



New Trends
in Psychology

The Relationship between Job Satisfaction and Anger

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Abstract: Job satisfaction is an indicator of organizational effectiveness and it is influenced by organizational and dispositional factors. The goal of this article is to provide a micro-perspective on the relationship that is frequently created between job satisfaction and anger and to demonstrate the correlation between them in a student research. The objectives of the research aim at carrying out a theoretical investigation so as to define specialized concepts and identify previous studies in the field of research; conducting a research in order to determine the correlation between the two investigated dimensions, job satisfaction and anger, among students from the Psychology program, second year, distance learning, from Titu Maiorescu University. The research results confirm the supported hypotheses and show that the two investigated dimensions, job satisfaction and anger, correlate negatively because when the job satisfaction variable increases, the anger variable decreases.

Keywords: Job satisfaction; organizational effectiveness; theoretical investigation

1. Introduction

Job satisfaction is a concept used within the profession, referring to aspects related to the workplace, working conditions and excluding the private aspects of a person's life outside the workplace. Intuitively, employees who are satisfied at work would also have higher performance according to Wright (2007, p. 94). Information on employee job satisfaction is very valuable to organizations because job satisfaction

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affects employees' organizational commitment. Studies in this area (Rothman & Coetzer, 2002, p. 29) explain that a person who is dissatisfied with their experiences at work experiences stress, which can cause illness. Job dissatisfaction is correlated with absenteeism and employee turnover, and employees who are dissatisfied with their jobs have a greater tendency to quit.

Other research has conducted a well-constructed analysis of the relationship between job satisfaction and job performance and concluded that job satisfaction is an effective predictor of job performance (Wright, Cropanzano, & Bonett, 2007, p. 93). From the perspective of the happy employee, studies have shown that there are positive correlations between psychological well-being and performance at work (Wright, Cropanzano, & Bonett, 2007). Happiness is associated with the concept of psychological well-being and within the organizational sciences, job satisfaction is probably the most common operationalization of happiness at work. Unlike job satisfaction, which has significant cognitive and affective components, psychological well-being is an affective aspect, an emotional experience.

Other research (Reisel, Probst, Chia, Maloles, & König, 2010) shows that job insecurity is negatively related to job satisfaction and that job insecurity has both direct and indirect effects on workplace behaviors and emotions. Reisel's research (2010, p. 17) tested the effects of job insecurity on job satisfaction, organizational behavior, deviant behavior, anxiety, anger, and burnout. In terms of theoretical implications, this model of the relationship between job insecurity, job satisfaction, and negative emotions: anger, anxiety, and burnout, has been replicated time and time again.

When perspectives in the field of social psychology broadened and attitude received behavioral implications, the theory supporting the relationship between job satisfaction and job performance began to be supported by researchers (Wright, Cropanzano, & Bonett, 2007, p. 94).

In another study, (Rothman & Coetzer, 2002, p. 29) the relationship between personality dimensions and job satisfaction was determined, starting from the premise that job satisfaction among employees is an indicator of organizational effectiveness and is influenced by organizational and dispositional factors. The results showed that job satisfaction has a negative relationship with anger-hostility (a component of neuroticism), and a positive relationship with positive emotions (trust, altruism), conformity and conscientiousness. Personality dimensions explain 28% of the variance in job satisfaction.

Most studies (Rothman & Coetzer, 2002) approach the relationship between personality dispositions and job satisfaction, studying from the perspective of the five-factor model of the personality dimension conceptualized by Costa and McCrae, defined by groups of intercorrelated traits, called facets, measured by the Revised Neo Personality Inventory (NEO-PI-R) and includes neuroticism (or emotional instability), extraversion, openness (or culture), agreeableness, and conscientiousness. Of the five dimensions of the five-factor model of personality, neuroticism is a dimension of normal personality that indicates the general tendency to experience negative effects, such as fear, sadness, embarrassment, anger, guilt, and disgust (Rothman & Coetzer, 2002, p. 31).

