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Reducing Workplace Conflict: A Reasonable Expectation?

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Reducing Workplace Conflict: A Reasonable Expectation?

by

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Dedication

This dissertation is proudly dedicated to my grandmother, a holocaust survivor and remarkable individual. I am truly lucky to have had you in my life. You will forever be in my heart RIP.

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Abstract

Workplace conflict is a part of everyday work life for many employees, from educational institutions to businesses, and can occur for multiple different reasons. Research has shown that employees spend a significant amount of their life in the workplace and that addressing unresolved conflict is one of the costliest aspects of running an organization. The literature suggests that providing employees with the opportunity to experience greater job satisfaction may reduce the occurrence of workplace conflict. This quantitative study explored the experience of workers employed in various organizations and institutions. The theoretical frameworks applied in the study were Systems Theory and Maslow's Hierarchy of Needs. The critical research questions set out to identify the validity of historical job satisfaction surveys and seek ways to improve their content and effectiveness. Two hundred and sixty participants from multiple organizations and institutions were included and the main objective was to highlight the importance of addressing and resolving workplace conflict. The results revealed that there are areas of opportunity to improve management training in order to increase employee job satisfaction. Specifically, there is a need for more and better evidence about how to increase job satisfaction in ways that will mitigate workplace conflict. This needs to begin with improving job satisfaction surveys.

Chapter 1: Introduction

This dissertation will study conflict as it relates to the workplace. Those viewing the workplace in general, through a historical lens, would say that it exists to serve a specific purpose: Facilitating the exchanging of labor in one form or another for money or compensation. However, in a more modern sense, it can be argued that this outside view is antiquated. Where once the employer/employee relationship used to be a clear-cut notion, in today's world, the relationship can be quite a bit more complex. Take for instance the workplace in general. In today's world, there are many different types of places where people work. For example, a construction site is a type of workplace. Another type of workplace may be an office maintained by an insurance company. Yet another example of a workplace could be that of a hospital and yet another type of workplace may take on the form of a school, college, or university. The possibilities are endless.

For this dissertation, we will be focusing on different types of workplaces where individuals work together and associate with other people in some capacity regularly. This means that we will not be examining workplaces where people generally work by themselves and do not interact with any other coworkers or managers regularly. For example, the type of workplace/jobs that this dissertation will not be taking into consideration would be those of long-haul truck drivers, parcel delivery drivers, or a great many other jobs where a person spends most of their working time alone.

Statement of the Problem

Although a person's level of job satisfaction is important no matter what type of employment that individual engages in, this dissertation is more interested in dissecting the philosophy of conflict resolution as it applies to the interactions people have with each other

regularly within the work environment. More succinctly, as a direction of study for this dissertation, we are going to focus on trying to create a better work environment for employees in general, thereby providing managers, owners, and human resources departments with tools, ideas, and theories they can use to increase employees' job satisfaction.

In this sense, this dissertation will seek to apply to a broad number of different workplaces. The tools and instruments that will be discussed will not apply to any one single field of employment but will rather have some level of philosophical usefulness to a great many fields of employment.

Justification

Workplace satisfaction is important; however, job satisfaction surveys historically have lacked evidence of improving overall happiness among employees. Moreover, workplace satisfaction is a complex issue that can not be addressed properly using traditional workplace surveys. "Despite several studies in the field of job satisfaction, there are still some problematic areas left " (Astrauskaite et al., 2011, p. 41).

Part of the reason behind this problem is that many different factors go into deciding what should be included or considered when discussing workplace satisfaction. Additionally, there are many different types of job satisfaction surveys available that utilize multiple different Job Descriptive Indexes (JDI; Astrauskaite et al., 2011). Social scientists seem not to be able to agree on exactly what constitutes happiness/satisfaction in the workplace, or satisfaction in general (Astrauskaite et al., 2011). The justification for undertaking this dissertation is to attempt to demonstrate that workplace satisfaction is a very complex issue. Moreover, this study will seek to demonstrate that current job satisfaction surveys do not always address all of the

complex issues that may contribute to understanding a specific individual's level of workplace

satisfaction.

Research Questions and Hypotheses

RQ1.   Are current job satisfaction surveys adequate or are there specific concerns as to their

effectiveness in assisting employers in their efforts aimed towards increasing employee

satisfaction?

> Indeed, there are excellent social scientists that have worked for many decades to try to
> understand what is this thing that we call job satisfaction and what makes an employee
> happy in their work, both in the short and long term. We could probably point to
> happiness or satisfaction achieved through one's vocation as one of the most sought-after
> states or commodities of emotions. (Astrauskaite et al., 2011)

Many of us search for satisfaction in our work, relationships, and life yet struggle to

define it. Even so, we can all recognize the feeling when we experience it - through certain

occurrences and sensations that are both mental and physical. Although elusive at times,

satisfaction is something that most people strive towards throughout their lives. Moreover,

individuals certainly recognize the feeling of not being satisfied with their vocation. One of the

key problems in trying to understand satisfaction, as it relates to a job, is that it does indeed

involve other similar things, things like joy, gratitude, and meaning. Indeed, many social

scientists have argued for decades about what satisfaction is and what constitutes job satisfaction

(Astrauskaite et al., 2011).

RQ2.   Could the questions asked within job satisfaction surveys be improved to gain a greater

understanding of an employee's true level of job satisfaction?

Social scientists can come up with so-called operational definitions of the word satisfaction and how it relates to one's workplace or vocation. Operational Definitions (OD) are agreed-upon terms that will define something such as satisfaction (Astrauskaite et al., 2011). However, operational definitions can mean very different things, especially when relying on language, or surveys, to describe individual feelings. Nevertheless, this study will attempt to give meaning to the term job satisfaction, as it applies to the modern employee.

As this study proceeds, it will focus on three main concepts. First, an attempt will be made to define job satisfaction as a state of mind and body. Second, this study will discuss tools and practices that can be utilized for placing individuals into states of feeling satisfied with their jobs. Thirdly, this study will present some of the misconceptions or contradictions of research as it relates to the feeling of personal job satisfaction. Furthermore, the issue of personal job satisfaction will be addressed towards seeking an understanding of whether some individuals face greater challenges that prevent them from ultimately obtaining personal job satisfaction. Specifically, most people who work or have held jobs in the past would probably agree on some general conditions for obtaining feelings of satisfaction as this feeling relates to a vocation. If you're content with your well-being and sleep peacefully at night, enjoy meaningful conversations within the workplace, and can pursue purpose in what you do - then it's safe to say that work satisfaction is thriving! Conversely, contrary to popular belief, any overemphasis on aspects such as the pursuit of money, may be a mistake, as many studies show that the amount of money that a person makes does not necessarily scale directly with feelings of job satisfaction. "Scientists have studied the relationship between money and happiness for decades and their conclusion is clear: Money buys happiness, but it buys less than most people think" (Dunn et al., 2011 p. 115).

Hypothesis

H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.

H2: Employers are not prepared to address current employee issues related to job satisfaction.

H3: Some individuals are disproportionately affected by issues related to workplace conflict.

H4: Employee job satisfaction has a major impact on the lives of employees and their families.

H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity.

Definition of Terms and Concepts

Demography – The breakdown of statistics based on specific characteristics such as gender, race, income, etc. Many charts and graphs regarding income and employment statistics are explained in terms of demographics.

Remuneration - Remuneration is payment or compensation received for services or employment. This includes the base salary and any bonuses or other economic benefits that an employee receives.

Contradiction Between Remuneration and Job Satisfaction - When discussing the topic of remuneration and the satisfaction one experiences within the confines of their job, a contradiction appears to exist. The contradiction is, for instance, that, for many individuals, including myself, especially in the years when I was in business school as a graduate student, there were times during which pursuing and being involved in work and pursuing degrees and finding meaning in my life, actually separated me from the opportunity to have quite as many social connections, or quite as much sleep or quite as much exercise or even quite as much

sunshine, for that matter, as I might have desired. "Money allows people to live longer and healthier lives, to buffer themselves against worry and harm, to have leisure time to spend with friends and family, and to control the nature of their daily activities—all of which are sources of happiness" (Smith, et al.,, 2005). So, all of the things that we're told, that we need to access feelings of satisfaction, regularly, oftentimes conflict with the requirements of not just daily life but in building a life that allows us to have the kind of resources that we need to have things like quality social connection, and the time and opportunity to get regular exercise and great nutrition, etc. While this isn't necessarily an objection to any of the research related to job satisfaction, we must acknowledge these contradictions that exist in any discussion regarding job satisfaction.

On the other hand, when discussing the concept of job satisfaction, one needs not abandon all goals in terms of pursuing money and career advancement and simply focus on social relationships at the office, exercise, and being sure to always get enough sleep. Consequently, this study will seek to discuss what constitutes a superior bond or even a connection between an individual and their feeling of overall job satisfaction. The above issues are often overlooked when discussing the concept of connections and the overall impact that those connections can have on an individual's general level of satisfaction when related to their vocation.

Outline of the Study

This dissertation is laid out in five chapters. Chapter 1 presents an in-depth introduction. Chapter 2 presents a literature overview and the theories utilized in this study. Moreover, the literature review in chapter two will address the issues of conflict resolution as they relate to workplace conflict and job satisfaction.

Chapter 3 outlines the research methods, reviewing applicable research questions, and methodology, and is a structured outline addressing job satisfaction surveys. A data analysis and historical job satisfaction surveys will be used to gain insight into this issue.

Chapter 4 outlines the results of a quantitative survey along with pertinent case studies examining how employees view job satisfaction surveys. Chapter 5 presents a discussion section and a conclusion section.

Chapter 2: Literature Review

This chapter of the study is presented in three sections. The first section describes a brief history delving into the conception of the concept of job satisfaction as it pertains to North America. The second section addresses the topic of what constitutes job satisfaction, followed by a discussion of how job satisfaction ultimately impacts individuals within the workspace. The third section examines a theoretical framework focused on improving job satisfaction.

Workplace satisfaction is important, however, that has not always been the case. The concept of job satisfaction did not exist in North America at the time of the Great Depression. Moreover, the idea of job satisfaction, while theoretically being created in the 1930s and 1940s following the Great Depression and the stock market crash in 1929, took a great many years before the construct began taking shape and impacting employers and employees. Before the conception of job satisfaction, the term "Underpaid, But Employed" coined by Jessica Pearce Rotondi in her 2020 novel, summed up an employee's understanding of their working rights and the types of treatment that one could expect from their employer. Nevertheless, following the Great Depression, over the last several decades, the concept of job satisfaction has since taken root and grown in importance (Astrauskaite et al., 2011).

What constitutes the term 'job satisfaction' and why does a lack of job satisfaction sometimes lead to greater struggle in the workplace? Many social scientists have worked very hard, for many years to answer that very question, however, historically surveys have lacked empirical evidence in improving overall happiness or 'job satisfaction levels' among employees. "Despite several studies in the field of job satisfaction, there are still some problematic areas left" (Astrauskaite et al., 2011).

Part of the possible reason behind this problem is that many different factors go into deciding what should be included or considered when discussing workplace satisfaction (Astrauskaite et al., 2011). Moreover, workplace satisfaction is a complex issue that can not be addressed properly using traditional workplace surveys. Social scientists seem not to be able to agree on exactly what constitutes happiness/satisfaction in the workplace, or what satisfaction is general (Astrauskaite et al., 2011).

Social Connections and How They Relate to Job Satisfaction

Numerous studies indicate that even shallow connections, such as those formed between colleagues in the office or at a coffee station, can produce substantial and genuine social interaction benefits (Dunn et al., 2011). "Almost anything we do to improve our connections with others tends to improve our happiness" (Dunn et al., 2011, p. 117). Contrastingly, regarding these shallow connections, negative feelings related to conflict can also arise if individuals within the workplace do not get along. Nevertheless, what is important to note, is that very strong feelings that relate to job satisfaction and the interactions between individuals at work do not require close bonds of any kind, provided that certain criteria are met (Dunn et al., 2011).

Ultimately, this concept, regarding these shallow connections, is about understanding the philosophy of the feeling of satisfaction, as it relates to one's vocation. Since most working-age individuals spend a substantial number of their conscious hours toiling away in the proverbial salt mine, not being able to achieve a reasonable amount of satisfaction as it relates to the workplace may invariably lead to more conflicts arising within the workplace. Moreover, an increase in conflicts within the workplace will, one can reasonably affirm, lead to reduced organizational productivity, unhappy employees, and ultimately an increase in firings and

potential lawsuits. The goal of this study is also to achieve a better understanding of the mechanisms underlying what we call satisfaction and provide a framework whereby an employer can potentially pursue the goal of obtaining and keeping satisfied employees, not just as a long-term goal and not just as a day to day goal, but rather, as a way to think about how to create an organizational workspace in terms of it's ability to allow and enable individual workers the opportunity to experience job satisfaction (Dunn et al., 2011). Notably, this researcher proposes that the topic of social connections in the workplace, is important to consider, as these factors will increase an individual's overall state of well-being thereby placing an employee in a position to access more meaning and satisfaction in their chosen vocational position.

Difficulties Associated with Utilizing Workplace Satisfaction Surveys.

Analyzing job satisfaction is as complex a task as gauging the feelings of others and comprehending their thoughts. This can be an intricate, complicated, and challenging task. Furthermore, seeking responses to questions regarding contentment, regarding vocation, becomes much more difficult if those inquiries are not precise and articulated effectively.

Workplace conflict is often a result of job dissatisfaction, and surveying employees to determine satisfaction levels can be an effective way to identify potential issues and address them before they become larger problems. As such, mindful survey writing should be part of a comprehensive workplace conflict management strategy. The questions must be crafted in such a way as to gather meaningful answers and identify job satisfaction levels in a comprehensive, yet simple way. This can help to create job environments that are conducive to job satisfaction for everyone involved. By doing this, organizations can not only reduce the likelihood of workplace conflict but also promote job satisfaction among their workforces. In turn, job satisfaction is likely to improve morale and productivity.

One example of what the term Job Satisfaction means is: "Job satisfaction is the constellation of attitudes about a job" (Ali, 2006, p. 241). This to me, appears to be a rather vague description. Nevertheless, I don't believe that I could create a better meaning for the term Job Satisfaction. Most of the time, we don't even really know how we, ourselves feel, or understand how we felt ten minutes ago, let alone effectively describe our past feelings. "When people make predictions about the hedonic consequences of future events, they are said to be making effective forecasts, and sizable literature shows that these forecasts are often wrong" (Dunn et al., 2011, p. 117). A problem that exists with any statement meant to report several different things about an emotion will almost always fall short of reaching its goal (Dunn et al., 2011). In language, things like the word sadness, meaning, pleasure, delight, or satisfaction are not very precise when it comes to describing our brain, body, or mind states. "If we say that a thing is great or small by its own standard of great or small, then there is nothing in all creation which is not great, nothing which is not small. –Chuang Tzu (circa 400—300 BC), Autumn Floods."

