

Psychological Well-Being and Job Satisfaction as Predictors of Job Performance

Thomas A. Wright
University of Nevada, Reno

Russell Cropanzano
Colorado State University

The happy-productive worker hypothesis has most often been examined in organizational research by correlating job satisfaction to performance. Recent research has expanded this to include measures of psychological well-being. However, to date, no field research has provided a comparative test of the relative contribution of job satisfaction and psychological well-being as predictors of employee performance. The authors report 2 field studies that, taken together, provide an opportunity to simultaneously examine the relative contribution of psychological well-being and job satisfaction to job performance. In Study 1, psychological well-being, but not job satisfaction, was predictive of job performance for 47 human services workers. These findings were replicated in Study 2 for 37 juvenile probation officers. These findings are discussed in terms of research on the happy-productive worker hypothesis.

If you want to be happy, be. —Alexei Konstantinovich Tolstói, *Collected Works of Kosma Prudkov* (1884)

One of the most persistent topics of human interest appears to be the pursuit of well-being or “happiness” (B. Russell, 1930). Generally speaking, when researchers use the term *happiness*, they are usually referring to an individual’s psychological or subjective well-being (Diener, 1984; Diener, Sub, Lucas, & Smith, 1999). Although not identical constructs, these terms are often used interchangeably, but scholars prefer the term *well-being* to avoid the imprecision and lay connotation captured in the looser term *happiness* (Diener, 1984). Psychological well-being has three defining characteristics. First, well-being is a phenomenological event (Diener, 1994; Parducci, 1995). In other words, people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. In particular, psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions (Argyle, 1987; Diener & Larsen, 1993; Larsen & Diener, 1992; Warr, 1987, 1990). Third, well-being refers to one’s life as a whole. It is a global evaluation (Diener, 1994; Myers, 1992; Veenhoven, 1988).

The happy-productive worker hypothesis has

intrigued organizational scholars at least since the seminal Hawthorne experiments (Roethlisberger & Dickson, 1939). According to this hypothesis, “happy” workers demonstrate higher levels of job-related performance behaviors than do “unhappy” employees (Brief, 1998; Spector, 1997). Generally speaking, this hypothesis has typically been operationalized by correlating employee self-ratings of job satisfaction with supervisory ratings of performance. Thus, for many applied researchers, job satisfaction and happiness have become closely linked together (Wright & Doherty, 1998).

Over the years, several authors have provided comprehensive reviews of the satisfaction-performance relationship (see Brayfield & Crockett, 1955; Iaffaldano & Muchinsky, 1985; Locke, 1976; Petty, McGee, & Cavender, 1984; Vroom, 1964). For instance, Vroom (1964) observed in his classic study that the median correlation between these two variables was a modest .14. Unfortunately, interpretation of this result is subject to speculation, as Vroom inappropriately mixed both employee-level and work-group-level studies in his reported results. As a consequence, different conclusions are obtained when one removes the group-based studies from Vroom’s analysis.¹ A later, highly influential meta-analytic review by Iaffaldano and Muchinsky (1985) reported an average true score correlation of .17 between job satisfaction and job performance. However, this correlation represents the average of the correlations between each of the facet measures of satisfaction

Thomas A. Wright, Managerial Sciences Department, University of Nevada, Reno; Russell Cropanzano, Department of Psychology, Colorado State University.

James Campbell Quick served as action editor for this article.

Correspondence concerning this article should be addressed to Thomas A. Wright, Managerial Sciences Department, University of Nevada, Reno, Nevada 89557-0206. Electronic mail may be sent to taw@scs.unr.edu.

¹ We gratefully acknowledge the insightful comments of an anonymous reviewer regarding the interpretation of these earlier meta-analyses.