A low neuroticism score indicates emotional stability (calm, balanced, relaxed and able to cope with stressful situations) and a high neuroticism score indicates that the person may be at risk for some types of psychiatric problems (has irrational ideas, is less able to control their impulses, not coping with stress) (Rothman & Coetzer, 2002, p. 31). Neuroticism is the main factor that can explain the variation of job satisfaction in an organization, as a valid predictor of job dissatisfaction (Rothman & Coetzer, 2002, p. 31). In the study by Chen and Spector (1991) negative affectivity was not influenced by variations in workplace stressors and emotional strain (job satisfaction, anger, feelings of stress and frustration).

The research which lead to affective disposition (Judge & Larsen, 2001, p. 71) has suggested that it is composed of two facets: positive affectivity (high energy, excitement, and pleasure) and negative affectivity (stress, unpleasant commitments, and nervousness). Several studies have linked the two facets to job satisfaction, finding valid correlations.

According to the studies of Judge & Larsen (2001, p. 74) job satisfaction is a combination of affect (feelings) and cognition (thinking), and most measures of job satisfaction are predominantly cognitively oriented. If more mood measures were used, the results would be stronger than they are now. Thus, in evaluating our jobs, when we think about something important, both cognition and affect are involved. When we think, we have feelings about what we think. When we have feelings, we think about what we feel (Judge & Larsen, 2001). Separating the two closely related processes would be defective for the normal functioning of a human being. These authors present evidence that people who have a lot of sadness in their daily lives also have a lot of anger. In other studies, researchers monitored people's emotions three times a day, every day, for a month and found that people who had frequent

episodes of negative emotion (anger) also had frequent episodes of sadness. That is, some people may be prone to generalized negative emotions and experience all kinds of unpleasant feelings over time, such as hostility, annoyance, anxiety, anger, irritation, worry, fear, and frustration.

In another research, authors Ilies and Judge (2003) investigate the extent to which traits reflecting individual differences in personality and affectivity explain or mediate genetic influences on job satisfaction and the results indicated that the model of positive and negative affectivity is a stronger mediator of the genetics' effects (about 45%) than the five-factor model (about 24%).

2. Research Methodology

Correlational analyzes are frequently associated with survey research (Shaughnessy, Zechmeister, & Zechmeister, 2012), where respondents complete questionnaires with demographic variables, attitudes, opinions, and psychological well-being. The researcher then tries to show how the varied responses are related to each other and how they are correlated.

The purpose of this article is to provide a theoretical perspective on the commonly held relationship between job satisfaction and anger and to demonstrate the correlation between them in a student mini-research. *The objectives* of the research aim at: carrying out a theoretical investigation to define specialized concepts and identify previous studies in the field of research; carrying out a research in order to determine the correlation between the two investigated dimensions, job satisfaction and anger, among students from the Psychology program, second year, distance learning, from Titu Maiorescu University, Romania.

The study starts from the following two working hypotheses, the confirmation or refutation of which will be verified through this research:

Hypothesis no. 1: *As job satisfaction decreases, anger increases.*

Hypothesis no. 2: *As the age increases, so does job satisfaction.*

2.1. Participants

The sample that participated in the research is represented by a number of 33 participants selected non-randomly from the second year psychology students, distance learning. It is a non-probability sampling based on the availability of students who were assured of the confidentiality of their responses.

From the perspective of socio-demographic data, the sample is characterized by respondents who are between 23-45 years old and the distribution by gender is over 95% women. In addition to these criteria, it was necessary to survey data on the number of jobs, professional status, marital status and education, position at the workplace.

