

Job Satisfaction

Rationale:

Job satisfaction can be defined as an individual's evaluation of his or her job. It is a kind of psychological contract between the worker and the demands of the workplace that is influenced by personal needs, values, and expectations (Bloom, 1988; Spector, 1997; Wagner & French, 2010). Put simply, job satisfaction is the discrepancy between real conditions and ideal conditions. When job satisfaction is high, the discrepancy between existing and ideal conditions is small. But job satisfaction is more than just a global feeling that things are going well or not so well. Indeed, many aspects of teachers' work contribute to their feelings of professional fulfillment; and it is possible that they may feel quite content in one facet of their work yet feel discouraged or frustrated in another.

Assessment Tool #18 is a modified version of the *Early Childhood Job Satisfaction Survey* (ECJSS) (Bloom, 2010). Individual staff members may use it to assess five facets of job satisfaction: co-worker relations, supervisor relations, the nature of the work itself, working conditions, and pay and promotion opportunities. The following page provides a description of each facet. The staff member then summarizes the results of her or his questionnaire in an individual job satisfaction profile.

Directions:

It is important to convey to staff that the "Early Childhood Job Satisfaction Survey" is a self-assessment designed to help individuals explore those areas of their jobs that are most satisfying. Employees are responsible for scoring the assessment and developing their own personal profile. The profile may then be brought to their goal-setting meeting with their supervisor and used as a springboard for discussing different aspects of their job.

Examining the interaction between the nature of the work setting and individual attitudes may facilitate meaningful job crafting (Leana, Appelbaum, & Shevchuk, 2009). The goal, of course, is to implement organizational practices that facilitate a good fit. Sometimes, however, the analysis may lead to the realization that the fit is not right—that the individual and the center have differing goals and expectations. Many new teachers, for example, have unrealistic expectations about their jobs. During the goal-setting meeting, directors can ask questions that relate specifically to workers' conceptions of their ideal job with respect to each job facet. Such information may help reduce the incidence of mismatch in perceptions of what the role and work setting can offer and thus promote greater professional fulfillment.

Scoring:

Directions for scoring the "Early Childhood Job Satisfaction Survey" are explained in "Developing Your Job Satisfaction Profile."

Five Facets of Job Satisfaction

Satisfaction with...

Definition

Co-worker relations

The extent to which a worker has formed close relationships with colleagues; the degree of mutual trust and respect.

Supervisor relations

Perceived quality and quantity of feedback, encouragement, and helpful support from a supervisor; the worker's assessment of the supervisor's overall competence.

The nature of the work itself

Includes various job components as they relate to the nature of the work experience (degree of challenge, variety, autonomy, and control) as well as the sheer quantity of tasks to be done and the time frame in which to do them. Also includes the perceived importance of the work and the extent to which the job provides intrinsic enjoyment and fulfills the need for recognition, creativity, and skill building.

Working conditions

Includes both the structure of the work experience (flexibility of hours, teacher-child ratio, adequacy of breaks, substitutes, and teaching materials) as well as the context (aesthetic quality of the physical environment; overall noise level; adequacy of heat, ventilation, and light; and spatial arrangement).

Pay and promotion opportunities

Concerns the adequacy of pay as well as the perceived equity and fairness of compensation policies, fringe benefits, and opportunities for advancement. Also includes the worker's perceived job security.

From Bloom, P. J. (2010). *Measuring work attitudes in the early childhood setting. Technical manual for the Early Childhood Job Satisfaction Survey and the Early Childhood Work Environment Survey*. Lake Forest, IL: New Horizons.

Early Childhood Job Satisfaction Survey

This survey is designed to find out how you feel about different facets of your job. The purpose of this assessment is to help you become more aware of those aspects of your work that contribute most to your job satisfaction and those you would like to improve. The value of this assessment depends on your candid and honest responses.

After you have scored your survey, you will develop a personal job satisfaction profile. This summary profile will be useful when you meet with your supervisor or director to plan your professional goals.

