

Types of Job Satisfaction – The Zurich Model is futurized

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To measure job satisfaction means to always find that the employees are quite satisfied – independent of the real working conditions. It could be in the interests of the company to demonstrate social engagement, to point out their consequential workplace design or to promote with a good working atmosphere. However, it is a debacle if the goal is to improve the work situation. Yet, this should be the main goal for every measurement of job satisfaction.

In 1975, Bruggemann suggested a dynamic model to describe multiple forms of work satisfaction and dissatisfaction. This model is known as the Zurich Model of Job Satisfaction. The closer evaluation of the dynamic processes of the development of job satisfaction gives the opportunity to identify work processes that cause e.g. resignation. In 1998, Büssing rediscovered the model, modified it and further researched it to provide a basis for voluminous data collection to support the empirical evidence. Nevertheless the model still had some shortcomings. Based on this criticism, it was modified again and the four major variables were exactly defined. Building on that, a new questionnaire (FEAT - Questionnaire to assess types of job satisfaction) was constructed (Ferreira 2009).

This article describes the empirically detected job satisfaction types using five different samplings. 24 satisfaction types could be proven which were never postulated in the past. Most interesting is the fact, that the types are dependent on the actual job and the working conditions. This shows new ways to change the working conditions to enhance the job satisfaction. This is not only an economic goal but also one focused on humanity.

Empirically identified significant differences and correlations are the basics for further psychological interpretations of the confirmed job satisfaction types. It seems as every job satisfaction type has its individual profile with very specific preferences, apprehensions, traits and attitudes. To have a closer look at these profiles will help to explain the behavior and the sensations of working people. Furthermore, the research findings through the questionnaire FEAT show that the job satisfaction types are not permanent but reversible – they can be changed. It could be forward-looking to work out the circumstances that initiate a desired change.

1. References

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