Psychological Well Being And Job Satisfaction As

**Sheena Johnson,Ivan Robertson,Cary
L. Cooper**

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Job Satisfaction Rosalie Osbourne, 2015 Job satisfaction is a central concept in work and organizational psychology as it is associated with important individual as well as organizational outcomes Work is the number one activity that occupies most of adults waking time Being satisfied with one s job which is defined as a pleasurable or positive emotional state resulting from the appraisal of one s job or job experience is related to important work related and health related outcomes e g higher job performance organizational commitment organizational citizenship behavior life satisfaction lower absenteeism and lower counterproductive work behavior This book discusses determinants of job satisfaction as well as workplace implications and the impact job satisfaction has on the psychological well being of individuals **WELL-BEING** Sheena Johnson, Ivan Robertson, Cary L. Cooper, 2017-10-15 This book is the second edition of Well being Productivity and Happiness at Work that shows how to improve well being in organizations As with its predecessor this new edition is remarkably timely It explores the latest findings in the research on wellbeing and offers practical guidelines to the reader on how to promote well being productivity and happiness at work High levels of well being at work are good for the employee and the organization It means lower sickness absence levels better retention and more satisfied customers People with higher levels of well being live longer pursue happier lives and are easier to work with This updated edition provides an extensive overview of resilience at work and how this affects wellbeing It introduces new topics such as what organizations need to consider about wellbeing in the context of an ageing workforce It provides new case studies that have been conducted in the last few years including a case study on health and wellbeing in the Civil Service *The Wiley Blackwell Handbook of the Psychology of Positivity and Strengths-Based Approaches at Work* Lindsay G. Oades, Michael Steger, Antonelle Delle Fave, Jonathan Passmore, 2020-01-07 A state of the art psychological perspective on positivity and strengths based approaches at work This handbook makes a unique contribution to organizational psychology and HRM by providing comprehensive international coverage of the contemporary field of positivity and strengths based approaches at work It provides critical reviews of key topics such as resilience wellbeing hope motivation flow authenticity positive leadership and engagement drawing on the work of leading thinkers including Kim Cameron Shane Lopez Peter Clough and Robert Biswas Diener **Work and Mental Health in Social Context** Mark Tausig, Rudy Fenwick, 2011-09-08 Anyone who has ever had a job has probably experienced work related stress at some point or another For many workers however job related stress is experienced every day and reaches more extreme levels Four in ten American workers say that their jobs are very or extremely stressful Job stress is recognized as an epidemic in the workplace and its economic and health care costs are staggering by some estimates over 1 billion per year in lost productivity absenteeism and worker turnover and at least that much in treating its health effects ranging from anxiety and psychological depression to cardiovascular disease and hypertension Why are so many American workers so stressed out by their jobs Many psychologists say stress is the result of a

mismatch between the characteristics of a job and the personality of the worker Many management consultants propose reducing stress by redesigning jobs and developing better individual strategies for coping with their stress But these explanations are not the whole story They don't explain why some jobs and some occupations are more stressful than other jobs and occupations regardless of the personalities and coping strategies of individual workers Why do auto assembly line workers and air traffic controllers report more job stress than university professors self employed business owners or corporate managers yes managers The authors of *Work and Mental Health in Social Context* take a different approach to understanding the causes of job stress Job stress is systematically created by the characteristics of the jobs themselves by the workers occupation the organizations in which they work their placements in different labor markets and by broader social economic and institutional structures processes and events And disparities in job stress are systematically determined in much the same way as are other disparities in health income and mobility opportunities In taking this approach the authors draw on the observations and insights from a diverse field of sociological and economic theories and research These go back to the nineteenth century writings of Marx Weber and Durkheim on the relationship between work and well being They also include the more contemporary work in organizational sociology structural labor market research from sociology and economics research on unemployment and economic cycles and research on institutional environments This has allowed the authors to develop a unified framework that extends sociological models of income inequality and status attainment or allocation to the explanation of non economic health related outcomes of work Using a multi level structural model this timely and comprehensive volume explores what is stressful about work and why specifically address these and questions and more What characteristics of jobs are the most stressful what characteristics reduce stress Why do work organizations structure some jobs to be highly stressful and some jobs to be much less stressful Is work in a bureaucracy really more stressful How is occupational status occupational power and authority related to the stressfulness of work How does the segmentation of labor markets by occupation industry race gender and citizenship maintain disparities in job stress Why is unemployment stressful to workers who don't lose their jobs How do public policies on employment status collective bargaining overtime affect job stress Is work in the current Post neo Fordist era of work more or less stressful than work during the Fordist era In addition to providing a new way to understand the sociological causes of job stress and mental health the model that the authors provide has broad applications to further study of this important area of research This volume will be of key interest to sociologists and other researchers studying social stratification public health political economy institutional and organizational theory