For instance, when I say that I'm feeling 'satisfied' at work, you may not have the same understanding as me. My interpretation of satisfaction might vary from yours. This illustrates how subjective our perspectives can be and why communication is so important. If I say, "I'm extremely satisfied with my job because I love the people, I work with, plus my boss is the best," and I have a big grin on my face that I can't seem to wipe off. Well, then you might get a sense of how content I am with my vocation at that particular moment. Nevertheless, it's still hard to calibrate one's level of internal satisfaction when it comes to discussing a particular vocation. Moreover, the same is true for everybody. Furthermore, it is significant to recognize this fact since we still lack a more accurate measurement like body temperature or pulse rate and have yet

to establish an exact means of calculating one's job satisfaction beyond vague estimation. "If we tried to describe the world in absolute terms, we would probably find ourselves with little to say. Although some properties of objects can be considered absolutely (the numerosity of grapes, the mortality of people), many more can be considered only as relations (Gilbert et al., 1995, p. 228).

　　While it is not possible to numerically measure job satisfaction, we can still hold meaningful and evidence-based conversations about its significance. Therefore, let us keep this in mind throughout the course of this study. Furthermore, it is very important to understand that language, whether written, verbal, or survey-driven, is not ideal, and may even be a deficient tool in terms of describing one's state of job satisfaction (Gilbert et al., 1995). "A haiku is short, a pizza is hot, and an African elephant is slightly lumpy, but only in the context of other poems, pies, and pachyderms" (Gilbert et al., 1995, p. 228). Nevertheless, despite these hurdles, the topic of job satisfaction as it relates to the philosophy of conflict analysis and resolution is an extremely important issue that can have a substantial impact on an individual and an organization both financially and emotionally. Hence, any progress that can be made in this field of study, this researcher believes, would be rather invaluable to society at large.

Job Satisfaction, Age, Life, Circumstances and Money

　　A conclusion reached by numerous studies suggests that the total amount of income that an individual earns does not seem to directly relate to their level of job satisfaction. "The correlation between income and happiness is positive but modest, and this fact should puzzle us more than it does" (Dunn et al., 2011, p. 117). Many people might consider that statement and think that what I am saying is that "money doesn't matter." On the other hand, some people hear that statement and think to themselves, "Yeah, right, easy to say if you have a lot of money". In terms of job satisfaction, it is very important to consider both perspectives. Arguably,

money/income or total resources in themselves do not predict the likelihood of job satisfaction in any kind of direct way (Dunn et al., 2011). That is not the same thing as saying, that having very few resources will make you a more satisfied employee (Dunn et al., 2011). Such a notion would be considered counterintuitive (Dunn et al., 2011). However, experience demonstrates that money alone can't buy a company happy employee and indeed that seems to be true (Dunn et al., 2011). If you look at income generation on a more short-term basis, once people get past a certain level of income relative to their cost of living the amount of job satisfaction they may experience does not scale with that income (Dunn et al., 2011). That is, for every additional $1,000 or $10,000 that employees earn they don't necessarily report a commensurate increase in their stated level of job satisfaction daily (Dunn et al., 2011). That said, while increasing salaries or simply giving raises to employees, truly cannot buy an employer happy or satisfied employee, it absolutely can buffer stress for employees (Dunn et al., 2011). An adequate income stream can buffer stress in the form of the ability of an employee to purchase or pay for goods and services (Dunn et al., 2011). Moreover, any factors that increase a researcher's ability to analyze factors such as age, life circumstances, and money concerning job satisfaction, may be effective in helping employers place an employee in a position to access more satisfaction in their chosen vocational position.

Increased Total Stress Equals Decreased Total Job Satisfaction Equals Increased Conflict in The Workplace.

Stress constitutes an important consideration in job satisfaction. Notably, the concepts discussed below relate to H3: Some individuals are disproportionately affected by issues related to workplace conflict. For example, work plus small children at home plus a long daily commute plus an angry boss plus a rude co-worker can produce stress, thereby producing a less satisfied

employee who may be disproportionately affected by issues normally thought to be related to the average workplace. Having children is a delightful experience, however, it's no secret that having kids requires additional responsibility; less sleep, and more stress in general (Portoghese et al., 2011). Furthermore, taking a drive on a beautiful Sunday afternoon in the countryside would be thought of as a relaxing excursion (Portoghese et al., 2011). However, no reasonable person would suggest that fighting traffic for forty minutes, twice a day, five days a week is a relaxing pastime (Portoghese et al., 2011). The point that I am trying to make, is that overall job satisfaction and the likelihood that an employee will be less happy performing their vocation and be more confrontational, does not only have to do with the stress they experience on the job (Portoghese et al., 2011). Rather, what I am illustrating is that overall job satisfaction consists of other elements that occur outside of work and may add an eminent amount of stress to an individual employee's daily life.

> Employees participate in many life domains, including work, family, and community environment, and the resulting interface that exists between an employee's work demands and non-work needs has been and is an important topic for researchers interested in improving both employee outcomes and organizational performance. (Portoghese et al., 2011)

Moreover, any further understanding that increases a researcher's ability to analyze issues that increase total stress for employees in relation to job satisfaction, may be effective in developing tools that could help employers better understand how to place an employee in a position to access more satisfaction in their chosen vocational position.

The Balance Between Salary and Job Satisfaction

Consider as an example; let's discuss the plight of a hypothetical business graduate school student. She has very little money and no savings to rely upon, barely able to cover rent and food expenses; yet she is thriving as she only needs to take care of herself. Despite her seemingly meager financial situation, our graduate student persists in studying hard at the library or campus for many hours because this brings her joy - objectively speaking though, one could say that she scarcely earns anything! As such, although not earning a lot of money, her level of stress is probably low, mainly because she is investing all her time and energy into the very thing that she knows, or hopes will eventually help earn her more resources (Portoghese et al., 2011).

Continuing down life's path; when our theoretical subject moves on from being a business school graduate student to getting a job, her income goes up. But, because she moves to a large city and because of the times, her cost of living also goes up, and now she becomes extremely stressed. The point that I am attempting to illustrate, is that, in terms of job satisfaction, absolute income does not determine how satisfied an individual may be overall (Portoghese et al., 2011). Rather, it is necessary to consider absolute income relative to the cost of living. Additionally, when evaluating income satisfaction levels against the cost of living, it is also essential to consider one's social circle (Portoghese et al., 2011).

Let us return to the example of our hypothetical business graduate student. Living in a small town while attending business graduate school she would have had access, if she chose to participate, to most of the social gatherings enjoyed by her contemporaries, because they were all objectively very low cost (Portoghese et al., 2011). For example, sometimes her peers would go out to eat at a restaurant, which of course, cost money. Nevertheless, it was relatively low-cost living and she enjoyed social connections within the peer group that she associated with

(Portoghese et al., 2011). However, once our subject transitions out of business graduate school and into the world of full-time employment, she makes more money, but the cost of living increases drastically. In addition to that, her peer group tends to want to engage in the same kinds of activities that people in that larger city engage in. The point that I am attempting to illustrate here, is that peer group has a tremendously powerful influence on how an individual would gauge the level of satisfaction they feel towards their salary and employer in any given job. Additionally, the statement certainly speaks to the critical importance of social interactions. Whether those interactions occur within the workplace, or outside of the workplace, due to an employee's salary, they are vastly important to the level of satisfaction that an individual experiences in terms of their level and type of employment (Portoghese et al., 2011). It is not just about whether an employee earns enough to pay the rent. It is also about being able to access the kinds of social interactions that are deemed correct for that individual at that stage of life and in the place that they happen to be living (Portoghese et al., 2011). Moreover, if an employee can meet all the demands of the costs of rent, paying the water bill and food, however, they are socially isolated from their peer group and can not engage in activities that they want to engage in, either because they don't have time for leisure activities due to work constraints, or because they don't have the financial resources (Portoghese et al., 2011). Then that can negatively impact any rating in terms of what one might call an individual's perceived level of job satisfaction. "As many studies have shown, the imbalance in the work-life and nonwork-life interface has serious consequences that impact levels of workplace satisfaction" (Portoghese et al., 2011).

An individual's income is also important because, if the amount of money that a person happens to earn does not allow them to meet their basic needs of shelter and health care, etc.

thereby not allowing that employee access to the kind of social interactions that can renew and reset their stress levels, then their entire existence becomes very stressful (Portoghese et al., 2011). Notably, this issue is discussed later in the theoretical section of the paper titled Maslow's hierarchy of needs. Nevertheless, this issue illustrates the importance of an earlier statement, which is; that although money cannot buy happiness, it certainly can buffer stress (Portoghese et al., 2011). Additionally, one of the ways that money buffers stress is by allowing options for different kinds of social interactions (Portoghese et al., 2011).

Undeniably, money can make a difference in the satisfaction of employees; however, it cannot be solely relied upon for creating and sustaining an ideal, stress-free working environment. Further, it is important to state that the data supports the fact that wealth doesn't determine happiness. "Money can buy many, if not all of the things that make people happy, and if it doesn't, then the fault is ours" (Dunn et al., 2011, p. 117). Furthermore, we all tend to overlook one crucial factor: when our life is coming to an end, no one wishes they had put in more hours at work (Dunn et al., 2011). It's safe to say that the amount of time one devotes to work does not necessarily equate with job satisfaction, yet it is usually how we make our money and spend most of our days (Dunn et al., 2011). Furthermore, income is often the way that people have access to things that open the opportunity for more social connection. The relevant point given these two statements, is that it is always important to be careful with how we interpret and perceive blanket statements: Money doesn't determine satisfaction level regarding one's job and the amount that an individual works over the course of a lifetime, isn't going to determine a person's level of job satisfaction either (Dunn et al., 2011). Nevertheless, if a person earns more money from working more and that money can be used for buffering stress in other areas of life, then that money effectively brings more satisfaction to one's life outside of work

(Dunn et al., 2011). Consequently, it is rather simplistic to presume that labor itself would be contrary to an individual's overall contentment.

Work Satisfaction and Finding Meaning.

If we combine the feature of work with another important feature of human existence, which is this notion of meaning, then we can discuss another important aspect related to job satisfaction (Dunn et al., 2011). An important question to ask is, what constitutes meaning in a given endeavor, work, career, job, or otherwise? This is an important query when considering job satisfaction (Dunn et al., 2011). Moreover, during the last century and still today, job satisfaction surveys have focused on this feature of 'meaning' as a critical one in terms of what makes an employee satisfied (Dunn et al., 2011). The word meaning, when it is applied to the term job satisfaction, means a lot of different things to a lot of different people. "The meaning of work, and, for this study, the positive meanings associated with work, are often left to the imagination of the reader, or the interpretation of the research respondent" (Wrzesniewski, 2003, p.297).

Some people consider their work simply to gain a paycheck. Other people find that they would do the very work they do regardless of whether they were paid (Wrzesniewski, 2003). Many people will do volunteer work and other forms of work for no money at all; therefore, the idea that money isn't important, or that work is not as important as we deem it to be, needs to be considered from several different perspectives (Wrzesniewski, 2003).

Nevertheless, it is important to keep caution in mind, when discussing the word meaning as it applies to job satisfaction and money. Moreover, the topic requires further discussion as the concept of meaning in one's job is important and is a big factor that may help determine the level of job satisfaction one experiences (Wrzesniewski, 2003). Nevertheless, something that is

meaningful to one person will not be the same thing that is meaningful to another person. For example, one individual might feel that having strong social connections at work is more important than income (Wrzesniewski, 2003). For some, the amount of cognitive and creative time they can have on the job is incredibly valuable. The important thing to consider is that what is meaningful to one person, in terms of job satisfaction, does not translate across the board when considering the topic of job satisfaction.

Toolkit For Job Satisfaction

The overall connection of mind and body is an essential topic when discussing aspects that constitute job satisfaction, especially over the long term (Puerto Valencia et al., 2019). By way of physical health, one's ability to stay mobile and perform the kinds of daily activities that one needs to engage in while fulfilling work-related duties, without being in pain, can strongly correlate to job satisfaction. Moreover, there are the basic physiological factors, the things that feedback on our overall feelings of well-being that can directly relate to the level of stress one might experience while performing the tasks associated with a particular job (Puerto Valencia et al., 2019). Employers can think of this topic as a baseline that every employee needs to pay attention to regularly.

Caring for oneself in terms of baseline physical well-being is important (Puerto Valencia et al., 2019). For example, could an employer expect an employee with chronic lower back pain to score highly on their reported level of job satisfaction if that employee had to sit in an uncomfortable office chair for six to eight hours a day? Many would agree that that would be an unreasonable expectation, no matter how generous that employee's remuneration happened to be (Puerto Valencia et al., 2019). "In recent years, interest in interventions for stress reduction, improvement of mental health, and promotion of physical activity among workers has increased"

(Puerto Valencia et al., 2019, p. 1). Moreover, a general baseline of physical well-being feeds back into the buoyancy of an individual's overall system, consisting of the brain and the body (Puerto Valencia et al., 2019). Certain basic aspects of this whole-body connection would be but are not limited to, getting sufficient deep sleep and the absence of chronic pain. Some other aspects of maintaining baseline mind and body well-being relate to quality nutrition, quality social interactions, and engaging in purposeful work, whether or not it's paid work or volunteer work. Additionally, one's relationships with pets (Puerto Valencia et al., 2019) can also play a role. These aspects are important because earning a living by working is the typical way in which we spend most of our time (Puerto Valencia et al., 2019). Moreover, it is important to note that these activities do not exist in isolation and can affect an individual employee differently during different periods of life.

Lifespan and Work

Lifespan is something that we need to consider as it pertains to work and overall job satisfaction (Reh et al., 2021). Indeed, humans are living longer and longer and that too must be kept in perspective. It is consistently described in the literature that people in their 20s report having high levels of job satisfaction, but as time goes on, and they acquire more responsibility, in their 30s and into their 40s, workplace satisfaction levels tend to decrease (Reh et al., 2021). Job satisfaction tends to fluctuate (Reh et al., 2021). "Since most people work throughout most of their adulthood and thus spend a considerable share of their time at the workplace, job demands likely influence well-being trajectories (Reh et al., 2021, p. 8). "However, job satisfaction tends to increase as people approach their 60s and they approach retirement. As their work demands are shed from them, they can enjoy the small things, as such, workplace satisfaction levels tend to go up again" (Reh et al., 2021). "Some studies show that older adults

can maintain high levels of emotional well-being and job satisfaction and even show benefits compared to younger adults" (Reh et al., 2021, p. 8). Keep in mind, there are exceptions to that of course as Reh points out. Studies show conflicting results when it comes to understanding how employee well-being develops over the course of their working life. While some research indicates that older adults often demonstrate higher levels of emotional well-being and job satisfaction compared to younger ones, other reports suggest that general well-being is either maintained or decreases as time passes by (Reh et al., 2021).

It is important to note that, over the last ten years there have been some major shifts to the general life stages, that is when people undergo those life stages (Reh et al., 2021). For instance, many people are getting married much later and numerous people are opting to not have children (Reh et al., 2021). According to Reh et al, with the rising number of people choosing to work fewer hours or opting out of having children altogether, many individuals are finding greater purpose and fulfillment in their jobs.

Giving Employees Job Satisfaction Surveys on Their Birthdays.