PART I. Check (✓) the corresponding space (*strongly disagree* to *strongly agree*) to indicate how you feel about each of the statements in the categories below:

Co-worker relations	Strongly disagree					Strongly agree				
1. My co-workers care about me.	___	___	___	___	___	___	___	___	___	___
2. I feel encouraged and supported by my colleagues.	___	___	___	___	___	___	___	___	___	___
3. My co-workers share their personal concerns with me.	___	___	___	___	___	___	___	___	___	___
4. My colleagues are hard to get to know.	___	___	___	___	___	___	___	___	___	___
5. My co-workers are critical of my performance.	___	___	___	___	___	___	___	___	___	___
6. I feel my colleagues are competitive.	___	___	___	___	___	___	___	___	___	___
7. My co-workers are not very helpful.	___	___	___	___	___	___	___	___	___	___
8. My co-workers share ideas and resources with me.	___	___	___	___	___	___	___	___	___	___
9. I feel I can't trust my co-workers.	___	___	___	___	___	___	___	___	___	___
10. My colleagues are enjoyable to work with.	___	___	___	___	___	___	___	___	___	___
Supervisor relations										
11. My supervisor respects my work.	___	___	___	___	___	___	___	___	___	___
12. My supervisor is too busy to know how I'm doing.	___	___	___	___	___	___	___	___	___	___
13. I feel I am supervised too closely.	___	___	___	___	___	___	___	___	___	___
14. I am given helpful feedback about my performance.	___	___	___	___	___	___	___	___	___	___
15. My supervisor asks for my opinion.	___	___	___	___	___	___	___	___	___	___
16. My supervisor is tactful.	___	___	___	___	___	___	___	___	___	___
17. My supervisor is not very dependable.	___	___	___	___	___	___	___	___	___	___
18. I feel I am encouraged to try new ideas.	___	___	___	___	___	___	___	___	___	___
19. My supervisor makes me feel inadequate.	___	___	___	___	___	___	___	___	___	___
20. My supervisor is unpredictable.	___	___	___	___	___	___	___	___	___	___

The work itself

	<i>Strongly disagree</i>			<i>Strongly agree</i>	
21. My work is stimulating and challenging.	___	___	___	___	___
22. I feel I am respected by the parents of my students.	___	___	___	___	___
23. My job involves too much paperwork and recordkeeping.	___	___	___	___	___
24. My job doesn't offer enough variety.	___	___	___	___	___
25. My job is not very creative.	___	___	___	___	___
26. I make an important difference in the lives of my students.	___	___	___	___	___
27. My job doesn't match my training and skills.	___	___	___	___	___
28. My work gives me a sense of accomplishment.	___	___	___	___	___
29. There is too little time to do all there is to do.	___	___	___	___	___
30. I have control over most things that affect my satisfaction.	___	___	___	___	___

Working conditions

31. My work schedule is flexible.	___	___	___	___	___
32. The teacher-child ratio is adequate.	___	___	___	___	___
33. I always know where to find the things I need.	___	___	___	___	___
34. I feel too cramped.	___	___	___	___	___
35. I need some new equipment/materials to do my job well.	___	___	___	___	___
36. The decor of my center is drab.	___	___	___	___	___
37. This center meets my standards of cleanliness.	___	___	___	___	___
38. I can't find a place to carry on a private conversation.	___	___	___	___	___
39. This place is too noisy.	___	___	___	___	___
40. The center's policies and procedures are clear.	___	___	___	___	___

Pay and promotion opportunities

41. My pay is adequate.	___	___	___	___	___
42. My pay is fair considering my background and skills.	___	___	___	___	___
43. My pay is fair considering what my co-workers make.	___	___	___	___	___
44. I'm in a dead-end job.	___	___	___	___	___
45. My fringe benefits are inadequate.	___	___	___	___	___
46. I feel I could be replaced tomorrow.	___	___	___	___	___
47. I have enough time off for holidays and vacations.	___	___	___	___	___
48. I'm being paid less than I deserve.	___	___	___	___	___
49. Opportunities for me to advance are limited.	___	___	___	___	___
50. I expect to receive a raise during the next year.	___	___	___	___	___

PART II. If you could design your ideal job, how closely would your present position resemble your ideal job with respect to the following:

	<i>Not like my ideal at all</i>		<i>Somewhat resembles my ideal</i>		<i>Is my ideal</i>
	1	2	3	4	5
Relationship with co-workers	_____	_____	_____	_____	_____
Relationship with supervisor	_____	_____	_____	_____	_____
The work itself	_____	_____	_____	_____	_____
Working conditions	_____	_____	_____	_____	_____
Pay and promotion opportunities	_____	_____	_____	_____	_____

PART III. Different people value different aspects of their work. Below is a list of some of the ways that jobs can be rewarding and contribute to personal and professional fulfillment. Put a check (✓) next to the three job characteristics that you value the most.

