

Organizational Factors Affecting Job Satisfaction in Specific Occupations

Nurse Faculty: Gromley¹

Studies = 6; subjects = 1,343

- Role conflict (negative)
- Role ambiguity (negative)
- Faculty expectation of the chairs participation in curriculum and instruction

Organizational Climates

- Consideration
- Esprit
- Thrust
- Disengagement (negative)
- Hindrance (negative)
- Aloofness (negative)
- Production Emphasis (negative)

Leadership Behavior of Deans or Chairs

- Consideration
- Initiating structure

Nurses: Saber (2014)²

Studies = 62; subjects = 25,389

large effect

- Task requirements
- Empowerment
- Control
- Organizational commitment
- Positive affectivity
- RN/MD relationship
- Autonomy
- Leadership support

moderate effect

- task significance
- RN/RN relationships
- Distributive justice
- Variety

small to moderate effect

- negative affectivity (negative)
- internal employment opportunities
- routinization
- workload
- wages
- continued education

Oncology/Haematology Nurses: Toh, Ang, & Devi³

Studies = 7; subjects = 1925

- Nursing shortages moderated (enhanced) by higher qualifications and positions, fulltime work, inpatient settings, and non-Magnet hospitals

Nurses: Zangaro & Soeken⁴

Studies = 31; subjects = 14,567

large effect

- Job stress (negative)

moderate effect

- Nurse-physician collaboration
- Autonomy and control

moderators of the relationship between autonomy and job satisfaction

- Publication year
- Facility type

moderators of the relationship between job stress and job satisfaction

- publication year
- country
- study quality rating

Salespersons: Brown & Peterson⁵

Studies = 59; subjects = 41,541

Large effect

- Organization commitment
- Role clarity
- Contingent rewards
- Value congruence

moderate effect

- propensity to leave (negative)
- role ambiguity (negative)
- role conflict (negative)
- work motivation
- closeness of supervision
- leader consideration
- arbitrary punishment (negative)
- participation

small to moderate effect

- specific self-esteem
- job feedback
- task variety
- task significance
- task autonomy

Salespersons: Franke & Park⁶

Samples = 155; subjects over 31,000

moderate effect

- adaptive selling behavior

Teachers: Aydin, Sarier, & Uysal (2012)⁷;

Aydin, Uysal, Sarier (2013)⁸

Studies = 11 (2012), 12 (2013)

large effect

- Principals transformational leadership style

Small to moderate effect on extrinsic job satisfaction

- Male gender

Education Organization Employees: Thompson, McNamara, & Hoyle⁹

Studies = 22; subjects = 8,772

large effect

- Role ambiguity (negative)
- Role conflict (negative)

small to moderate effect

- school level (elementary, middle, high)

School Psychologists: VanVoorhis & Levinson¹⁰

Studies = 8; subjects = 2,116

Five Leading Satisfiers

- Opportunity to serve others
- Service reflecting positive moral values

VanVoorhis Five Leading Satisfiers cont.

- Activity (staying busy)
- Independent Work
- Relationships with co-workers

The Two Dissatisfiers

- Opportunities for advancement
- School policies and practices

Accountants: Brierley¹¹

Studies = 26; sample size = 13,867

large effect

- Role ambiguity, public practice (negative)
- Organizational Commitment—for all accountants and those in public and non-public practices

moderate effect

- role conflict, public practice (negative)

small to moderate effect

- organizational-professional conflict (negative)
- work-home conflict (negative)

Information Systems Professionals: Shen¹²

samples = 12; subjects = 2,432

small to moderate effect

- role ambiguity
- role conflict

Footnotes

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2. Deborah Saber, "Frontline Registered Nurse Job Satisfaction and Predictors over Three Decades: A Meta-Analysis from 1980 to 2009," *Nursing Outlook* 62 (2014): 402–414.
3. Shir G. Toh, Emily Ang, and M. Kamala Devi, "Systematic Review on the Relationship between the Nursing Shortage and Job Satisfaction, Stress, and Burnout Levels among Nurses in Oncology/Haematology Settings," *International Journal of Evidence-Based Healthcare* 10 (2012): 126–141.

4. George A. Zangaro and Karen L. Soeken, "A Meta-Analysis of Studies of Nurses' Job Satisfaction," *Research in Nursing and Health* 30 (2007): 445–458.
5. Steven P. Brown and Robert A. Peterson, "Antecedents and Consequences of Salesperson Job Satisfaction: Metal-Analysis and Assessment of Causal Effects," *Journal of Marketing Research* 30, no. 1 (1993): 63–77.
6. George R. Franke and Jeong-Eun Park, "Salesperson Adaptive Selling Behavior and Customer Orientation: A Meta-Analysis," *Journal of Marketing Research* 43 (November 2006): 693–702
7. Ayhan Aydin, Yilmaz Sarier, and Sengul Uysal, "The Effect of Gender on Job Satisfaction of Teachers: A Meta-Analysis Study," *Procedia–Social and Behavioral Sciences* 46 (2012): 356–362.
8. Ayhan Aydin, Yilmaz Sarier, and Sengul Uysal, "The Effect of School Principals' Leadership Styles on Teachers' Organizational Commitment and Job Satisfaction," *Educational Sciences: Theory & Practice* 13, no. 2 (2013): 806–811.
9. David P. Thompson, James F. McNamara, and John R. Hoyle, "Job Satisfaction in Educational Organizations: A Synthesis of Research Findings," *Educational Administrative Quarterly* 33, no. 1 (1977): 7–37
10. Richard W. Vanvoorhis and Edward M. Levinson, "Job Satisfaction among School Psychologists: A Meta-Analysis," *School Psychology Quarterly* 21, no. 1 (2006): 77–90.
11. John A. Brierley, "Accountants' Job Satisfaction: A Meta-Analysis," *British Accounting Review* 31 (1999): 63–84.
12. Yide Shen, "A Meta-Analysis of Role Ambiguity and Role Conflict on IS Professional Job Satisfaction," in *Proceeding of the 38th Hawaii International Conference on Systems Sciences*, Manoa, Hawaii, January 3–6 (Washington, DC: IEEE Computer Society, 2005), 1–11.