1. Ce vârstă aveți?

33 responses

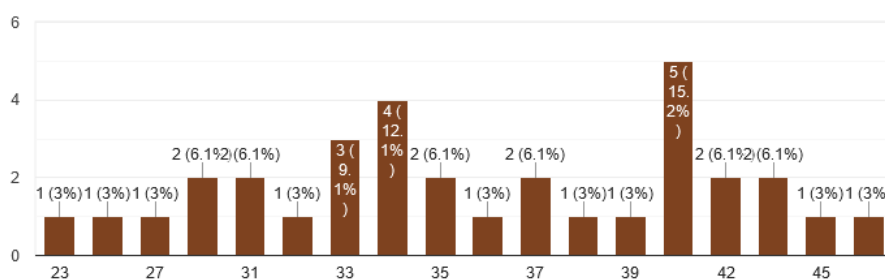


Figure 1. Age of participants

2.2. Psychological Tools

The psychological tool used is represented by two questionnaires, one from the area of work and organizational psychology (Generic Job Satisfaction Scale)¹ and one from personality psychology (Anger)², taken from the Research Central website³, which were correlated to follow the purpose and objectives of the research. Both questionnaires had 10 items each, made on a Likert-type scale, from 1 to 5. The two

¹ <http://www.researchcentral.ro/index.php?action=listasteste&ID=478>

² <http://www.researchcentral.ro/index.php?action=listasteste&ID=97>

³ <http://www.researchcentral.ro/>

questionnaires also had reversed items, which I managed in the interpretation part, transcribing the raw score, taking this into account and the summative scales.

Combining the two investigated items, job satisfaction and anger, generated a link between them and led to negative and positive correlations. The first questionnaire aims at presenting the elements that make up satisfaction at work and the second questionnaire aims at presenting the elements that make up the feeling of anger.

2.3. Procedure

Questionnaires were created in Google Forms and distributed on the closed WhatsApp channel/group of students with an invitation to participate in the study. The questions from the official Research Central website were taken¹ from each monitored indicator and were offered to the respondents in a well-structured questionnaire, without interfering with the order or number of questions provided. The questionnaire was open for 7 days and after the number of participants who completed the questionnaire correctly, it was closed to the group and the results were processed. The processing of the results was done using the Jasp Statistics software.

The questionnaire had 4 sections: the introductory letter (the purpose of the research, respecting the confidentiality of the data, the ways of answering, instructions) the socio-demographic data, the questionnaire no. 1, questionnaire no. 2. The data were collected in excel program and then processed in Jasp Statistics software.

2.4. Results

After processing the data collected from the 33 respondents, in accordance with the proposed objectives, we found that the relationship between the two variables, job satisfaction and anger, is one of negative correlation, because when the job satisfaction variable increases work, the anger variable decreases.

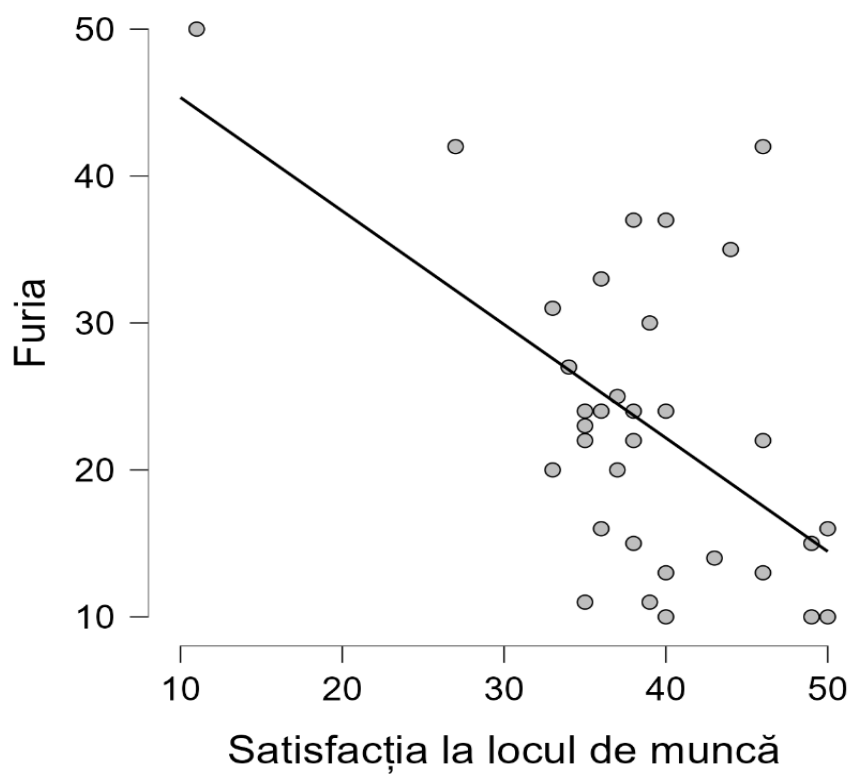
The results of the study confirm hypothesis no. 1: *As job satisfaction decreases, anger increases*, with a correlation coefficient of -0.544, which means a moderate to good correlation², as seen in figure 2 and 3.