An employee's birthday may be the wrong day to schedule a performance review or ask an employee to complete a job satisfaction survey. The same will likely be true one or two weeks into a new year (Menon, et al., 2010). The rationale for this is quite simple. Throughout the year, we generally don't compare ourselves to our peers all that often; it's not something many of us do daily. Yet, paradoxically, when our birthdays come around each year the opposite appears to be true. "Comparing yourself with successful coworkers can be motivating, but it can also trigger envy" (Menon, et al., 2010, p.74). On our birthday, we get a snapshot of where we are in the arc of our work careers. Additionally, many people report feeling rather low on their birthday because they use that as a benchmark for the things that they have not accomplished

career-wise (Menon, et al., 2010). This points out two issues that may relate to job satisfaction. One is the extent to which many of our feelings of satisfaction are particularly related to our peers (Menon, et al., 2010). "Envy damages relationships, disrupts teams, and undermines organizational performance. Most of all, it harms the one who feels it" (Menon, et al., 2010, p.74). This again points to how important social aspects are to an individual's level of satisfaction when it comes to their job. The second issue that this illustrates, is the fact that most of the time we are not very good at orienting ourselves (Menon, et al., 2010). Notably, this again can be attributed to the shortcomings inherent in historical job satisfaction surveys. Nevertheless, in general, people report that on their birthdays, they note lower levels of satisfaction with their careers and overall position in life (Menon, et al., 2010).

Synthesizing Satisfaction

Raising the level of job satisfaction that an employee may experience over the long term may not be something that can be accomplished by simply giving out raises. The literature states that feelings of satisfaction do not simply come from external things such as the acquisition of material goods or financial compensation (Gilbert, 2006). Nevertheless, some things can be done that will allow workers to synthesize satisfaction (Gilbert, 2006). Synthetic satisfaction deals with several principles about the way that our internal reward systems function. The notion of synthetic satisfaction is not simply about imagining satisfaction (Gilbert, 2006).

We are all intimately acquainted with the warm, contented feeling that comes from satisfaction. This sensation of gratification is one we anticipate experiencing when something has gone our way (Gilbert, 2006). For example, if we complete a university degree that is on a topic that is meaningful and interesting to us, or we find a job making a certain income, or we receive an increase in pay (Gilbert, 2006). All of those things may result in forms of well-being

that form in our minds from a very early time in personal development (Gilbert, 2006). These are forms of satisfaction that we are taught exist (Gilbert, 2006). From the age of adolescence to adulthood, we often find ourselves associating joy with acquiring material goods. This is an understandable instinct that many individuals can relate to (Gilbert, 2006). However, as mentioned earlier in this study, it is highly debatable whether the acquisition of money will increase an individual's level of job satisfaction over the long term (Gilbert, 2006).

The notion of synthetic satisfaction may prove to be an invaluable tool for employers. There have been several different studies that explore different types of music, and other aspects of environmental settings which can increase the feeling of satisfaction one might experience (Gilbert, 2006). For example, adding certain environmental sounds, musical tones or visual features such as lighting to combat Seasonal Affective Disorder (SAD) to a given workspace may be advantageous in increasing certain employees' levels of job satisfaction (Gilbert, 2006). However, those things alone are not sufficient. This is important to point out because what this means is, that an employer's ability to create an environment in the workplace that promotes satisfaction is somewhat dependent on the effort of the individual employee utilizing the work apace (Gilbert, 2006). Nevertheless, a certain number of very sensitive people, report feeling 'very low' under conditions where the sky is overcast, especially if it's been overcast for several days or months, as is the case in Canada (Terman, et al 1989). Stated otherwise, their mood is affected by seasonal affective depression (Terman, et al 1989). Please note that this topic is also extremely relatable to H3: Some individuals are disproportionately affected by issues related to workplace conflict. Furthermore, those individuals who are affected in any way by SAD can often receive tremendous benefits in terms of elevating their mood if they make an effort to get sunlight, or if they can't get sunlight, they instead view artificial light of the sort that is

specifically created to combat SAD (Terman, et al 1989). Bright artificial light has been found effective in reducing winter depressive symptoms of seasonal affective disorder (Terman, et al 1989, p.1). Moreover, some people in the population are profoundly, and negatively influenced by the lack of positive visual and auditory cues in their work environment (Terman, et al 1989). Furthermore, an individual should put some effort towards adjusting their work environment so that it is cheerful to themselves (Gilbert, 2006). Even if an individual does not suffer from SAD, they may nevertheless greatly benefit from the inclusion of a plant, aquarium, or posting bright cheerful posters in and around their work environment.

Understandably, introducing music into a shared workspace can be difficult. Nevertheless, headphones offer the perfect solution - giving employees control over their auditory environment in an incredibly valuable way. Moreover, synthetic satisfaction may even have more of an enduring impact on job satisfaction than natural satisfaction, as this study has suggested (Gilbert, 2006). Notably, these factors that are associated with synthetic satisfaction will increase an individual's overall state of well-being, thereby placing an employee in a position to access more satisfaction in their chosen vocational position, therefore, many would agree, making lower occurrences of workplace conflict a reasonable expectation.

The Work Environment

The work environment that we are exposed to has a powerful impact on our mood. This statement is true for some people more than others. For example, some people are perfectly happy with blank office walls. However, other people benefit tremendously from having photos or plants in their work environment (Gilbert, 2006). Please note that this topic is also extremely relatable to H3: Some individuals are disproportionately affected by issues related to workplace conflict. Nevertheless, it is ultimately up to the individual to determine what is needed for

themselves and to do their best to try and place those things into their work environment which is conducive to providing them the ability to work productively. "The interest in job satisfaction is much driven by the fact that experts believe that the trend of job satisfaction can affect labor market behavior. Job satisfaction is also important in that it could exert a huge influence on performance, retention, and employee turnover and absenteeism. It has been shown that the ability of any organization to achieve its goals depends on its capability to attract, retain, and even maintain competent and satisfied staff in its employment" (Ikonne, et al., 2014, p.2). The point that this researcher is trying to illustrate, is that these factors, associated with work environment are important to consider when trying to increase an individual's overall state of well-being, thereby placing an employee in a position to access more satisfaction in their chosen vocational position, therefore, many would agree, making lower occurrences of workplace conflict a reasonable expectation.

Gratitude in the Workplace and its Positive Effects on Employees

No one thing predicts the level of job satisfaction a person may experience in the workplace. Nevertheless, certain things can increase a person's ability to achieve job satisfaction. For instance, our ability to generate certain kinds of emotions (Gilbert, 2006). Furthermore, the power of gratitude in generating positive emotions is very well established and can become powerful when focused on job satisfaction (Anik et al., 2013). Giving gratitude can be a powerful force for positive feelings within oneself, but not as powerful as receiving gratitude (Anik et al., 2013). Gratitude as a state of mind and as an emotion does not exist in a vacuum. It's not a feeling that is independent of our surroundings, as Buddha points out. For example, writing down all the things you are grateful for, while it has some positive impact, the impact of receiving gratitude or observing gratitude is far more potent (Anik et al., 2013). There

is a much greater positive effect when we know why the gratitude giver is giving us something, or when the person receiving something is going to benefit tremendously from receiving it (Anik et al., 2013). Those who doubt that a sense of gratitude can alter how one feels about their workplace or job may think it isn't something we can just attain with the snap of our fingers. However, cultivating an attitude of appreciation and thankfulness within your workspace could drastically improve morale and productivity in the long run.

However, while that is true, context matters (Anik et al., 2013). That is a really important point that needs to be made. The point is this, while money doesn't buy happiness, money can buffer stress and certainly offer opportunities that can improve an individual employee's level of job satisfaction.

Spending Money on Others Can Lead To Greater Levels Of Job Satisfaction.

Although many people may think that the approach, of spending money, to increase overall job satisfaction is counterintuitive, spending money on others may increase overall levels of job satisfaction among some employees (Anik et al., 2013). Commonly, the critical response is: "Oh, boy, here we go. The author of this study must be a Buddhist, and they are going to tell us that giving away all our money will make us happier than receiving money." Although that is something that some Buddhists would say—that is not what this researcher is telling you. Nevertheless, it is an interesting notion and part of a very interesting study being discussed here. One that I think ought to have attention paid to is by people who are interested in Buddhism as well as by people who aren't interested in Buddhism but just want to see what may lead to increases in job satisfaction in the workplace (Anik et al., 2013).

The idea of spending money on others is based on the fact that, once an individual's income reaches a certain level of being able to provide for their basic needs, increasing that

individual's income has been shown to have only a weak effect on their overall level of job satisfaction (Dunn et al., 2011). If this statement is true, and according to the study it appears to be, then, what aspects of money and having money are important after a certain point in respect to improving job satisfaction? One perspective certainly could be, that there are people who have a lot of money who are very satisfied, however, the reverse is also true (Dunn et al., 2011). If we look at the statement from an alternate perspective, there are plenty of people who do not have very much money, nevertheless, they claim to be satisfied with their chosen vocation. If we look at the question from a third perspective; in fact, some people earn a lot of money and are very dissatisfied with their jobs regardless of the remuneration they receive (Dunn et al., 2011). Whenever we talk about rewarding people for their work, it's important to remember that those living on less money often dispute the results of such studies because they think more pay will automatically bring improved levels of contentment. (Dunn et al., 2011).

Pro-Social Spending And Its Effect On Workplace Satisfaction

Pro-social spending is a form of charitable giving where people take a certain portion of their income and give it to others (Anik et al., 2013). This practice is often for meaningful causes, but it can also be more direct, such as giving money to hungry individuals (Anik et al., 2013). There are many different examples of pro-social spending. One example could be giving money to an individual in need of medical care. Pro-social spending could also be spending a percentage of one's income towards environmental causes (Anik et al., 2013). Additionally, it could take other forms of spending, for example, the spending could be focused on causes aimed at aiding animal wellness (Anik et al., 2013). Moreover, pro-social spending could be spending focused on any number of different things. Furthermore, pro-social spending could even be

giving somebody money so that they can buy themselves a gift or giving somebody money and not having any excuse (Anik et al., 2013).

The idea of pro-social spending is not based on the cause that the money is supposed to support. Rather, the focus of pro-social spending is focused on the understanding or expectation that the spending brings about a feeling of gratitude (Anik et al., 2013). The important issue, that is relevant regarding pro-social spending is that while receiving an income for one's work is great, giving is also great in terms of increasing a sense of well-being (Anik et al., 2013). Moreover, one of the most important features of pro-social spending is that when the giver is giving to the receiver, in the form of money, the giver should have the knowledge that the person receiving the money from the giver is, in some real way benefiting from the money they are receiving (Anik et al., 2013). That means that the receiver is grateful. This will greatly increase the chance that there is an increase in the level of job satisfaction for the giver (Anik et al., 2013). Again, this notion regarding pro-social spending is about gratitude (Anik et al., 2013). Specifically, what this researcher found, was that higher pro-social spending was associated with significantly greater workplace satisfaction in the person who was giving the money to the receiver (Anik et al., 2013). Moreover, according to Anik, there was a very statistically positive effect (Anik et al., 2013).

To illustrate the benefits of pro-social spending further, it is important to visualize the specific individual who is giving away a portion of their income (Anik et al., 2013). For example, one can imagine that for one individual giving away $1,000 might represent a significant portion of their yearly income. Nevertheless, for another specific individual, $1,000 might simply represent a tiny fraction of their income. This is an important aspect that is related to the concept of pro-social spending because it is necessary to adjust the spending for income

level (Anik et al., 2013). What you find is that people who gave away money benefited tremendously in terms of improved workplace satisfaction levels (Anik et al., 2013).

Employees who devoted more of their bonuses to pro-social spending, that is giving away way more money, may experience greater positive feelings associated with job satisfaction (Anik et al., 2013). The way they spent that bonus, was a more important predictor of their level of job satisfaction than the size of the bonus itself (Anik et al., 2013). So, the actual bonus, the receiving of the money, led to greater increases in job satisfaction if the employee then gave it away. The point is, that giving resources certainly in the form of money, is immensely beneficial for increasing one's level of job satisfaction, according to Anik. Moreover, the factors that are associated with the concept of pro-social spending, may be effective at placing an employee in a position to access more satisfaction in their chosen vocational position.

A Wandering Mind Decreases Job Satisfaction

Research points to the fact that another potent way to synthesize higher levels of job satisfaction is to leverage the so-called focus system, or rather, de-emphasize the tendency of our minds to wander (Killingsworth & Gilbert, 2010). Referring to A Wandering Mind Is an Unhappy Mind as published in the journal Science by Killingsworth and Gilbert. This paper involved several subjects who, while going about living their daily lives, were asked both what they were doing and how they were feeling (Killingsworth & Gilbert, 2010). This study occurred outside of the laboratory, nevertheless, the researchers were able to assess to what extent those people being studied were happy or unhappy at the time when they were engaging in any number of different activities (Killingsworth & Gilbert, 2010).

The researchers were able to assess whether or not those individuals were also focused on or focused away from whatever activity they were engaging in (Killingsworth & Gilbert, 2010).

The takeaways from this study are many, however, it is especially interesting, that regardless of whether or not people were engaging in activities that they enjoyed or not, the tendency for their mind to wander from an activity, predicted lower levels of happiness than if they tended to be focused on the activity they were engaged in (Killingsworth & Gilbert, 2010). What that appears to mean is, that if somebody is engaged in an activity, such as performing the daily duties related to one's work, if they were focused on what they were doing, then they tended to report having a higher satisfaction level regarding their job, than if their mind was drifting elsewhere. "A human mind is a wandering mind, and a wandering mind is an unhappy mind. The ability to think about what is not happening is a cognitive achievement that comes at an emotional cost" (Killingsworth & Gilbert, 2010).

What I think this study says, is that any practice that can powerfully impact our ability to remain present in the activity we are engaged in can theoretically increase one's level of job satisfaction (Killingsworth & Gilbert, 2010). Whether it is a phone call, typing, or working on an assembly line. Moreover, this could include any type of activity (Killingsworth & Gilbert, 2010). This concept does not place judgment or importance on the type of activity being performed (Killingsworth & Gilbert, 2010). What is being emphasized here, is that increased levels of job satisfaction can be obtained within the entire workplace by having employees that are present in the task they are performing regardless of what they may be doing (Killingsworth & Gilbert, 2010).

Increasing Focus by Utilizing Meditation

Several practices are known to be beneficial for increasing one's ability to focus on a prospective task (Basso et al., 2019). One such practice is periods of short meditation. According to a study titled *Brief, Daily Meditation Enhances Attention, Memory, Mood and*

Emotional Regulation in Non-experienced Meditators. It has been shown that even a very brief period of meditation can be very beneficial. "Brief daily meditation is beneficial not only for decreasing negative mood state but for stress reduction as well as increasing one's ability to pay attention to and remember information in the environment" (Basso et al., 2019, p.218).

Specifically, the classic type of meditation, with eyes closed, and focused breathing can have a beneficial effect when done consistently (Basso et al., 2019). Ideally, according to the study, one will benefit the most if they practice meditation every day, but even if an individual sometimes skips a day, there are still benefits (Basso et al., 2019, p.218). This meditative practice can also greatly enhance one's ability to focus on studies or, engage in complicated work-related tasks, or even engage in tasks that require creativity (Basso et al., 2019, p.218). It is also shown that short, or brief periods of meditation can greatly enhance mood, sleep, and various aspects of cognitive performance (Basso et al., 2019, p.218). Furthermore, brief types of meditation can be utilized as a type of mental refocusing exercise, which may be extremely advantageous when an individual is engaged in performing complicated work-related tasks (Basso et al., 2019). This type of refocusing exercise can be done by closing one's eyes and forcing oneself to focus on breathing and the internal mind, thereby directing perception inward (Basso et al., 2019). When one does that, the circuits of the brain involved in focus dramatically improve, they 'rewire' and increase one's ability to achieve focus (Basso et al., 2019, p.218).

