a lack of job satisfaction is highlighted. Career development and training is proved to be one of the key factors to keeping employees happy and satisfied with their jobs.