

# **JOB SATISFACTION ESSAY PACK**

For CAIE A2 Psychology Paper 3

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**1. a) Describe what psychologists have discovered about:**

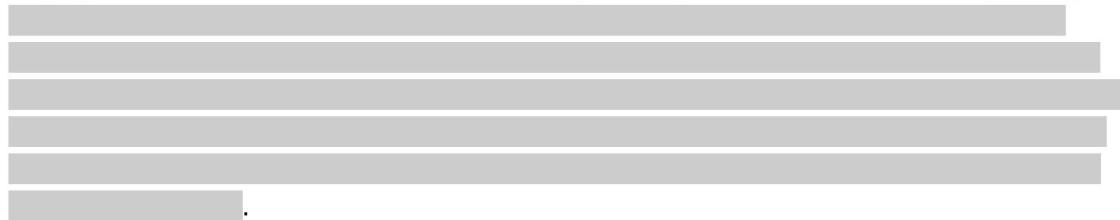
- Herzberg's two-factor theory of job satisfaction, and
- Belias and Sklikas' techniques of job design. [6]

**Ans.**

Herzberg's two-factor theory explains job satisfaction by proposing that satisfaction and dissatisfaction are not opposite ends of the same continuum. Instead, they emerge from two different sets of factors. Hygiene factors relate with



Job design refers to how jobs are structured to meet organisational goals while motivating employees. Belias and Sklikas described three key techniques. Job rotation involves



### 1. b) Evaluate what psychologists have discovered about:

- Herzberg's two-factor theory of job satisfaction, and
- Belias and Sklikas' techniques of job design

including a discussion about application to everyday life

**Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates. [10]**

**Ans.**

One relevant issue is application to everyday life. Herzberg's two-factor theory has direct practical value, as it

n. However, applying enrichment or rotation can be

Another relevant issue is cultural differences. Herzberg's theory was developed in

example, job rotation may be resisted in cultures with strong gender roles or hierarchical work structures, as noted by Belias and Sklikas.

A final issue is reductionism versus holism. Herzberg's theory can be seen as reductionist because it simplifies

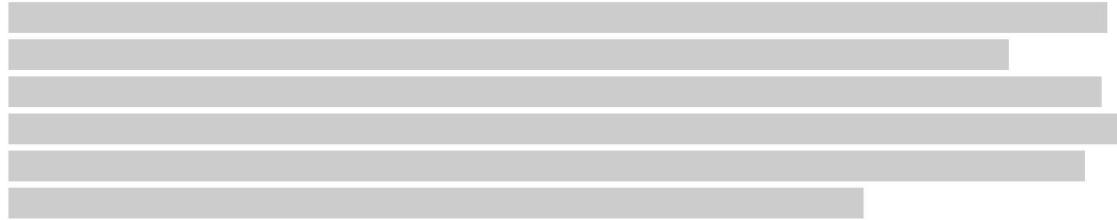
r. However, even job design overlooks wider organisational issues such as

**2 a) Describe what psychologists have discovered about:**

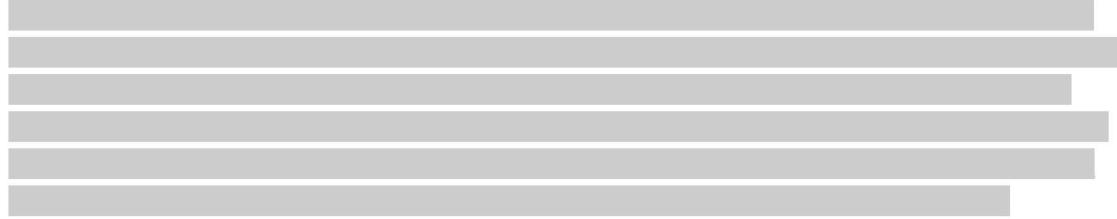
- job satisfaction rating scales and questionnaires focusing on the Job Descriptive Index (JDI), and
- Walton's Quality of Working Life (QWL), including the QWL evaluation scale. [6]

**Ans.**

Job satisfaction is commonly measured using self-report questionnaires that enable employees to describe how they feel about different aspects of their work. One widely used measure is the Job Descriptive Index (JDI), developed by [REDACTED]



Quality of Working Life (QWL) focuses more broadly on employees' well-being at work. Walton proposed eight conditions of QWL - (1) [REDACTED]



**2. b) Evaluate what psychologists have discovered about:**

- job satisfaction rating scales and questionnaires focusing on the Job Descriptive Index (JDI), and
- Walton's Quality of Working Life (QWL), including the QWL evaluation scale

including a discussion about individual and situational explanations

**Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates. [10]**

**Ans.**

One relevant issue is individual and situational explanations. The Job Descriptive Index (JDI) mainly focuses [REDACTED]

[REDACTED]. Walton's Quality of Working Life (QWL), however, strongly supports situational factors, such as [REDACTED]

Another relevant issue is the use of quantitative and qualitative data. Both the JDI and the QWL evaluation scale use [REDACTED]

A final issue is psychometrics. The JDI has strong reliability and validity, as it has been [REDACTED]

**3 a) Describe what psychologists have discovered about:**

- **workplace sabotage, including methods and reasons, and**
- **Blau and Boal's absenteeism and organisational commitment model. [6]**

**Ans.**

Workplace sabotage refers to deliberate actions by employees intended to damage   
organisational productivity or profit. Sabotage can be instrumental - aimed at [REDACTED]

or demonstrative - [REDACTED]

[REDACTED] . Giacalone and Rosenfeld investigated reasons [REDACTED]

[REDACTED] n.

Blau and Boal's model explains absenteeism through job involvement and organisational commitment. They identified four types of absence - (1) medical, (2) [REDACTED]

[REDA

**3. b) Evaluate what psychologists have discovered about:**

- **workplace sabotage, including methods and reasons, and**
- **Blau and Boal's absenteeism and organisational commitment model**

**including a discussion about application to everyday life**

**Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates. [10]**

**Ans.**

One relevant issue is application to everyday life. Research on workplace sabotage and absenteeism has clear practical value for organisations. Giacalone and Rosenfeld showed that employees

Another relevant issue is individual and situational explanations. Giacalone and Rosenfeld highlighted individual differences, showing that high reason acceptors

t.

A final issue is reductionism versus holism. Sabotage research is reductionist because it categorises complex behaviours into fixed methods and reasons using

**4. a) Describe the Giacalone and Rosenfeld (1987) study on methods and reasons for sabotage. [6]**

**Ans.**

Workplace sabotage refers to intentional actions by employees designed to cause harm to an organisation's productivity or profits. Sabotage takes different forms, [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED].

Giacalone and Rosenfeld conducted a questionnaire study to investigate whether people who accept more reasons for sabotage also see sabotage as more justifiable. A volunteer sample of [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Participants were divided into high and low reason acceptors based on median scores. [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

It was concluded that [REDACTED]

**4. b) Evaluate the Giacalone and Rosenfeld (1987) study on methods and reasons for sabotage**

**including a discussion about reductionism versus holism**

**Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates. [10]**

**Ans.**

One relevant issue is reductionism versus holism. Giacalone and Rosenfeld explained workplace sabotage largely in terms of [redacted]

[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted].

Another relevant issue is idiographic versus nomothetic approaches. The study used a nomothetic approach by creating [redacted]

[redacted]  
[redacted]  
[redacted] However, this approach ignores individual circumstances behind specific acts of sabotage. An idiographic approach, [redacted]  
[redacted]  
[redacted].

A final issue is generalisation from findings. The sample included only 38 male unionised labourers from [redacted]

[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted].

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