¹ <http://www.researchcentral.ro/>

² from 0.50 to 0.75 (or from -0.50 to -0.75) is moderate to good correlation.

Pearson's Correlations ▼

			Pearson's r	p
Satisfacția la locul de muncă	-	Furia	-0.544	0.001

Figure 2. The job satisfaction-anger correlation*Satisfactia la locul de munca- job satisfaction**Furia – anger***Satisfacția la locul de muncă vs. Furia****Figure 3. Job satisfaction vs Anger**

The results of the study also confirm hypothesis no. 2: *As age increases, so does job satisfaction*, the two elements investigated, job satisfaction and age correlate positively, with a correlation coefficient of 0.393, which means a weak correlation with an acceptable degree of association¹.

Pearson's Correlations ▼

			Pearson's r	p
1. Ce vârstă aveți?	-	Satisfacția la locul de muncă	0.393	0.024

Figure 4. Correlation age-satisfaction at work

1. Ce vârstă aveți? vs. Satisfacția la locul de muncă

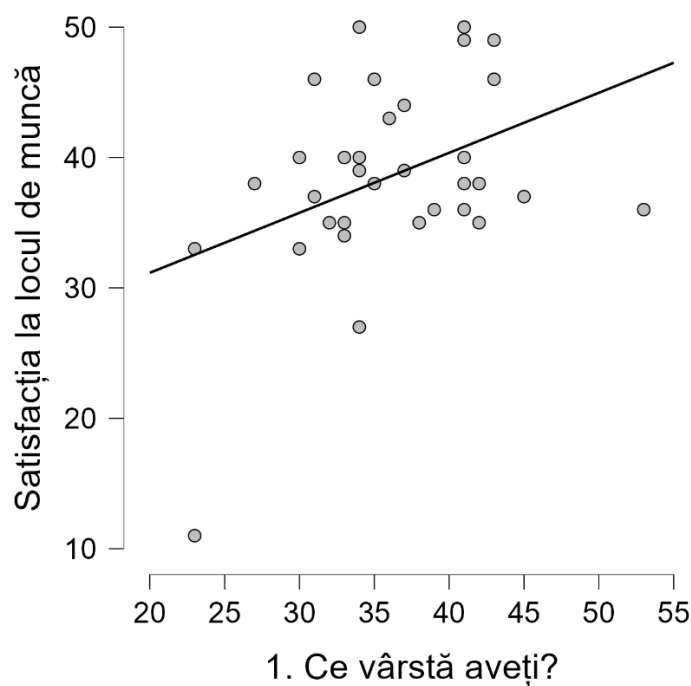


Figure 5. Age vs job satisfaction

¹ 0.25 to 0.50 (or -0.25 to -0.50) means weak correlation

3. Discussions

In the recent years, researchers in the field of organizational psychology have paid more and more attention to the dispositional source of job satisfaction. This research supports that job satisfaction is, in part, dispositional, and reviews previous research on the relationship between job satisfaction and anger as a component of negative affectivity. As the hypotheses confirmed, job satisfaction is an influence generator of positive or negative affectivity and age, and perhaps life experience, help ensure this good mood in an organizational setting.

The limitations of the research consist in the non-representativeness of the sample large enough to generalize the results and in the subjectivity of the participants, as they are not a non-random group. Even though there is correlation between job satisfaction and anger, this research concludes that the field needs more scientific confirmation and future deeper research in the organizational area, focusing on the factors that can predict job satisfaction, the source of satisfaction at work and the dispositional features of job satisfaction.

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