- _____ Colleagues—working with people I like
- _____ Altruism—helping others
- _____ Achievement—that feeling of accomplishment from doing a job well
- _____ Pay—earning a good living to pay for the things I need
- _____ Intellectual stimulation—learning new things
- _____ Variety—the opportunity to do different kinds of things
- _____ Challenge—the opportunity to master new skills
- _____ Security—the assurance that my position is secure
- _____ Creativity—developing new ideas, creating new things
- _____ Autonomy—being independent in making decisions
- _____ Recognition—getting respect and acknowledgement from others
- _____ Environment—working in pleasant surroundings
- _____ Leadership—having the opportunity to guide and influence the work of others
- _____ Promotion—having the opportunity for advancement
- _____ Other: _____

PART IV. What are the two most satisfying things about your current job? What are to two most frustrating things about your current job?

<i>Satisfactions</i>	<i>Frustrations</i>
1. _____	1. _____
2. _____	2. _____

Developing Your Job Satisfaction Profile: Instructions for Scoring

Step #1 Assign points (1, 2, 3, 4, or 5) to each statement in Part I of the survey according to the following formula:

Co-worker relations (questions 1–10)

Score questions #1, 2, 3, 8, 10: 1 (*strongly disagree*) to 5 (*strongly agree*)

Score questions #4, 5, 6, 7, 9: 5 (*strongly disagree*) to 1 (*strongly agree*)

Supervisor relations (questions 11–20)

Score questions #11, 14, 15, 16, 18: 1 (*strongly disagree*) to 5 (*strongly agree*)

Score questions #12, 13, 17, 19, 20: 5 (*strongly disagree*) to 1 (*strongly agree*)

The nature of the work itself (questions 21–30)

Score questions #21, 22, 26, 28, 30: 1 (*strongly disagree*) to 5 (*strongly agree*)

Score questions #23, 24, 25, 27, 29: 5 (*strongly disagree*) to 1 (*strongly agree*)

Working conditions (questions 31–40)

Score questions #31, 32, 33, 37, 40: 1 (*strongly disagree*) to 5 (*strongly agree*)

Score questions #34, 35, 36, 38, 39: 5 (*strongly disagree*) to 1 (*strongly agree*)

Pay and promotion opportunities (questions 41–50)

Score questions #41, 42, 43, 47, 50: 1 (*strongly disagree*) to 5 (*strongly agree*)

Score questions #44, 45, 46, 48, 49: 5 (*strongly disagree*) to 1 (*strongly agree*)

Step #2 Now add up the scores above in each category in Part I. These job satisfaction facet scores will range from 10 to 50.

Co-worker relations total score = _____

Supervisor relations total score = _____

The nature of the work itself total score = _____

Working conditions total score = _____

Pay and promotion opportunities total score = _____

Step #3 Plot your job satisfaction facet scores from Step #2 on the profile in Part I.

Step #4 Add up the total number of points for Part II:

Total congruence with ideal = _____ (score will range from 5 to 25)

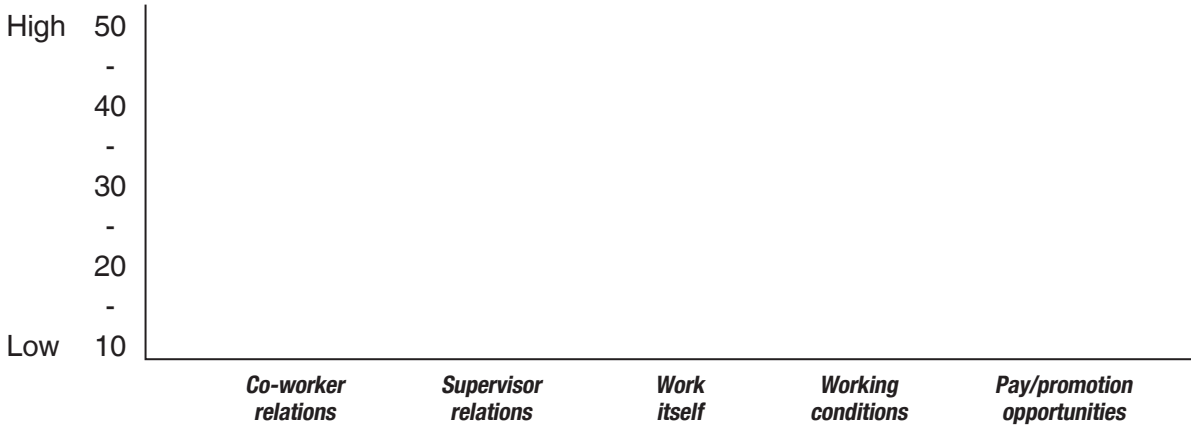
Step #5 Plot your congruence with ideal score from Step #4 on the profile in Part II.