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Management Association, Information Resources, 2017-11-30 Corporations have a social responsibility to assist in the overall well being of their employees through the compliance of moral business standards and practices However many societies still face serious issues related to unethical business practices *Social Issues in the Workplace Breakthroughs in Research and*

Practice is a comprehensive reference source for the latest scholarly material on the components and impacts of social issues on the workplace Highlighting a range of pertinent topics such as business communication psychological health and work life balance this multi volume book is ideally designed for managers professionals researchers students and academics interested in social issues in the workplace Sustainable Development of Human Resources in a Globalization Period Shaikh, Erum, Tunio, Muhammad Nawaz, 2022-06-24 The concept of sustainability and sustainable development is growing rapidly and has great importance in the different aspects of social and economic development at the national and international levels This idea is characterized as a process that links economic and social factors while maintaining the ecological levels of analysis such as national regional international organizational and individual Sustainable human resource management HRM features a set of techniques and procedures of HRM that enable the attainment of social financial and environmental goals with an influence both inside and outside of the business while managing the unexpected consequences Sustainable Development of Human Resources in a Globalization Period explores the dynamics of sustainability in the context of the development of human resources The book further discusses different strategies for the betterment welfare and operation of organizations Covering topics such as digital media determinism organizational commitment and worker performance this premier reference source is an essential title for business leaders and managers human resource managers nonprofit organizations students and faculty of higher education libraries researchers and academicians *The Changed Life: How COVID-19 Affected People's Psychological Well-Being, Feelings, Thoughts, Behavior, Relations, Language and Communication* Ramona Bongelli, Alessandra Fermani, Daniela Raccanello, Rob Hall, Ilaria Riccioni, Morena Muzi, Roberto Burro, 2023-10-30 Covid 19 changed the lives of millions of people around the world The effects of the global pandemic on the physical and psychological health of individuals as well as on their behavioral habits relationships and the way they communicate do not seem to be only short or medium term but on the contrary appear to be long lasting In the same way that it is possible to use the term long covid to refer to the long term effects on the physical health of individuals who have contracted the virus so we think it is possible to use the expression psychological long covid to indicate the long term effects on the psychological health of individuals not only of those who have been infected but more generally of all those who have had to cope with social restrictions lockdowns distancing remote work and learning etc imposed by the pandemic At the same time many people demonstrated resilience as the capacity to cope with adverse events through positive adaptation Social Capital and Well-being of Teachers and Principals: Social Support and Beyond Simon Beausaert, Eva Kyndt, 2023-02-08 **Family and Work Predictors of Psychological Well-being Among Hispanic Women Professionals** Hortensia Amaro, 1987 **Organizational Dynamics**, 2004 **Organizational Psychology** Philip James Stone, Mark Cannon, 1997 **FACTORS AFFECTING JOB SATISFACTION IN SECONDARY SCHOOL TEACHERS IN MICHIGAN (TEACHER STRESS)**. TSILA BARNER. EVERS, 1992 students challenge of teaching intellectual growth

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The present dissertation studied the relationship of job satisfaction and psychological well being between both men and women in the Lebanese society N 149 In addition this study sought to investigate the effect of income gender age and education on job satisfaction The study relied on self report measures where participants were asked to provide demographic information and fill two questionnaires the Job Satisfaction Survey JSS and the Ryff Psychological Well Being Scale PWS The study was quantitative in nature and utilized the correlation regression and t test The results of the study showed that job satisfaction and psychological well being are positively correlated $r = .77$ There was support for two hypotheses whereas no support was found for the remaining three hypotheses

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