Psychosocial factors Impacting Job Dissatisfaction and Burnout in New Zealand’s Hospitality Industry

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• Constructs of job satisfaction/dissatisfaction
• Burnout and its implications
• Methodology brief
• Results using the McRae Costa Personality ‘Big Five’ Indicator
• Gender themes evident in the research
• Prosocial aspects related to job satisfaction
• Job satisfaction related to ‘mastery self concept’ and ‘prosocial self concept’
• Suggestions for the inclusion of our findings within these domains for employer use.
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What is job satisfaction:
Job satisfaction was defined by Locke (1976) as “a pleasurable or positive emotional state resulting from one’s job or job experiences” (p. 1300). Later, Armstrong (2003) defined job satisfaction as the feelings and attitudes of people toward their job.
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Burnout, as noted by Maslach, Schaufeli and Leiter, (2001, p. 397):

“Is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and ineffectiveness.”
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Burnout becomes manifest within feelings of
- Exhaustion
  leading to
- Depersonalisation and
- Inefficacy
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Method:
Data was gathered using two multi-construct exploratory written questionnaires

Administered to Restaurant Association of New Zealand members, where n= 122
JOB SATISFACTION by “BIG 5” dimensions of the human personality

% agreeing “trait fits me well”

0 10 20 30 40 50

Agreeable  Conscientious  Extravert  Emotionally stable  Open to experience

Persons with high job satisfaction
Persons with lower job satisfaction

THE UNIVERSITY OF AUCKLAND COMPASS
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Job (dis)-satisfaction was measured across these domains

Interesting, meaningful
  How skills used
Employee relations
Customer relations
Growth opportunities
  Work difficulty
Care of employees
  Job security
Salary level
Pay rise, promotion
Performance standards
  Evaluation fair
Employee inclusion
Recognition, praise
Teamwork
PSYCHOSOCIAL NEEDS FULFILLMENT:
by job satisfaction

NEEDS self-rating (0-10)

Very dissatisfied
Somewhat dissatisfied
Somewhat satisfied
Very satisfied

JOB SATISFACTION LEVEL

Physical health
Financial security
Good relationships
Respect & self esteem
Creative growth
JOB SATISFACTION
by mastery/prosocial self-concept

% agreeing "trait fits me well"

<table>
<thead>
<tr>
<th>Trait</th>
<th>High Job Satisfaction</th>
<th>Lower Job Satisfaction</th>
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</thead>
<tbody>
<tr>
<td>Power (mastery)</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Competence (mastery)</td>
<td>50</td>
<td>30</td>
</tr>
<tr>
<td>Goodness (prosocial)</td>
<td>60</td>
<td>40</td>
</tr>
<tr>
<td>Generosity (prosocial)</td>
<td>50</td>
<td>30</td>
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So how can these findings help in ‘employing the right people’
• Find strategies/questions within interviews that:

1. Engage agreeability, conscientiousness, extraversion, emotional stability and openness to new experience.
2. Consider preferences inherent to gender.
3. Find out what people think of themselves and the world around them: do they think in zero-sum terms or positive sum terms.
4. Consider constructs of physical health, financial security and creative growth needs related to potential employees.
5. Listen!

Your Questions Welcomed....thank you.
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