

## Organizational Factors Affecting Job Satisfaction

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### **Abramis 1994<sup>1</sup>**

Studies = 39; subjects = 6130

#### **small to moderate effect**

- role ambiguity (negative)

### **Bal et al. 2008<sup>2</sup>**

Studies = 60

#### **large effect**

- Psychological contract breach (negative), age moderates

### **Cantisano 2008<sup>3</sup>**

samples = 41; subjects = 23,378

#### **moderate effect**

- psychological contract breach

#### **breach also moderated by:**

- Type of contract
- Occupational categories
- Type of company
- Sample origin

### **Cohen-Charash and Spector 2001<sup>4</sup>**

Samples = 190; subjects = 64,626

#### **large effect**

- Distributive justice on pay, supervisor, union, and outcome & performance evaluation satisfaction
- Procedural justice on pay, supervisor, and union satisfaction
- Interactional justice on supervisor satisfaction

#### **Moderate effects**

- Distributive justice on management satisfaction
- Procedural justice on extrinsic satisfaction

#### **small to moderate effects**

- Distributive justice on management satisfaction, management and outcome & performance eval satisfaction, intrinsic satisfaction
- Procedural justice on management and task (lab setting) satisfaction

### **Davis and Rothstein 2006<sup>5</sup>**

Studies = 12; subjects = 3,026

#### **large effect**

perceived behavioral integrity of managers

### **Fried et al. 2008<sup>6</sup>**

Samples = 113; subjects = over 22,000

#### **large effect**

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

### **Ghosh and Reio 2013<sup>7</sup>**

#### **significant but unspecified effect size**

- mentor role

### **Judge et al. 2010<sup>8</sup>**

Studies = 86

#### **Small to moderate effect<sup>a</sup>**

- International sample moderates the effect of pay level on general job satisfaction
- Pay level on pay satisfaction
- Pay level effect on pay satisfaction in U.S. sample

### **Kooij et al. 2010<sup>9</sup>**

Samples = 83; subjects = 52,470

#### **large effects**

- Job enrichment

#### **moderate effects**

- Internal promotion
- Training
- Job security
- Rewards

#### **Kooij et al. moderate effects**

- Participation
- Teamwork
- Staffing
- Performance management

#### **small to moderate effects**

- All HR practices
- Information sharing

**Cont.**

**Kooiji cont.**

**tenure and age moderate negatively the relationship between:**

- training and job satisfaction
- information sharing and job satisfaction
- staffing and job satisfaction

**tenure and age moderate positively the relationship between:**

- security and job satisfaction

**Kossek and Ozeki (1998)<sup>10</sup>**

Samples = 32

**moderate effects**

- All conflict correlations (negative)
- Bidirectional conflict (negative)
- Dual career couples (negative)

**small to moderate effects**

- Work-to-family conflicts (negative)
- Married respondents (negative)

**Kuoppala et al. 2008<sup>11</sup>**

**Studies = 27; subjects = 18,937**

**small to moderate effect**

- good leadership
- good leadership's effect on job well-being

**Lapierre et al. 2005<sup>12</sup>**

Samples = 52; Subjects 49,447

**large effects**

- nonsexual aggression—female sample (negative)

**moderate effects**

- overall sexual aggression
- nonsexual aggression (negative)
- sexual aggression (negative)
- female sample sexual aggression (negative)

**small to moderate effects**

- male sample nonsexual aggression (negative)

**Loher et al. 1985<sup>3</sup>**

Studies = 28; subjects = 14,985 (for the non-moderated meta-analysis)

**large effects**

- Autonomy
- Feedback
- Skill Variety

**Loher et al. large effects cont.**

- combined dimensions of the job characteristics model moderated by high growth needs

**moderate effects**

- task identity
- task significance
- combined dimensions of the job characteristics model
- combined dimensions of the job characteristics model moderated by low growth needs

**Miller et al. 2008<sup>14</sup>**

**Samples = 79; subjects = 25,059**

**large effects**

- perceptions of organization politics (negative)
- perceptions of organization politics moderated by percent ethnic sample and percent international sample (negative)
- organization politics moderated by mean age of sample
- organization politics moderated by percent public sector sample (negative)

**Riggle et al. 2009<sup>15</sup>**

Studies = 167

**large effect**

- Perceived organization support

**Robie et al. 1998<sup>16</sup>**

Samples = 35; subjects = 18,534<sup>b</sup>

**moderate effect**

- job level moderated by a culture of high power distance

**small to moderate effect**

- job level

**Spector 1985<sup>17</sup>**

Studies = 20; subjects not reported

**large effect**

- Job scope moderated by higher order need strength

**Verquer et al. 2003<sup>18</sup>**

Studies = 21;<sup>c</sup> subjects = 17,986

**large effect**

- person-organization fit moderated by *subjective* assessments of fit

**moderate effect**

- person-organization fit moderated by *perceived* assessments of fit
- person-organization fit moderated by the value congruence dimension of fit

**small to moderate effect**

- Person-organization fit overall
- Person-organization fit moderated by *objective* assessment of fit
- Person-organization fit moderated by the other congruence dimensions of fit

**Wilkin 2013<sup>19</sup>**

Studies = 72; subjects = 237, 856

**Moderate effects**

- Contingent employees working affiliated with agencies (negative)
- Contingent workers in the USA

**small effects<sup>d</sup>**

- Contingent worker versus permanent workers (negative)
- Contingent workers in predominantly female organizations

**Witt and Nye 1992<sup>20</sup>**

Organization systems = 30; subjects = 12,979

**large effect on global job satisfaction**

- promotion fairness

**large effect on facet (context specific) job satisfaction**

- promotion fairness
- pay fairness

**small to moderate effect on global job satisfaction**

- pay fairness

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<sup>a</sup>Type measure of satisfaction moderates the effect of pay level on general job satisfaction. Type measure of pay, source independence, and publication in non-top tier journals moderate the effect of pay level on pay satisfaction.

<sup>b</sup>Complexity of the operationalization of job level moderates job level large effect on job satisfaction

<sup>c</sup>Method of calculating fit and whether a study utilized the Occupational Culture Profile to measure value congruence moderates the effect of person-organization fit.

<sup>d</sup>Effects were found for outlier studies, type of publication, and studies using multi-item measures and one-item measures.

**Footnotes**

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