Many of us may have heard about meditation and think about meditation as a mindfulness exercise. However, some people prefer to view meditations as a perceptual or focus-based exercise. Nevertheless, it is important to keep in mind that it is very difficult to define notions around consciousness and states of mind (Basso et al., 2019). According to the research mentioned above, it is very clear that even five to thirteen minutes a day of meditation

can greatly increase one's ability to focus (Basso et al., 2019, p.218). Furthermore, the findings

in this paper, emphasize that a wandering mind is an unhappy mind. Also, it should be very

clear that one's ability to focus and refocus on work-related tasks again and again throughout the

workday, regardless of the task can have a very dramatic effect on an individual's level of

workplace satisfaction (Basso et al., 2019). Moreover, the factors that are associated with giving

employees the tools to maintain focus while performing their work-related tasks may be effective

at placing an employee in a position to access more satisfaction in their chosen vocational

position, intuitively, making lower occurrences of workplace conflict a reasonable expectation.

Increasing Job Satisfaction Levels Through Quality Social Connections

Increasing genuine long-term job satisfaction levels appears to be very difficult.

However, the concept that High Quality Connections (HQC) within the workplace will

ultimately increase long-term job satisfaction seems intuitive (Stephens, et al., 2011).

Furthermore, the opposite would inevitably prove applicable as well, one could reasonably

assume. High-quality social connections are extremely powerful in terms of their ability to

increase overall job satisfaction levels (Stephens, et al., 2011). But what are HQCs?

Additionally, how can they be defined and utilized to increase levels of job satisfaction in the

workplace, thereby intuitively, making lower occurrences of workplace conflict a reasonable

expectation.?

High-quality social connection falls into several different categories. These can be

romantic connections, traditional friendships, electronic friendships, or even the type of quality

connection that occurs between a person and an animal, an example is the type of connection that

often develops between a security officer/police officer and a drug/bomb sniffing dog. Quality

social connections can develop in several different ways. They can even evolve between

coworkers from daily interactions that appear to be superficial interaction-type connections. "Our definition of connections does not assume that the two people have a prior history or ongoing bond. Instead, exploring connections involves a focus on the micro-bits of interrelating at work that can contribute to a relationship over time, but are important in and of themselves. (Stephens et al., 2011, p.2) Notably, some may consider that notion to be surprising. When they hear the word quality social connection, many people understand that to mean deep conversations and deep long-term relationships. However, it is very clear from our own lives that oftentimes, our conversations with people that we are closest to, are quite shallow (Stephens et al., 2011). For example, if one thinks about it, if you have ever been in a romantic relationship, or deep quality friendship for a long time, or even a sibling relationship. Much of what people talk about is trivial. It is often a sharing of trivial day-to-day things between two people or through groups of people that leads to the feeling that people are connected in quality social relationships (Stephens et al., 2011). This is especially true if the individuals involved in a quality socially connected relationship are comfortable discussing shared experiences of any kind, good or bad (Stephens et al., 2011). In addition, meaningful social connections can have a profound effect on workplace happiness and satisfaction (Stephens, et al., 2011).

Emphasizing Important Features Of Quality Connections

When people hear the term HQC within the context of workplace discussions, I think most of us tend to think about deep meaningful conversations, company-sponsored retreats, or participating in work-focused team-building activities. While all of those certainly qualify as wonderful opportunities for building quality social connections with the people at work, opportunities for developing quality social connections at work, certainly are not limited to those kinds of interactions (Stephens, et al., 2011). The development of quality social connections

doesn't have to include relationships with team members, close colleagues, or like-minded contemporaries (Stephens, et al., 2011). Quality workplace connections may sometimes develop more readily from regular social interactions, such as those that occur from seeing the same security officer every day or regular visits to the office from cleaning or maintenance staff (Stephens, et al., 2011). The simple interactions that occur from seeing the same people regularly and maybe exchanging a few words about their work or their families or the holidays can become very meaningful quality connections (Stephens et al., 2011). Critics may look at these types of social connections and contend that they can not constitute high-quality workplace social connections. Contrastingly, many individuals may find that these types of quality social connections make them feel exceedingly satisfied about going to work every day (Stephens et al., 2011). Likewise, for some individuals, the seemingly insignificant interactions, which consist of talking to the janitor in the morning or a security guard at night are not insignificant at all. Indeed, during extremely nerve-racking times in life, these interactions can reduce feelings of stress and unhappiness which invariably harm workplace satisfaction levels (Stephens et al., 2011). For example, over the holidays when many employees work on reduced hours or go on vacation, others left in the office may miss their coworkers quite a lot (Stephens, et al., 2011). Nevertheless, a lonely employee's feelings of well-being may be improved by just seeing a familiar face around the office (Stephens et al., 2011). Furthermore, it should come as no surprise that when employees see faces, especially friendly familiar faces, even if the interactions are brief and even if no words are exchanged, that creates the sense of a social bond. Moreover, a sense of predictability is created (Stephens et al., 2011). Additionally, it is important to state, that few things increase feelings of stress and negatively impact job satisfaction levels among people more than feelings of unpredictability or lonesomeness.

It is noteworthy to reiterate, that quality social connections within the workplace do not always have to come in the form of close friendships (Stephens, et al., 2011). This is not to say that, of course, close relationships aren't wonderful. However, in terms of creating a greater sense of workplace satisfaction and more HQC for employees, close friendships are not necessary to achieve quality connections. Nevertheless, the factors that are associated with HQCs give employees the chance to maintain meaningful social connections at work and may be effective at placing an employee in a position to access more satisfaction in their chosen vocational position, intuitively, making lower occurrences of workplace conflict a reasonable expectation.

This concludes the literature review portion of the dissertation. Next, we will move into the theoretical framework section of the paper.

Theoretical Framework

For this study, two theoretical frameworks: Human Needs Theory and Systems Theory were explored. Despite the many issues related to the study of workplace conflict, this study will attempt to focus most on the human element explored by the field of conflict analysis and resolution. To understand and explore this complex issue, I will apply these theories as they are the most applicable theories that relate to the issue.

Theories

The focus of this study has emphasized the factors that are associated with several concepts behind specific areas related to job satisfaction. Moreover, this study has illustrated that these concepts, which promote increased job satisfaction, may be effective at placing an employee in a position to access more satisfaction in their chosen vocational position, intuitively, making lower occurrences of workplace conflict a reasonable expectation. To further address

both the visible and fundamental aspects at the heart of the workplace satisfaction issue, theoretical positions from Human Needs Theory and Systems Theory were engaged to explore potential resolutions. With these theories applied, conflict analysis practitioners can use suitable research methods that could help aid in solving such conflicts in the field of conflict resolution.

Human Needs Theory - Maslow

Maslow's Human Needs Theory primarily focuses on five main categories. They are Basic Human Needs, Safety Needs, Belonging Needs, Esteem Needs, and Self-actualization (Maslow, 1954). Fundamentally, Maslow tells us that humans are motivated by essentially all the same things: food, protection, affection and love, respect, standing, status, and the need for self-actualization and fulfillment. All a human being's passions, desires, and wants are essentially derived from those basic ends (Maslow, 1954). Although all human needs are important, a human being's essential need for respect from other humans is essential (Maslow, 1954). I believe that this is one of the most applicable human spiritual needs as it applies to some elements of this specific conflict analysis and resolution study, explicitly - H4: Employee job satisfaction has a major impact on the lives of employees and their families. Secondly, I also believe that all human beings ultimately seek to fulfill the need for self-actualization, which is only achievable after all other human needs are fulfilled. Notably this concept is applied later in Chapter 4.

Maslow's hierarchy of needs is essentially described as an unassuming equilateral triangle developed/divided into five different distinct sections. This simple triangle is used by Maslow as a means of representing a psychological pyramid. The pyramid is considered by many psychologists to be profound, despite its simplicity. Furthermore, despite being simple, the triangle encompasses a rather interesting idea or theory (Maslow, 1954).

The pyramid itself was developed by a 35-year-old psychologist named Abraham Maslow. The primary motivation for creating the pyramid was essentially to discover the significance of life (Maslow, 1954). Maslow sought to develop the pyramid to aid psychology/psychologists in answering the questions that people had relied upon religion to discover (Maslow, 1954). The pyramid attempts to depict that Maslow believed human beings had essentially five different kinds of needs (Maslow, 1954). They are as follows:

Physiologic Needs.

At the heart/base of the pyramid are what Maslow and the rest of the scientific community consider to be basic non-negotiable needs (Maslow, 1954). These necessities include the need for food, water, warmth, and rest. According to Maslow, every human being seeks to fulfill these needs above all else. These are simply the basic needs necessary for survival or homeostasis. Unless and until a person can fulfill the need for food and water etc., they will be unable to pursue any of the higher sections of the pyramid. The basic needs at the base of the pyramid include Food, Water, Breathing, Shelter, and Warmth. After a human being has fulfilled all the needs that are found at the base of the pyramid, then they can seek to fulfill the other needs that appear on higher sections of the pyramid (Maslow, 1954).

Safety Needs.

The second section/level of the pyramid focuses on the need for Safety. The need for safety appears in the second section because this need, 'safety' is essential and comes second only to the most basic needs necessary for human survival. According to Maslow, in addition to our non-negotiable basic needs, there are secondary needs such as the need for safety and security (Maslow, 1954). Maslow states, that the need to achieve health and wellness is slightly more important than achieving safety against accidents and injury.

Maslow explains, that after our basic needs have been met, we enter the third stage of the pyramid. The third stage or level of the pyramid encompasses the spiritual domain (Maslow, 1954). Notably, Maslow asserts that the need for safety is of paramount importance to human beings. Furthermore, Maslow maintains, that if a person is unable to feel safe, they will not be able to seek out the higher levels of the pyramid which encompass needs associated with the spiritual and social environment. Additionally, according to Maslow, safety is an important factor in all our lives and makes up the second most important physiological-related need that humans have. Without fulfilling the need for one's safety, a person will be unable to seek out the other levels of the pyramid (Maslow, 1954). Notably, although social needs are extremely important, it is easy to imagine, that if someone requires food, water, and shelter and to a greater extent a secure location or security in general, they will seek out those needs before fulfilling any social or spiritual needs. Nevertheless, having reviewed all of the physiological needs of Maslow's pyramid, we will now lead into the third stage of the pyramid. In this section of the pyramid, a human enters the social and spiritual levels of the hierarchy of needs (Maslow, 1954).

Belonging Needs

The third stage of Maslow's pyramid helps illustrate the human need for belonging and love (Maslow, 1954). A human being's need for belonging and love is very powerful. This is something that an individual will seek out after they have fulfilled their physiological needs and the need to achieve safety. Maslow asserts that, above all other spiritual needs, the desire to feel loved is more critical than the need for self-esteem, respect, and self-actualization. Maslow goes on to tell us that, if a person is unable to fulfill their need to feel their belonging and feel loved, they will be unable to transfer into the fourth and fifth stages of the pyramid. According to

Maslow (1954), some of the most important areas of the third stage of the pyramid include, but are not limited to:

- -Friendships

- -Romantic attachments

- -Family relationships

- -Social groups

- -Community groups

- -Churches and religious organizations

Once an individual has fulfilled their physiological needs, which are the need for food, water, and shelter and their inherent need for safety, followed by their needs of belonging and love, they will seek the next stage of the pyramid. With all of the needs met from the first three stages of the pyramid, an individual's desires will transfer into the fourth stage of the pyramid (Maslow, 1954).

Esteem Needs

With the third stage of the pyramid fulfilled, an individual's desires lead into the fourth section of the pyramid, which encompasses the need for esteem and respect (Maslow, 1954). According to Maslow, self-esteem and respect are extremely powerful motivating factors for human beings. Although Maslow states that human beings are extremely motivated to reach the top of the pyramid, which is labeled self-actualization, he emphasizes that fulfilling one's need for self-esteem and respect is required before one can move on to the top of the pyramid. Upon completing all three stages of the bottom half of the pyramid one moves into the fourth level of the hierarchy of needs (Maslow, 1954). At this stage of the pyramid, the need for appreciation and respect becomes paramount. Moreover, as the need for respect and self-esteem begins to

play a more prominent role in an individual's life, it can become the prime motivating factor behind an individual's development (Maslow, 1954).

At this level of the pyramid, individuals become increasingly concerned with gaining the respect and appreciation of others (Maslow, 1954). An individual's need to accomplish this includes having their efforts recognized. Additionally, this leads to feelings of accomplishment and prestige. These feelings contribute to one's esteem and feelings of personal self-worth. (Maslow,1954).

Individuals who reach this level of the pyramid need to feel valued by others. Along with this necessity is their goal/need to be recognized as someone who is making a valuable contribution to the world, society, and/or other people around them (Maslow, 1954). These accomplishments and contributions can include professional activities, volunteer work, athletic contributions, or team participation (Maslow, 1954). These contributions can also include academic accomplishments, hobbies, giving back to the community, and many other types of achievement or contributions (Maslow, 1954). Many individuals who can fulfill their need for self-esteem by achieving recognition from others will/may eventually feel more confident in their general abilities and experience a certain level of limited spiritual fulfillment (Maslow, 1954).

Conversely, if an individual is unable to fulfill all the needs associated with the fourth level of the pyramid, then they will be unable to transcend into the fifth level of the pyramid, which is the top of the pyramid. This last level of the pyramid is labeled/called the self-actualization level. Correspondingly, the fourth stage of the pyramid, esteem, and respect, develops into the fifth stage of the pyramid, which is termed self-actualization (Maslow, 1954).

Self-actualization

Reaching the top of the pyramid. At the very top of Maslow's pyramid, we find the final section labeled self-actualization needs (Maslow, 1954). The achievement of reaching self-actualization generally means that an individual is now self-aware, or as Maslow states, has reached self-actualization. This is the section of the pyramid where people become concerned with personal growth and begin focusing on themselves. Some activities that coincide with reaching self-actualization include searching for enlightenment through meditation and self-reflection. In general, reaching the top of the pyramid means that an individual will become less concerned about the opinions of others regarding themselves (Maslow, 1954). Moreover, individuals who reach the top of the pyramid will become more concerned with fulfilling their potential. Additionally, individuals who reach this section of the pyramid are more interested in fulfilling themselves and being happy (Maslow, 1954). They may/will find joy in doing the best they can do. According to Maslow, reaching this section of the pyramid, the final level means that you have fulfilled all of the levels of Maslow's hierarchy of needs (Maslow, 1954).

Human Needs Theory Explanation, Proponents, Application, And Limitations.

The pyramid, which is laid out in five different stages, has become so profound in psychological circles because the structure is meant to represent the simple truth about human existence and fulfillment (Maslow, 1954). The pyramid, when considered in philosophical terms, can be used to help people and guide them towards beginning to understand the answers to very big and sometimes confusing questions (Maslow, 1954). According to Maslow's interpretation of the hierarchy of needs, it is unsatisfactory for human beings to only focus on material goods. As, according to Maslow, being entirely focused on the material world prevents a person from truly feeling fulfilled. Conversely, according to Maslow's interpretation of the

pyramid, human beings should not allow themselves to be focused on only their spiritual needs. Essentially, what the pyramid depicts is that to be a well-rounded, fulfilled human being, one needs to apply their attention equally to their material and spiritual needs (Maslow, 1954).

