The Effects of Appreciation on Job Satisfaction

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Introduction

Within this study we measured employee appreciation in order to determine its relationship with job satisfaction, perceived supervisor support, turnover intention, organizational commitment, and organizational citizenship behavior. The focus of this study was to measure the relationship between appreciation and job satisfaction within employees of long term care facilities in the state of Kentucky. Appreciation is defined as the positive recognition an employee receives from their supervisor. Job satisfaction has innumerable definitions which all center around an employee’s reaction towards their workplace experience. One definition used by a previous study is “a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences as fulfilling important job values” (Steinhardt et al., 2003). Another definition of job satisfaction describes it simply as “the degree a person likes or dislikes his/her job” (Spector, 1996). With an ever-increasing job market employers and human resources managers alike are continually searching for the key to maintaining employee job satisfaction. This ongoing struggle is what motivated the idea of this study.

Hypotheses

1. Employee appreciation will have a positive relationship with employee job satisfaction, perceived supervisor support, organizational commitment, and organizational citizenship behavior.

2. Employee appreciation will have a negative relationship with turnover intention.

Methods

Participants

The sample for this study was collected from a long term care facility in the state of Kentucky. There were 126 employees at this particular facility. Although 91 employees participated in our survey, only 83 of the surveys were filled out completely and could be utilized for this research.

Materials

The majority of the questions on the survey being administered were a Likert scale format with five answer choices ranging from (1) strongly disagree to (5) strongly agree. The variables being measured included appreciation (7 questions scale), perceived supervisor support (8 question scale), job satisfaction (3 question scale), turnover intention (2 question scale), organizational commitment (6 question scale), and organizational citizenship behavior (14 question scale) (OCB-I = 7 questions OCB-O = 7 questions).

Data

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<tr>
<th>Appreciation and Job Satisfaction Correlation Chart</th>
<th>Appreciation and Organizational Commitment Correlation Chart</th>
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Discussion

In this study, our goal was to not only measure the relationship between employee appreciation and job satisfaction, but also to discover relationships between appreciation and other work-related measures. Ultimately this study has shown evidence that the more appreciation an employee experiences within the workplace, the more satisfied they are with their job, the more committed they are to their job, and the more likely they are to stay in their position long term. In the future, we plan on expanding this research by examining organizational, personal, and role satisfaction and their relationship to appreciation.

Conclusions

As hypothesized, appreciation was significantly correlated with job satisfaction, perceived supervisor support, and organizational commitment. We also accurately hypothesized that employee appreciation would have a negative relationship with turnover intention. Due to the fact that the turnover intention questions were corrected from their reversed scoring, the correlation between appreciation and turnover intention appears positive, even though it is negative. In other words, the more appreciation an employee experiences, the less likely they are to quit their job.

The most significant correlation we found was between employee appreciation and organizational commitment which had a correlation of (.673). The correlation scatterplots for both of these correlations can be found in the data section of this poster. The third strongest correlation found was between appreciation and perceived supervisor support (.627). Finally, although still a strong positive correlation, the weakest correlation we found was between appreciation and turnover intention with an r correlation of (.475).

The only item that did not show a significant correlation with employee appreciation was organizational citizenship behavior. This includes both OCB-I (individual focused organizational citizenship behavior) which had a correlation of (.039) and OCB-O (organization focused organizational citizenship behavior) which had a correlation of (.173). See the correlation scatterplots within the data section.

References
