

The Relationship between Job characteristics, Interactional Context, and Organizational Policy and Job Satisfaction and Job Performance. The Role of Organizational Justice

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SUMMARY

The relationship between job performance and job satisfaction has been one of the fundamental problems in work and organizational psychology (Weiss & Cropanzano, 1996; Woods & West, 2010). It stems from the fact that an organization cannot achieve a competitive advantage if the workers do not work to fulfill organizational goals, neither if they are not satisfied with their work (Sypniewska, 2014). Despite the existence of research results (Iaffaldano & Muchinsky, 1985; Judge, Bono, Thoresen, & Patton, 2001), there is no agreement on the strength and direction of the relationship between job performance and job satisfaction (Peiro et al., 2014).

The notion of the importance of job satisfaction and performance has its consequences in the efforts to determine the dispositional and situational factors that shape both. The situational approach in research on employees' attitudes and behavior was used in this project, in which the first aim was to examine the relationship between organizational factors of job characteristics, interactional features, and organizational policy variables and job satisfaction and job performance. The second aim was to verify the mediating role of organizational justice in the relationship between organizational determinants and job satisfaction and job performance. It was hypothesized that the answer to *why* organizational factors could shape employees' attitudes and behaviors is, in fact, the organization members' subjective notion of being treated fairly and just. Due to the still current question about the nature and strength of the relationship between job satisfaction and employee performance, the third goal of the project was to explore the relationship between these constructs and the attempt to confirm the existence of different employee profiles. This aim was in line with the suggestion that the relationship between satisfaction and performance needs not only to be positive but also negative.

The research aims have been met by doing research among 458 working adults. Measures used in the study included: The Work Design Questionnaire (Morgeson & Humphrey, 2006), Influence Regulation and Deinfluencing Scale (Kozusznik, Pollak, Adamek, & Grabowski, 2015), Perceived HR Practices Scale (Boon, Hartog, Boselie, & Paauwe, 2011), Job Satisfaction Scale (Cooper, Rout, & Faragher, 1989), In-role Performance Scale (Williams & Anderson,

1991), Organizational Citizenship Behaviour Scale (Mackenzie, Podsakoff, & Podsakoff, 2011), Creative Performance Scale (Oldham & Cummings, 1996), and Justice Measure (Colquitt, 2001).

The conducted correlation analyses allow for the conclusion that the job characteristics, interactional features, and organizational policy variables are related to extrinsic, intrinsic, and general job satisfaction and job performance in the form of task performance, organizational citizenship behavior, and creative performance. Only the variable of pay turned out to be an element unrelated to any type of performance.

The mediation analysis confirmed the partial or total mediating role of three types of organizational justice (distributive, procedural, and interactional justice) in the relationship between job characteristics, interactive context, and organizational policy and three types of job satisfaction. However, the mediating role of organizational justice in the relation between particular situational factors and work performance has not been confirmed. For this reason, the initial research model was reviewed, and the new one was proposed, in which organizational justice plays a mediating role only in the relationship between organizational variables and job satisfaction.

The verification of the revised research model, done using path analysis, showed that the structural model with latent variables and their measurement model fit the data well. In the model, it is possible to explain from 9% of the variance of creative performance and organizational citizenship behavior to 68% of the variance in general satisfaction.

The results obtained in cluster analysis allowed to distinguish four groups of employees, which were described as: (1) satisfied and efficient, (2) unsatisfied and inefficient, as well as (3) satisfied and inefficient, and (4) unsatisfied and efficient. Units from all four groups differ from each other in terms of extrinsic, intrinsic, and general job satisfaction and work efficiency in the form of task performance, organizational citizenship behavior, and creative performance

The obtained results are discussed with reference to the literature reviewed in the first four theoretical chapters of the dissertation.

Keywords: job satisfaction, job performance, organizational citizenship behavior, creative performance, organizational justice, job characteristics, social context, organizational policy

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