One possible way to apply Maslow's pyramid to the issue of employee satisfaction might be to start at the bottom. While employers may seek to fulfill only the most basic needs of the contemporary employee, the contemporary employee may be more concerned with achieving the goal of becoming a well-rounded and fulfilled human being. It would appear, from this perspective, that some contemporary employers may have become neglectful of the needs of some modern-day employees and their desire to ascend to the higher levels of the pyramid.

Criticizers and detractors of Maslow may argue that the hierarchy pyramid is not suitable or applicable to the employee satisfaction issue. Some spiritually-minded individuals may hold ideals that are not in agreement with the position that people should be equally focused on spiritual, and material needs. Moreover, spiritually-minded advocates may state that the spiritual portion, the upper section of the pyramid, should receive more attention than the lower portion of the pyramid. Furthermore, strong-minded spiritual advocates may also argue that Maslow's hierarchy of needs is incorrect, as the human being should focus on the upper portion of the pyramid to fulfill all of the important needs that an individual could require.

On the other hand, individuals with strong capitalist beliefs may argue that the hierarchy pyramid does not apply to the employee satisfaction issue either. Extremely capitalistic-minded individuals may feel that an employer has no duty to provide for an employee's mental or spiritual well-being, but rather the individual employees themselves should be solely responsible for attending to their own spiritual and mental needs both on their own time and at their own expense. Capitalists also may not agree with the position that people should be equally focused

on spiritual, and material needs. Furthermore, capitalistic advocates may state that the material portion, the lower section of the pyramid, should receive more attention than the upper portion of the pyramid.

Systems Theory

According to Meadows, Systems Theory is a theoretical concept that is used to describe a wide variety of things using a model called the System. Systems theory can be used to explain simple systems and more complex systems. The theoretical framework utilized by Systems Theory can be applied to many different disciplines. The core concepts used in Systems theory became more popular during the 20th century. The more modern concept of Systems Theory can be universally applicable to almost any domain, discipline, or organization (Meadows, 2008).

At the core of modern Systems Theory are abstract concepts that allow for its application (Meadows, 2008). The abstract nature of Systems Theory allows for modeling, which can then be used to explain complicated concepts. At the root of Systems theory is the model (Meadows, 2008). The model of a system can become flexible, exact, or loosely defined (Meadows, 2008). According to Meadows, whether the systems model is complex or simple it is made up of parts, these parts are called elements. All systems must consist of three kinds of things - elements, interconnections, and a function or purpose (Meadows, 2008). These elements form a whole, which exists as a system. A system must exist in an environment. The system is surrounded by a boundary. The boundary separates the interior of the system from the exterior or the environment.

Elements

A system is a collection of different things that work together to perform a function greater than themselves (Meadows, 2008). For example, a human body is a type of system with

organs and tissue that function together to make a human. A business or organization is also a type of system. An organization is made up of many different departments and individuals who function together to create something bigger than themselves (Meadows, 2008). A system must function as an entirety to collectively produce something that the elements themselves could not produce on their own (Meadows, 2008).

There are many different types of systems, such as hydraulic systems, computer systems, or ecosystems. Each of these systems allows for the interconnectivity of elements (Meadows, 2008). The Elements that exist in a system, whether theoretical or physical must work together to create something greater than the sum of its parts (Meadows, 2008). The way that the systems' elements function together gives rise to their collective nature. For example, the elements of a system that make up a machine might be the different cogs and wires that exist within the machine. Another example of the elements in a system might be the different cells that make up a plant. There may be several thousand or even millions of different elements that make up the cells contained within a plant. Nevertheless, the elements themselves do not give rise to life by themselves on their own (Meadows, 2008).

Another example of the elements contained within a system could be a social system. There may be thousands or even millions of different parts of a social system that give rise to the collective nature of a society. However, each of the elements that make up a social system does not give rise to a society in and of itself. Rather, unless the elements work together in an interconnected manner to create something bigger than the elements themselves could create, they cannot be considered a system (Meadows, 2008).

The number of elements that exist within a system make up the system's complexity. Quite simply, systems theory states that the more elements a system contains, the more complex

the system will be (Meadows, 2008). Notably, within a system, the elements can be considered homogeneous or heterogeneous. Systems with many homogeneous elements are easier to model, as each of the elements is generally the same. Heterogeneous elements are more common within complex systems. Systems with many heterogeneous elements are more difficult to model and increase the complexity of any given system (Meadows, 2008).

Interconnections

According to Systems theory, the interconnections between the different elements of a system are necessary for a system to function (Meadows, 2008). For complex systems, the complexity depends on the degree of connectivity that exists between the different elements of a system. The more interconnected and more combined the elements of a system are, the more complex the system is said to be (Meadows, 2008).

Within simple systems, there are fewer connections between the different elements of the system. If a system has less connectivity between the different elements the system is considered easier to understand (Meadows, 2008). Additionally, if a system is less complex and there is less connectivity between the different elements of the system, then the system's stability is said to be more directly dependent upon each element. Thus, if a system is less complex it is easier to see the cause and effect that occurs between the different elements through their connectivity (Meadows, 2008). In a simple organization, within a known system, these interconnections are described as linear. On the other hand, when discussing complex systems there is a more complex relationship between the interconnections of the elements. These types of systems are nonlinear systems because of their complexity and interconnected nature (Meadows, 2008). As systems become more complex and more interconnected, their nonlinear nature becomes clearer. Within these types of systems, the cause-and-effect nature of the interaction between the separate

elements is less visible (Meadows, 2008). Thus, any single cause may have multiple effects. This occurs because each element may be connected to different elements with many different interconnections rather than just one interconnection between two separate elements (Meadows, 2008).

Purpose

As all systems can be diverse, the purpose of a system can vary greatly (Meadows, 2008). Nevertheless, for a system to be called a system, it must have a purpose (Meadows, 2008). One example of a specific type of system might be a financial market. Within a financial market, there are many different elements and interconnections. The interconnections that exist within a financial market depend on each other and change their behavior toward each other constantly (Meadows, 2008). Nevertheless, the purpose of a complex financial market is to create the goods and services that different individuals require.

Another example of a complex system that has a purpose is an ecosystem. An ecosystem has thousands, millions, or even billions of different parts. These different parts function together to create a balance of life (Meadows, 2008). All the elements that make up a balanced ecosystem depend on each other and constantly relate to each other.

Another example of a system with a purpose could be a supply chain network. Within this type of system, all of the different elements interact with each other to fulfill the purpose of moving goods and products from one place to another to fulfill a need (Meadows, 2008). This system essentially has the purpose of delivering a product to the end consumer.

Systems Theory Explanation, Proponents, Application, And Limitations.

The Application of systems theory to the contemporary organizational employer demonstrates that every organization constitutes, what Meadows defines as, a type of system.

Specifically, every organization consists of elements that are interconnected, and this interconnection between the different elements has a definable purpose. When a system is broken, it ceases to function. The efficiency of a system depends upon its ability to function. If a system ceases to function, then this causes the system to fall into chaos. However, it is important to note, that if a system is broken and ceases to function, then that system may still can repair itself and then continue functioning. Many times, systems can be resilient (Meadows, 2008).

Outside the border of any organization or any organizational system lies the economy. According to Meadows, in terms of an organization, any company that employs individuals would be considered an open system as opposed to a closed system. An open system interacts with its environment whereas a closed system exists in isolation (Meadows, 2008). The interaction between an open system and its environment is theoretically the passage of energy from the environment into the system and vice versa. This type of movement of energy is called input/output. Specifically, the product/service the organization produces is called output. When an organization is productive the output of the organization exceeds the input that the organization receives from the outside environment. When a system is broken, it ceases to function. The efficiency of a system depends upon its ability to function (Meadows 2008). As stated above, if a system ceases to function then this causes the system to fall into chaos (Meadows, 2008).

Some critics of systems theory would argue that a system is more than merely the sum of its parts. According to some systems theory critics, the complexity of a system is not appropriately explained by systems theory. Moreover, detractors state that the complexity that lies within any complicated system, organization, or company is too overwhelming to be

explained by such a rudimentary philosophy as systems theory. Other critics of systems theory would detract from the philosophy, they may state that removing all quantifiable aspects from systems theory makes the theory itself less applicable. Notable, removing all quantifiable aspects from systems theory reduces its application (Meadows, 2008). Additionally, critics may argue that any theory should be concrete, testable, and repeatable.

The disconnect between the modern employer and the contemporary employee suggests that the system may be broken or at the very least the system's ability to function has been impaired. Whether the system can repair itself or can be repaired by the employment of conflict analysis and resolution is the question that this dissertation hopes to address.

This concludes the theoretical analysis of this study. Now it is time to move on to the methodology and research portion of the study. To effectively study workplace conflicts a survey was conducted. The survey collected anonymous data from employees on topics such as job satisfaction and job-related challenges. Each of these factors can contribute to job dissatisfaction and may ultimately increase the likelihood of workplace conflict. Recognizing and decreasing the factors associated with dissatisfaction may increase an individual employee's overall state of well-being thereby making lower occurrences of workplace conflict a reasonable expectation.

Chapter 3: Methodology

After a careful and thorough overview of the relevant literature and various

theoretical models; human needs theory and systems theory. I have analyzed different

perspectives and how they apply to the issues surrounding the job satisfaction issue. Moreover,

the theoretical analysis was focused on examining the human elements associated with the issue

at hand. As this dissertation is focused on the human element, as it applies to the practice of

conflict analysis and resolution, a quantitative research method will be utilized. This chapter

presents the methodology for the quantitative study and reviews the data collection methods used

in determining the findings of this research.

Introduction

This section of the thesis introduces the researcher's approach to identifying how

workplace satisfaction impacts individuals. It provides an overview of survey data to attempt to

understand how surveyed individuals feel about job satisfaction survey questions. This research

strives to gain insight into why workplace satisfaction is such a complex issue. The primary

focus of this study is to analyze the issue of job satisfaction. The objective is to uncover

information related to job satisfaction surveys. Based on the findings, the researcher will provide

recommendations to improve job satisfaction surveys and by doing so hopefully be able to aid in

better placing an employee in a position to access more satisfaction in their chosen vocational

position.

Research Overview

This chapter presents a conceptual framework for understanding employee satisfaction.

The research identifies that employee satisfaction is an important factor in maintaining employee

morale. It is argued that this relationship needs to be better understood by researchers and

policymakers. This chapter will discuss alternative approaches and theories that can be used to optimize variables such as job satisfaction and organizational climate.

As discussed in Chapter Two, previous research lacks the broad scope needed to fully understand modern-day employee needs (Astrauskaite et al., 2011). Antiquated job satisfaction surveys lack consensus among industry experts which means there are gaps in the research regarding workplace satisfaction surveys (Astrauskaite et al., 2011). This study aims to fill in these gaps with statistical data.

Previous research focuses heavily on job satisfaction itself. Studies over the years have tried to find new and innovative ways to properly analyze and apply theory to employee job satisfaction (Astrauskaite et al., 2011). Notably, previous scholars acknowledge the advancement of survey technology; however, there is still a need to fully understand the correlation between job satisfaction and organizational productivity. While this study does not focus on the survey discoveries of how a job satisfaction survey is formed, it does focus on how many individuals are impacted and how employers can play a significant role in the process of creating a 'happy' workplace, thereby, making lower occurrences of workplace conflict a reasonable expectation.

By leveraging survey data to conduct case studies, researchers can unlock a world of opportunities for exploring and understanding social issues (Astrauskaite et al., 2011). The building blocks of this method provide an understanding of the procedures that describe the phenomenon of evaluating the process and the outcomes (Yin, 2017). Several tools that emerged from the case study were descriptive, exploratory, and explanatory, all of which are views from a quantitative methodology lens (Yin, 2017). This study aims to explore the participants' experiences through their data and construct a theoretical model that later explains and fills in

literature gaps (Yin, 2017). Systemic development can only be truly understood through an application of inductive reasoning; therefore, it is essential to utilize conceptual thinking when exploring research questions (Yin, 2017).

In this research project, I will draw from quantitative methods. As such, for this study, I present the following criteria to attempt to answer the above.

H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.

H2: Employers are not prepared to address current employee issues related to job satisfaction.

H3: Some individuals are disproportionately affected by issues related to workplace conflict.

H4: Employee job satisfaction has a major impact on the lives of employees and their families.

H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity.

To prevent any detrimental effects resulting from workplace issues, it is essential to devise a conflict resolution plan. By doing so, employers are empowered with the ability to think outside of the box and to develop an understanding of employee satisfaction. This is essential to analyzing the science behind human behavior in a work environment. This analysis provides insight into how human resources management is responsible for more than simply controlling costs or avoiding blunders such as promoting less capable personnel over their better-performing peers. This case study seeks to explore the consequences and solutions surrounding employee job dissatisfaction. Furthermore, workplace leadership is vital in determining company decisions and the comfort level of its employees (The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review, 2001).

Questions for this quantitative study were closed-ended. Participants were given time to reflect and respond at their own pace. By utilizing the quantitative research method, researchers gain deeper insight and comprehension of different participant perspectives through numerical analysis (The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review, 2001). By summarizing each answer in a chart form, this technique allows us to reflect on our findings after every question for ultimate understanding (Fundamentals of Quantitative Research, n.d.). Surveys that are properly constructed can be a useful tool to attempt to derive an understanding of job satisfaction and workplace conflict. Through surveys, ideally, employers hope to be able to gain insight into employee morale, job stress, job performance, job security, job engagement, and many other variables in the workplace. The objective of surveys is to attempt to provide reliable data that may allow employers to accurately measure employee responses concerning their job satisfaction or dissatisfaction (The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review, 2001).

Research Objective

When it comes to workplace satisfaction, there is insufficient data on the effectiveness of job satisfaction surveys (Astrauskaite et al., 2011). Furthermore, education is lacking in the area of conflict resolution in the workplace. The objective of this study is to develop a framework from the data and better inform employers and human resources workers on when and how to organize a workplace using best practices to protect the interests of employees. Furthermore, this study defines the term "workplace satisfaction" as the general feeling each employee broadly has toward their vocation at any given time. (The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review, 2001).

The role of education in terms of increasing workplace satisfaction among employees is significant and needed to retain employees so that an organization can sustainably plan for the upcoming fiscal year and beyond (The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review, 2001). Educating employees on the importance of their role in the organization and how it impacts overall success is an important step toward increasing workplace satisfaction (Dunn et al., 2011). By educating your employees about the role of their position in the organization and how it impacts their overall success, you will be able to increase workplace satisfaction among your staff (Dunn et al., 2011). Educating your employees on the importance of their role in the organization is a positive step toward increasing employee satisfaction (Dunn et al., 2011).

Research Design

To effectively utilize the survey research approach, a sequence of steps must be followed (Fundamentals of Quantitative Research, n.d.). Firstly, you should identify your topic and population of interest. Secondly, create an appropriate survey instrument to gather data from this group. Thirdly, distribute the surveys and oversee their completion by your sample participants. Finally, examine the collected responses and reach valid conclusions based on them (Fundamentals of Quantitative Research, n.d.). The survey research approach is a common way of collecting data. It can be used to gather information from a large or small group, which makes it an effective tool for many types of studies. However, this method does require time and effort to implement properly. The steps listed above provide a good overview of the general process involved in conducting survey research (Fundamentals of Quantitative Research, n.d.).