Step #6 Transfer the information from Part III and Part IV to the corresponding spaces on the profile on the next page.

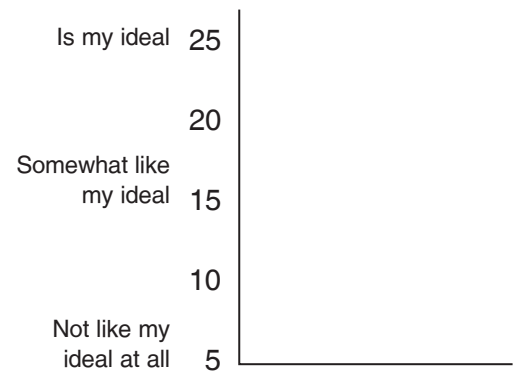
See the job satisfaction profile sample for clarification.

Job Satisfaction Profile for _____

PART I. Facets of Job Satisfaction



PART II. Congruence with Ideal



PART III. Occupational Values

1. _____
2. _____
3. _____

PART IV. Primary Satisfactions and Frustrations

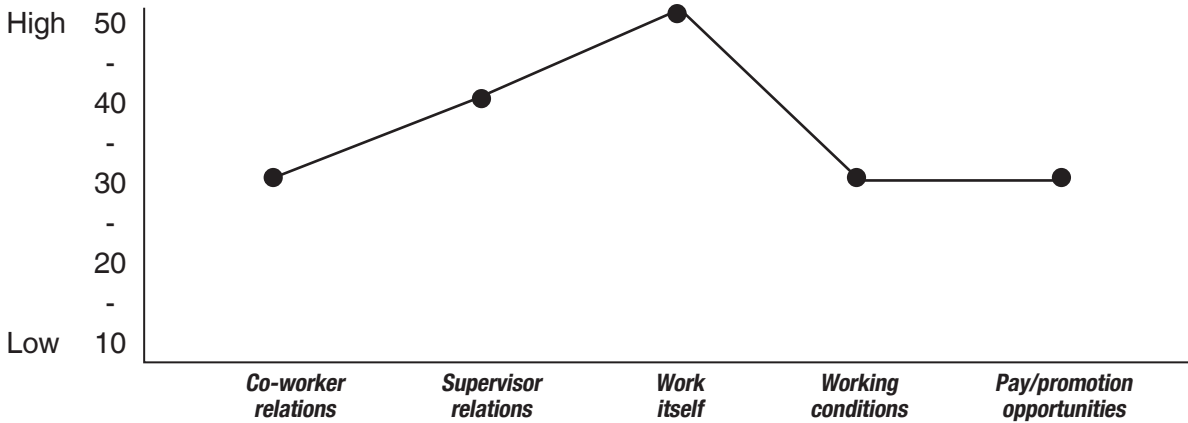
- Satisfactions**
1. _____
 2. _____

- Frustrations**
1. _____
 2. _____

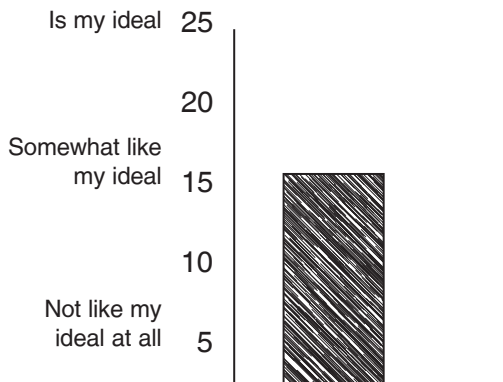
Job Satisfaction Profile for Margaret

SAMPLE

PART I. Facets of Job Satisfaction



PART II. Congruence with Ideal



PART III. Occupational Values

1. challenge
2. altruism
3. security

PART IV. Primary Satisfactions and Frustrations

Satisfactions

1. opportunity to learn new skills
2. watching children grow and learn

Frustrations

1. parents who have unrealistic expectations for their children
2. low pay