Survey Process

"To assess the efficacy and impact of workplace survey questionnaires on individuals in the workforce, this study applies numerical representation and manipulation of observations to describe and explain the phenomena that those observations reflect' (Fundamentals of Quantitative Research, n.d., p.2). This method employs a distinct data-gathering procedure and direct methods for observing the data gathered.

After receiving the IRB's authorization, the researcher spread awareness through social media by sharing recruitment flyers which were comprised of details such as study objectives, regulations, consent needs, and procedures. To gather data, the Survey Planet platform was adopted while an Instagram Story served to present the survey flyer. The survey questions did not specify any gender, race, ethnicity, religious, academic, or economic restrictions. The study criteria were tailored for a specific group of people who currently participate in the workforce and who have reached the age of 18 or older. As more individuals began to learn about the study it became fully randomized. No information on how the persons learned about the study was collected. This study consists of 260 survey participants. The participants' ethnicity, and religious backgrounds were not targeted for the study. This study will shed light on the often-missing components that are forgotten or accidentally not included in workplace satisfaction surveys. The researcher selected the adult-age working population for this study because it is within its majority comprised of full-time employed individuals in North America.

The subject of this study is critical because many individuals who are engaged in full-time employment are less than satisfied with their vocation. This opens the door for the field of conflict resolution professionals to provide theoretical and practical skills for HR personnel. In conducting the study, the researcher surveyed participants, with the goal in mind of improving

the overall understanding of the complex nature of workplace satisfaction. The respondents had

no identifications associated with the study and participated with total anonymity. The

researcher did not seek to single out any one response. The researcher assessed the data to build a

new theory on how to better construct workplace satisfaction surveys.

The researcher presented the following multiple-choice questions to participants:

1. I'm satisfied with the investment my organization makes in training.

2. I would describe my daily commute back and forth from work as pleasant.

3. I'm set up to use my strengths and abilities in my current role.

4. I enjoy stretching regularly and can touch my toes with ease.

5. I believe that having long-lasting relationships with colleagues and friends in general is important.

6. I feel involved with decisions that will directly affect me in my job.

7. I often find myself taking a moment out of my day to say hello to acquaintances at work.

8. I am satisfied with my potential for career advancement with my employer.

9. My responsibilities and goals are clearly defined for my position.

10. Throughout my daily work routine, I often feel that there is enough time to complete the things I need to do.

11. The work I do makes me feel accomplished and valued.

12. I would consider donating all or some of my year-end bonus to a worthy charitable cause.

13. I feel comfortable recommending the company I work for to friends.

14. My leadership team provides useful and constructive feedback consistently.

15. I feel recognized and praised by leadership for my efforts at work.

16. Teamwork is valued and encouraged within the organization?

17. I have a healthy, comfortable work-life balance in my current role.

18. Our leadership team treats all employees fairly and respectfully consistently.

19. I feel that the work I do in my current role contributes directly to the success of this organization.

20. My coworkers treat me respectfully and make me feel appreciated.

21. Leadership measures job performance to ensure everyone is meeting expectations.

22. I feel comfortable respectfully disagreeing with leadership.

23. Leadership shows genuine interest in receiving, reviewing, and integrating ideas from employees.

24. 24. I feel proud to tell people that I work for my organization/employer.

25. Do you have any pets?

26. What is your annual income?

27. What is your household income?

28. How many dependents do you have?

29. What is your age?

30. Are you married?

Instruments

Currently, there is a gap between traditional workplace satisfaction surveys and the information found in the literature review. To determine best practices and measurements, the researcher hypothesized that traditional workplace surveys were lacking in several areas. To explore this hypothesis the researcher developed several survey questions. Next, these newly

developed survey questions were inserted into a traditional workplace satisfaction survey. The

goal was to attempt to identify this gap between the literature and traditional workplace

satisfaction surveys. The researcher then administered the newly developed survey to 260

random age-majority individuals. Next, a review of the data was conducted to identify trends and

patterns. The researcher found that there were several areas where traditional workplace surveys

did not measure up to what was found in the research literature, this will be discussed in the

following chapter in detail.

Data Collection

The data collected for the current study was gathered using Survey Planet, an online

survey software. To examine the workplace satisfaction survey, the age of majority working

individuals was directed to an encrypted link embedded in the recruitment flyer. Participants

could access the link via their cell phone, desktop computer, or tablet using the internet.

Volunteers viewed a welcome message showing the statement of the problem and research

objectives. The focus was to gather data, then input the data into a database, and later interpret

the survey data. The survey questions were designed to obtain information about the behaviors of

individuals. The survey questions included items that measured demographic information, such

as age and income. Other questions addressed issues regarding job satisfaction.

The goal of the data collection was to examine it for new knowledge and make

connections between the data. The criterion for the study is that the participants must have

reached the age of majority and currently work in occupations that require some level of

interaction between different individuals in the workplace. These closed-ended questions were

used during the 5–10-minute survey. It is important to note, that the researcher safeguarded the

collected data materials with a password pin which was only accessible to the principal

researcher. In addition, to protect the participants during this study, no tracing of participants' IP addresses was permitted throughout the entire process. The objective of this research is to gather data that will assist in understanding the complex nature of workplace satisfaction. Moreover, this research seeks to give employers the tools needed to be effective at placing an employee in a position to access more satisfaction in their chosen vocational position, thereby, making lower occurrences of workplace conflict a reasonable expectation.

Survey, Criteria, And Questions

The objective of this study was to explore the significance of attitudes towards workplace satisfaction. To build on the criteria for processing the data, I surveyed working-age individuals residing throughout North America. Much focus was placed on people who lived in the South Eastern United States and Southern Ontario Canada This study was open to all genders, religions, social demographics, and those seeking to participate in research aimed at creating a 'happier' work environment for all working age individuals over the age of majority. Confidentiality of this study is a top priority. As such, names were not collected, as it was deemed best to keep names anonymous. Participants were reminded at the signing of the Participant Consent Form that this process is voluntary and that no contributions or monetary exchange will be made.

The participants of the online survey are anonymous and private and hence, personally identifiable information was not collected. The ethical code for online surveys does not allow the researcher to employ individual biases, preferences, or prejudices. Data analysis was displayed using illustrated graphics to support the underlying themes that emerged from the results of the survey. Furthermore, the data was used to find the emerging themes, which the researcher used to interpret their findings.

Assumptions And Researcher Bias

In conducting this research, assumptions were unavoidable. The researcher wanted to gain as much information as possible. However, despite best efforts and practices, it is outside of this researcher's ability to ensure that all survey participants were completely honest. Furthermore, the researcher couldn't ensure that all respondents provided a true representation of their opinions and views. Additionally, some respondents may not fully have understood every survey question. Moreover, some issues may have occurred due to volunteer fatigue or participant laziness. However, it was the researcher's primary goal to minimize potential respondent bias and to learn the most information from the respondents studied. All signs indicate that this study will achieve its goal, which entails the transfer of knowledge back to society. The researcher hopes that this study can contribute to the field of conflict resolution and thus bring about a more peaceful environment in the workplace. Lastly, I believe that my findings could be instrumental as sources of information for future research on this topic of study.

Limitations And Delimitations

The potential limitation of this study is having participants recall any traumatic experiences that may have occurred in the workplace, either with a co-worker or a supervisor. Additionally, study participants may not have access to technology for the online surveys, as such they may be accessing the survey with an unfamiliar device that they are not comfortable using. The reality of all studies is that there will be limitations, and there is still limited data on this area of conflict, which the researcher hopes to help address. Another limitation of the study is that some individuals may see this study as revisiting unwelcome memories of a traumatic experience that may have led to economic hardship, due to the loss of a job in the past. Although

this study may not have the capacity to completely revolutionize our perceptions of human nature, as it relates to the field of workplace satisfaction and conflict resolution, it does furnish us with additional information that may help conflict analysis and resolution practitioners. In other words, we can use its findings as a powerful tool to further understand how people think and interact with co-workers and employers in the workplace.

To conclude this third chapter, the primary focus was to provide an overview of the survey that will be administered by this researcher regarding the topic 'workplace satisfaction'. This chapter provided a historical lens on why some workplace satisfaction surveys are lacking and why there is a lack of consensus among social scientists regarding what should be included in workplace satisfaction surveys (Astrauskaite et al., 2011). Building on the theoretical framework, the researcher used Systems Theories and Human Needs Theory to understand why many individuals may be unhappy in their present vocations and why it may be difficult, but necessary to change the employee vs. employer social structure. Finally, this chapter discussed how data will be collected and analyzed and how the study limitations will be researched and addressed.

Chapter 4: The Findings

The focus of this chapter is to analyze data from the participants. The participants' responses were analyzed using quantitative coding methods which focus on assigning numbers to different responses ("Fundamentals of Quantitative Research," n.d.). This type of analysis allows for an objective and systematic approach to data collection and analysis ("Fundamentals of Quantitative Research," n.d.). In this chapter, I will discuss the methods used in the study, describe the coding process, and present the results from the data collected from participants. Data analysis serves as a crucial link between research questions, providing insight and direction to the investigation (Holcomb, 2016). With the aid of computer software, a comprehensive picture of the phenomenon can be formulated (Holcomb, 2016). Data analysis for this dissertation makes use of quantitative methods. Surveys were conducted to capture study participants' experiences, feelings, and opinions about their vocation to provide an in-depth understanding of why conventional job satisfaction surveys need to be improved.

Content Analysis

To acquire an in-depth understanding of the subject, the researcher utilized an online survey program to amass data for the research. The survey was designed to ask questions that would capture the opinions and beliefs of a large sample size (Fundamentals of Quantitative Research, n.d.). Analysis of the survey data revealed trends in responses that provided insight into societal attitudes on the topic. To further explore workplace satisfaction and its complex nature, multiple existing literature pieces were thoroughly reviewed and evaluated in chapter two. During the data collection process, participants were asked to reflect and provide insight through the survey questions posed in the survey. This data was used to gain an understanding of how workplace satisfaction is impacted by different variables. The findings were then

documented and analyzed so that a relevant conclusion could be drawn from the research (Holcomb, 2016). To ensure accuracy, multiple rounds of editing and proofreading were carried out before the research questions were presented to the participants. Overall, the researcher hopes that the process will provide invaluable insights into workplace satisfaction and help employers and human resources workers better understand that workplace satisfaction is a complex issue that can not be addressed properly using traditional workplace surveys. understand the complex nature of addressing employee job dissatisfaction.

By reflecting on the research questions, conflict resolution practitioners have a responsibility to guide both employers and employees through this difficult situation. The dissertation should provide a comprehensive overview of the current trends in job satisfaction surveys. By providing an in-depth analysis of the topic, this dissertation should serve as a valuable resource for practitioners working in workplace conflict resolution. The findings from this dissertation could also be used to inform policy decisions regarding how best to address conflicts in the workplace. Ultimately, it is hoped that the knowledge gained through this research will lead to more effective and equitable resolutions of workplace conflicts throughout the country. Although there are a range of approaches to workplace conflict resolution, practitioners must understand each case before determining the best course of action. This dissertation seeks to provide insight into how employee job dissatisfaction issues can be measured, addressed, and resolved.

Analysis Process

Extensive research methods, such as descriptive graphs were utilized to gain insight into the survey results. In addition, the survey was instrumental in gaining an understanding of the motivations that may be behind job dissatisfaction. The data collected from all sources

underwent a rigorous analysis. The findings from this effort seek to understand why certain

employee job satisfaction surveys may be ineffectual. This study's crucial takeaway is to shift

our focus to awareness of the underlying causes of job dissatisfaction and help form strategies

for addressing workplace conflict. For example, some causes may be due to interpersonal issues

between employees or a lack of clarity regarding management's expectations.

Study Measures

Through this study, readers can expand their thinking and open the conversation around

workplace satisfaction surveys. Study measures include a review of literature and surveys with

employees that ask participants about their experiences with workplace-related issues (Stake,

1995). The goal is to establish a deeper understanding of the issues at hand. Moreover, this

research should serve to increase understanding and provide a foundation for continued

exploration and progress in the field of conflict resolution as it applies to the field of work-

related conflict. Furthermore, the goal is to provide employers with comprehensive solutions that

can be used in any workplace environment. From this, we can form effective strategies that are

tailored to the individual situation, allowing employers to address issues of conflict more

effectively before they have an opportunity to cause a workplace disruption. By understanding

the dynamics at play in job satisfaction, employers can gain essential insight into how to best

address and prevent future issues. With this knowledge, employers can learn how to better

manage their teams and create a more positive work environment for everyone involved. This

study seeks to provide an invaluable resource for learning about the complexities of workplace

conflict and its underlying causes.

The process

To provide the readers with a comprehensive data report, this chapter outlines each question and uses graphs and charts to convey related data. These visual aids will help explain participants' responses as well as draw conclusions about their perspectives (The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review, 2001). The study measures will provide insight into the participants' responses to workplace satisfaction-related questions. The questions are related to workplace relationships, as well as personal characteristics such as age and marital status. To gain a comprehensive understanding of job satisfaction and workplace conflict, this study relied on quantitative methods (The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review, 2001). Survey questions were designed to assess participants' responses related to their experiences at work. Data was then collected and analyzed to determine patterns in responses (Fundamentals of Quantitative Research, n.d.). The results of the survey will be discussed in further detail in the following section titled Conclusions. It is important to note that the data collected in this study can be used as a starting point for further research on workplace conflict and resolution strategies. As such, it may also provide valuable insight into how different employees perceive and respond to questions related to job satisfaction.

Survey Instrument

The researcher employed an elementary ten-minute survey instrument to retrieve responses. The survey results were explained and graphs were utilized to give the reader a visual understanding of the participants' responses. The researcher did not collect any information that would identify the participants. Although some demographics were collected, the researcher believes that this did not interfere with keeping participants focused on the issue. To garner

responses, the researcher deployed the survey instrument via Survey Planet's online platform. The survey was completed by a random sample of 260 employees working in the workplace, and responses were collected within two months. The survey focused on workplace job satisfaction and employee feelings as well as other important issues that the researcher believes are directly relatable to workplace satisfaction.

Survey Questions, Rationale, And Responses

Figure 1

Q1. I'm satisfied with the investment my organization makes in training.
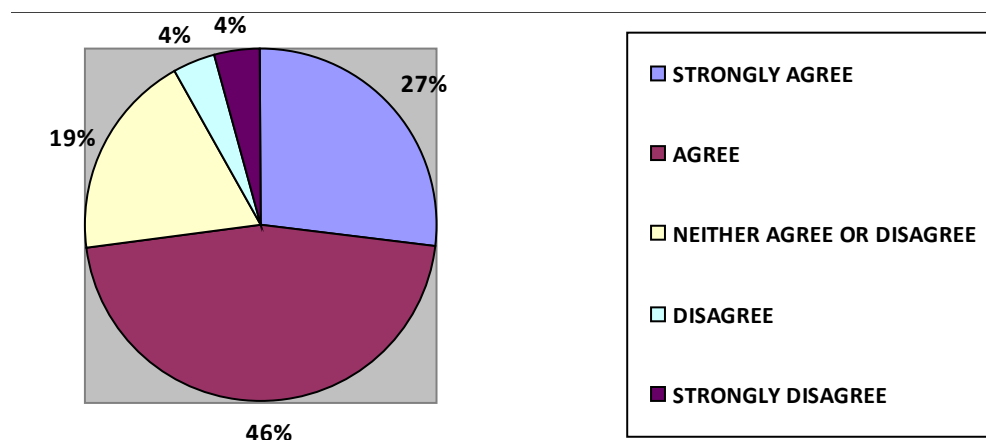
The researcher posed this question to gain insight into whether the employees surveyed felt that their employers were investing in them via employer-paid training, and if they were content with such investments. The statistical results indicated many respondents were satisfied with the level of resources their employer invested in training. Nevertheless, results also indicate that job satisfaction could be improved, through employer investment in training, for the respondents who responded negatively to this survey question.

These results can be related to the theoretical section of this dissertation which discusses Maslow's hierarchy of needs. Specifically, the upper portion of the hierarchy of needs pyramid.

This applies to this survey question, as Maslow states that individuals seek to reach the top of the pyramid. Notably, although the literature review did not specifically deal with the question of organizational investment in individual employees through training, it is worthwhile to suggest that, increased employer investment towards this endeavor could presumably have a positive effect on employee job satisfaction rates.

Figure 2

Q2. I would describe my daily commute back and forth from work as pleasant.
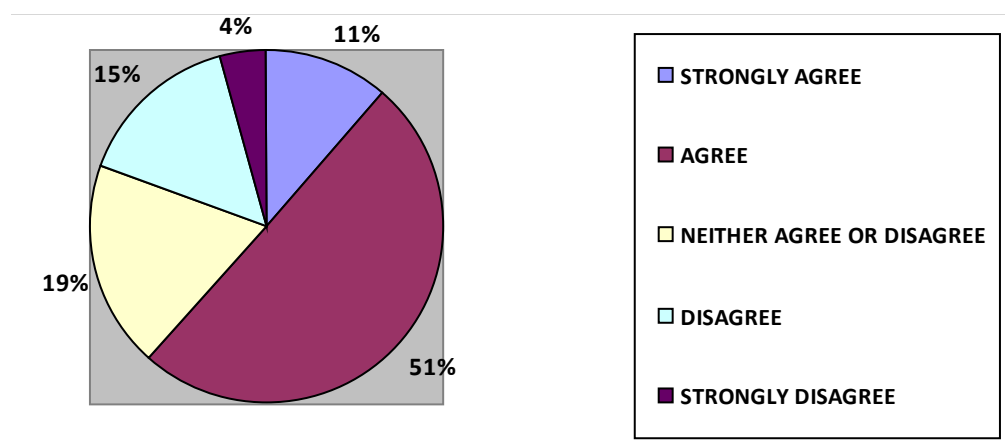
The researcher asked this question to discover if employees were unconsciously contributing to their overall daily stress, and whether they were experiencing work-related distress outside of the workplace by opting for subpar commuting conditions each day. The survey results indicated that most respondents were likely to agree with this statement. These results help support Hypotheses Number 1 and 3: H1 Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction. H3: Some individuals are disproportionately affected by issues related to workplace conflict. In addition, the patterns indicated by the research participants' responses also show that many respondents strongly disagreed with the statement of the survey question. This survey question is relatable to the

literature review section of this dissertation, as this dissertation's focus is to understand how increased job satisfaction can lower the occurrence of conflict in the workplace. Specifically, this question shows a troubling response to the query, regarding the effects of overall stress on individual employees' lives. Additionally, this question can be related to the theoretical section of this dissertation. Specifically, the systems theory section. As the systems theory section explains the importance of elements in a system, we can see that individual employees are equitable to elements. Moreover, as a system needs elements to function, it is a concern, when many elements feel that they are under stress and thus may be unable to perform their work-related tasks. These tasks would maintain the operation of the system.

Figure 3

Q3. I'm set up to use my strengths and abilities in my current role.
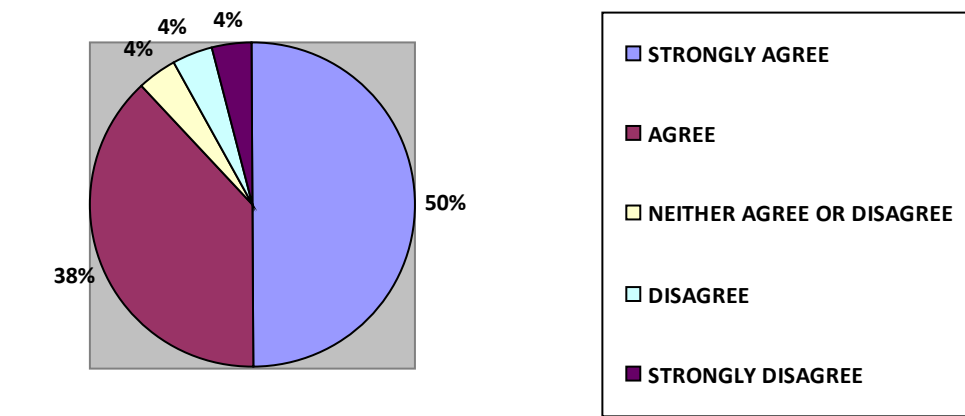

The researcher posed this question to gain insight into whether the employees surveyed felt that their employers were organizing their organizations in such a manner that their structure allowed individual employees the opportunity to use their strengths and abilities in their vocational roles. The statistical results indicated that most respondents were likely to strongly agree or agree with this statement. However, eight percent of respondents disagreed or strongly

disagreed with this statement. These negative results help support Hypotheses Number Two:

H2: Employers are not prepared to address current employee issues related to job satisfaction.

Notably, survey respondents who disagreed with this statement indicate a troubling pattern. These concerns can be related to the literature review section of this dissertation by making the connection to the statement - that different employees have different interests and strengths. Although responses to this survey question indicate that half of the respondents did agree with this statement, showing encouraging results, there is still room for improvement. Furthermore, the responses to the survey question can be related to the theoretical section of this dissertation. Specifically, Maslow's hierarchy of needs. Moreover, the root of this question is found in the upper section of Maslow's Hierarchy of Needs pyramid, which explains that individuals who need to feel fulfilled need to feel that their contributions to work and the community are important and recognized.

Figure 4

*Q4. I enjoy stretching regularly and can touch my toes with ease.*
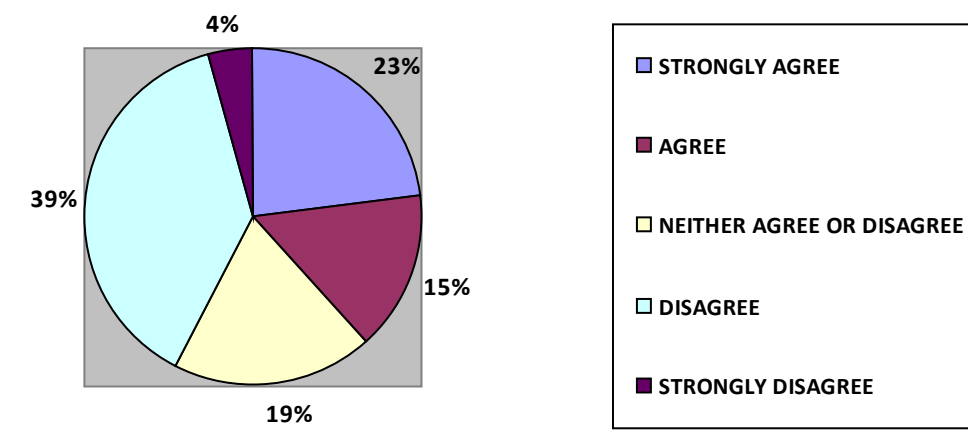
By asking this question, the researcher sought to uncover if employees were inadvertently contributing to their daily stress levels. Since many jobs necessitate full-time hours of roughly eight hours a day for five or six days per week, having high mobility is essential to ward off any

issues that might arise from long-term pain accumulation. As back pain sometimes becomes a chronic condition, job satisfaction may decrease due to an individual's experience with persistent pain. The statistics results indicated that most respondents were likely to disagree and strongly disagree with this statement. "I enjoy stretching regularly and can touch my toes with ease." These results help support Hypotheses Number 1: H1 Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.

Patterns from this survey response indicate a troubling trend. These results show that many respondents either disagreed or strongly disagreed with the statement. The root of this survey question can be connected to the literature review. Specifically, this question can be related to the section of the literature review discussing overall stress levels. Furthermore, one can arguably understand that if an individual is suffering from chronic pain throughout the day, they will be unable to focus on their work. Moreover, this survey question can be related to the theoretical section of the dissertation. Specifically, systems theory, which stresses the importance of elements working together within a system to produce a good or service - or to have a purpose (Meadows). Notably, this researcher is trying to point out the fact that if elements (employees) are unable to work together due to not being upwardly mobile and suffering from pain, then the overall system will be put under stress and the system's productivity will be negatively affected thereby, lowering individual job satisfaction levels, and increasing the propensity for workplace conflict.

Figure 5

Q5. I believe that having long-lasting relationships with colleagues and friends in general is

important.
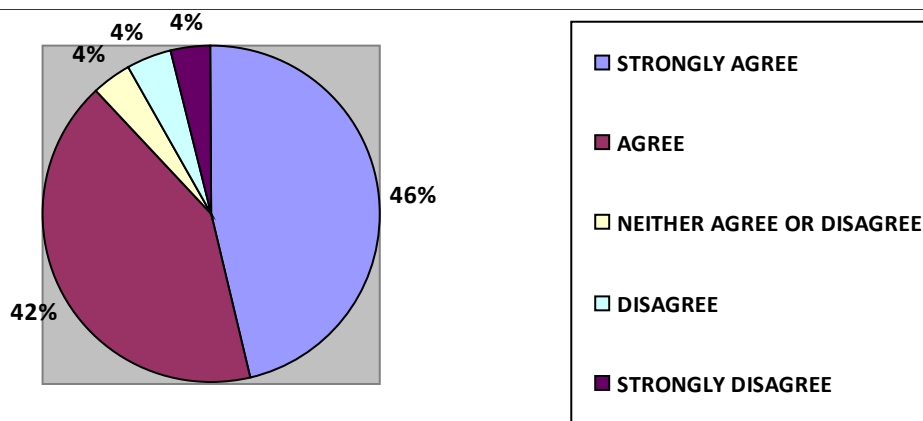
After a thorough analysis of the existing literature, the researcher determined that

exploring synthetic satisfaction and high-value relationships in the workplace was a critical issue

to be investigated. As this topic is typically not included in conventional job satisfaction surveys,

it became necessary for this question to be posed by the researcher. The statistical results

indicated that most respondents were likely to strongly agree or agree with this statement. These

results help support Hypotheses Number 1 and 3: H1 Current job satisfaction surveys are

inadequate for gauging specific concerns related to employee satisfaction. H3: Some individuals

are disproportionately affected by issues related to workplace conflict.

Responses to this survey question indicate that individual respondents agree with the

survey statement strongly, in a positive way. This survey question relates to the literature review

section titled High-quality Connections in the Workplace. Nevertheless, 8% of respondents

disagreed or strongly disagreed with the survey question, indicating that employers must be

vigilant in encouraging employees to have high-quality connections with their fellow employees

to increase job satisfaction levels. Additionally, this survey question is also relatable to the

theoretical section of the dissertation. Specifically, the proportions of Maslow's Hierarchy of Needs pyramid emphasize an individual's need to feel a belonging to their community/workplace.

Figure 6

*Q6. I feel involved with decisions that will directly affect me in my job.*
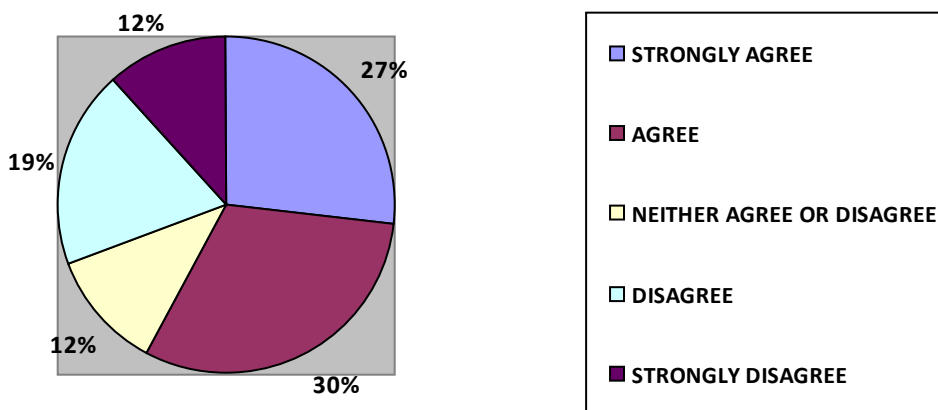
The researcher posed this question to gain insight into whether the employees surveyed felt that their employers were organizing their organizations in such a manner that their structure allowed individual employees the opportunity to feel involved with decisions that would directly affect their jobs. The statistical results indicated mixed responses. However, a significant number of respondents (31%) did not agree with this statement. These results help support Hypotheses H2: Employers are not prepared to address current employee issues related to job satisfaction. The researcher posed this survey question to make a connection with several articles in the literature review. Specifically, this survey question was utilized to gauge whether respondents felt that they were directly involved with decisions that affected their jobs. The negative pattern of responses leads this researcher to believe that employers need to be more aware of their employees' feelings toward this topic. Additionally, this survey question can be related to the focus of this dissertation which states that increased job satisfaction levels can

arguably reduce the occurrence of contentious issues arising in the workplace. Furthermore, this researcher believes this survey question is relatable to the theoretical section of the dissertation. Specifically, this researcher believes that Maslow's hierarchy of needs applies to this survey question as Maslow indicates, that individuals are interested in achieving the goal of reaching the top of the pyramid. This is a goal that is only possible to reach by an individual attaining the value of connectedness within a community or workplace.

Figure 7

Q7. I often find myself taking a moment out of my day to say hello to acquaintances at work.
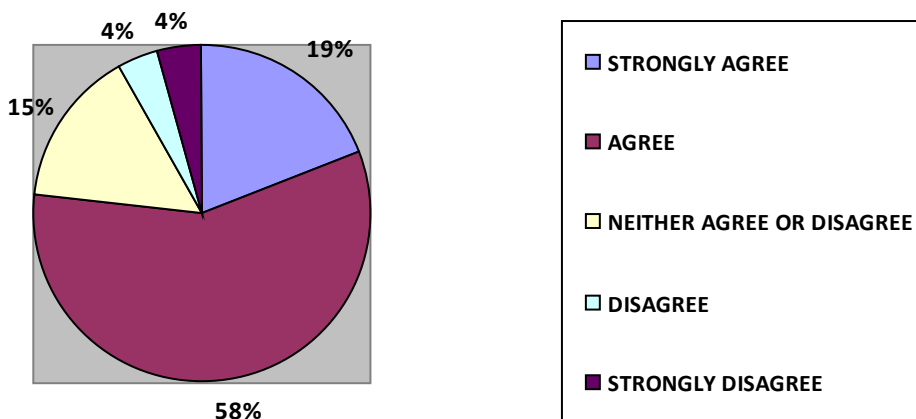

This question was posed by the researcher based on the need to explore if employees participating in the survey felt that it was important to engage in the practice of creating high-quality social connections in the workplace by taking a moment out of their day to say hello to acquaintances at work. The literature review stated that job satisfaction was somewhat linked to workplace relationships, with those who felt connected to their coworkers reporting higher job satisfaction than those who did not make high-quality social connections in the workplace. The statistical results indicated that most respondents were likely to strongly agree or agree with this statement.

This survey question also relates to the literature review section titled High-quality Connections in the Workplace. Notably, 8% of respondents disagreed or strongly disagreed with the survey question. Although this does not represent an exceedingly high percentage. This may indicate that employers should be vigilant in encouraging employees to have high-quality connections with their fellow employees. Additionally, this survey question is relatable to the theoretical section of the dissertation. Specifically, the portions of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need to feel a belonging to their community/workplace while ascending to the higher levels of the pyramid.

Figure 8

Q8 I am satisfied with my potential for career advancement with my employer.
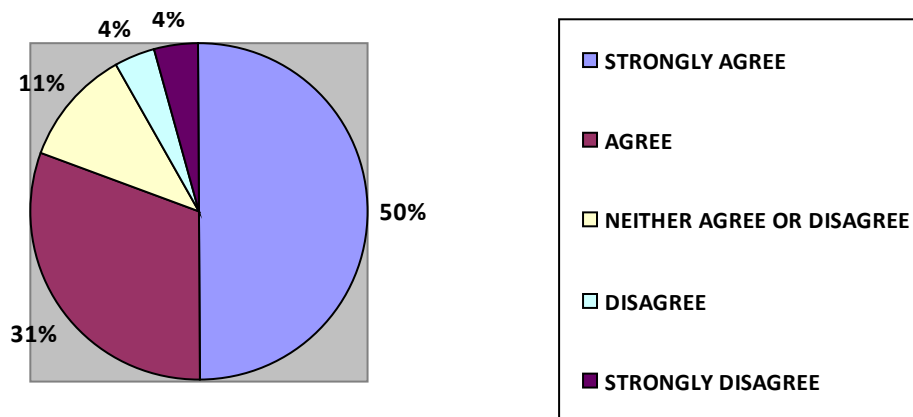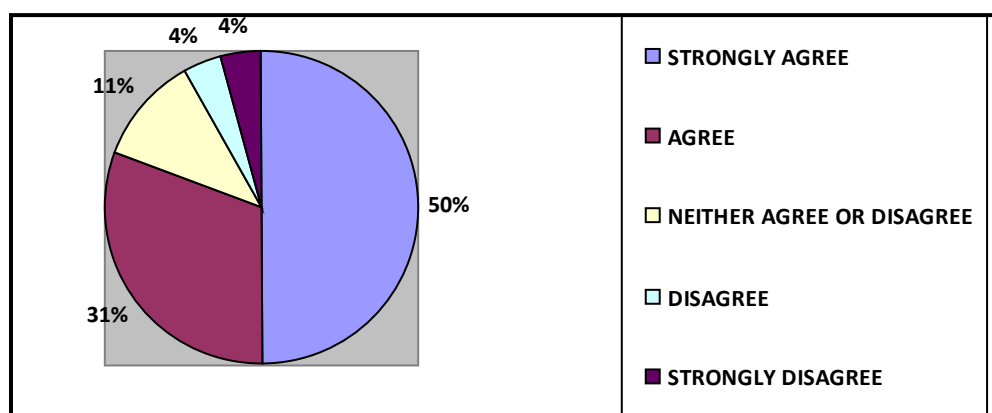

The researcher posed this question to gain insight into whether the employees surveyed felt that their employers were organizing their organizations in such a manner that their structure allowed individual employees the opportunity to feel satisfied with their potential for career advancement within the organizations currently employing them. The statistical results indicated that most respondents were likely to strongly agree or agree with this statement. Nevertheless, it is important to note, that if job satisfaction is low, employees may be more likely to display poor performance. It should be noted that 8% of respondents disagreed or strongly disagreed with the

survey question, indicating that employers must be vigilant in addressing this issue with employees. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need to improve their standing in life in general to reach the top of the hierarchy pyramid.

Figure 9

Q9 My responsibilities and goals are clearly defined for my position?


This question was posed by the researcher based on the need to explore if employees participating in the survey felt satisfied that their responsibilities and goals were clearly defined for their position. The statistical results indicated that most respondents were likely to strongly agree or agree with this statement. It should be noted however, that 8% of respondents disagreed or strongly disagreed with the survey question, and 11% were unsure of their feelings, indicating that employers must be attentive in addressing this issue with employees. These results help support Hypotheses Number 5: H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. This survey question was also posed by the researcher to make a connection with several articles in the literature review. Specifically, this

survey question was utilized to gauge whether respondents knew clearly what their responsibilities were while at work. The negative pattern of responses (8%) leads this researcher to believe that employers need to be more aware of their employees' feelings toward this topic. Additionally, this survey question can be related to the focus of this dissertation which states that increased job satisfaction levels can arguably reduce the occurrence of contentious issues arising in the workplace. Furthermore, this researcher believes this survey question is relatable to the theoretical section of the dissertation. Specifically, this researcher believes that systems theory is applicable as employees or elements need to know their specific jobs so that a system can function productively. Moreover, this researcher believes that Maslow's hierarchy of needs applies to this survey question as Maslow indicates, that individuals are interested in achieving the goal of reaching the top of the pyramid. This is a goal that is only possible to reach by an individual after attaining the value of connectedness within a community or workplace.

Figure 10

Q10 Throughout my daily work routine I often feel that there is enough time to get the things I need to do done.
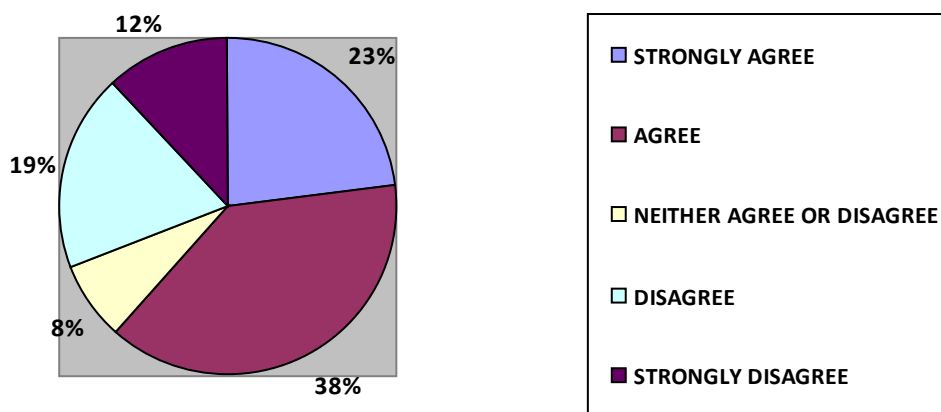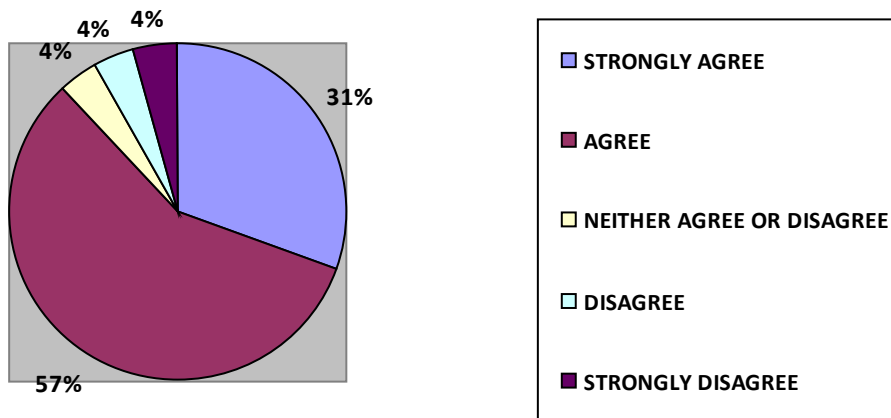

The researcher posed this question to gain insight into whether the employees surveyed felt that their employers were organizing their organizations in such a manner that their structure

allowed individual employees the opportunity to feel satisfied with the time they were given to complete certain tasks throughout the workday in general. The lack of an overwhelming strong positive response to the question leaves the researcher feeling that some employers are missing a key factor that may be unknowingly reducing productivity. If employees constantly feel pressed for time, then they may be more likely to leave their jobs or display poor job performance. HR should be aware of this issue. Furthermore, HR should organize surveys to assess job satisfaction among employees with time management questions in mind. This can in turn increase job satisfaction which is essential for job success and employee retention. These results help support Hypotheses Number 2 and 5: H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. In addition, the patterns indicated by research participants' responses, show that many respondents strongly disagreed or disagreed with the statement of the survey question (21%). This survey question is relatable to the literature review section of this dissertation as this dissertation's focus is to understand how increased job satisfaction can lower the occurrence of conflict in the workplace. Specifically, this question shows a troubling response to the query, regarding the effects of overall stress on individual employees' lives. Additionally, this question can be related to the theoretical section of this dissertation. Specifically, the systems theory section. As the systems theory section explains the importance of elements in a system, we can see that individual employees are equitable to elements. Moreover, as a system needs elements to function, it is a concern when most elements feel that they are under undue stress and thus may be unable to perform their work-related tasks

properly. These tasks would maintain the operation of the system which could fall in chaos if the system stops functioning properly.

Figure 11

*Q11. The work I do makes me feel accomplished and valued.*

The researcher posed this question to gain insight into whether the employees surveyed felt that their work made them feel accomplished and valued. The strong positive response to the question is encouraging. Nevertheless, it is important to note, that if employees are constantly undervalued then they will be more likely to leave their jobs or display poor performance, this issue is referenced in the literature review at length. HR should remain aware of this issue. Furthermore, HR should consider conducting job satisfaction surveys to identify and address any underlying workplace conflict that could be impacting job performance. Employers should also keep employee morale high by providing job satisfaction incentives and promoting job engagement. Ultimately, the goal is to identify workplace conflict and create a healthy work environment that increases job satisfaction and performance. These results help support Hypotheses Number 1, 2 and 5: H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction. H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of

employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. It should be noted that 8% of respondents disagreed or strongly disagreed with the survey question, indicating that employers must be vigilant in addressing this issue with employees. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need to improve their standing in life in general to reach the top of the hierarchy pyramid.

Figure 12

Q12. I would consider donating all or some of my year-end bonus to a worthy charitable cause.
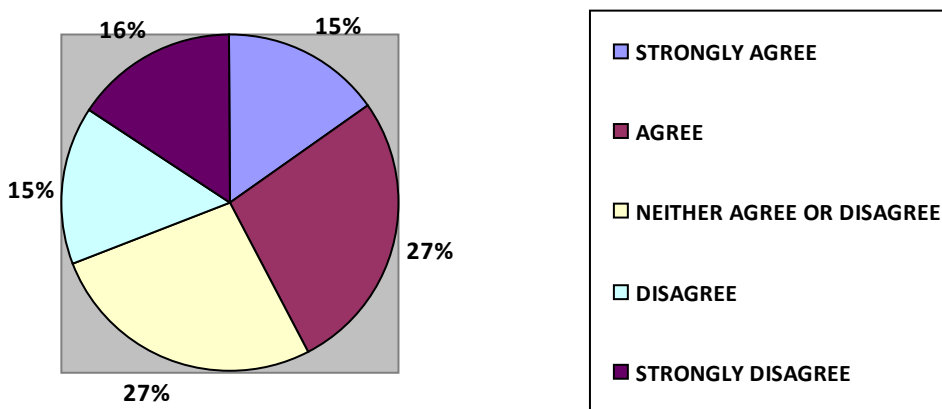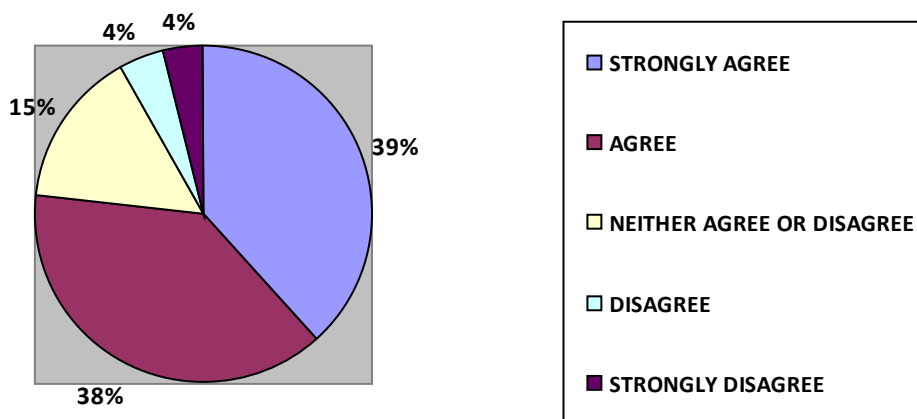

This question was posed by the researcher based on the need to explore if employees participating in the survey felt that it was important to engage in the practice of Pro-Social Spending by considering donating all or some of their year-end bonus to a worthy charitable cause. This question is linked to the literature review, which stated, that job satisfaction can be linked to the practice of Pro-Social Spending. Furthermore, the literature stated that higher job satisfaction was found among employees who chose to engage in Pro-Social Spending. The statistics results indicated that most respondents (54%) were likely to agree with this statement.

These results help support Hypotheses Number 1: H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.

It should be noted that 31% of respondents disagreed or strongly disagreed with the survey question, indicating that employers may want to discuss this initiative with employees. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need to improve their standing in life in general to reach the top of the hierarchy pyramid. Notably, the top of the pyramid is titled self-actualization, which may be connected to the philosophy of pro-social spending at its root.

Figure 13

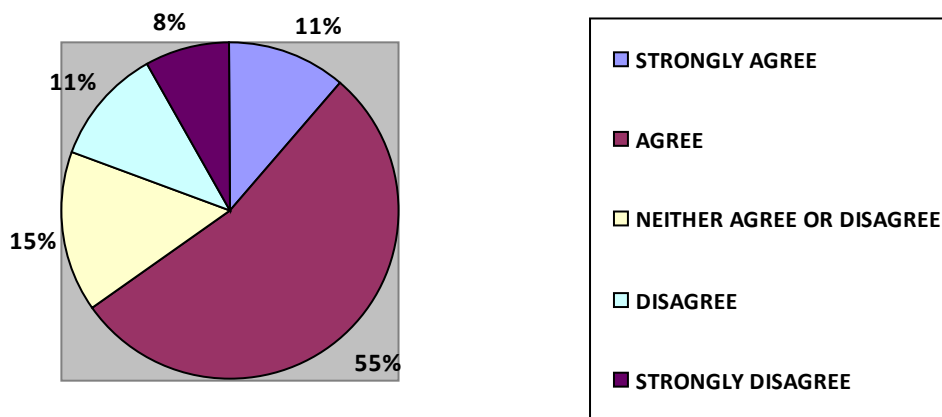*Q13. I feel comfortable recommending the company I work for to friends.*

This question was posed by the researcher based on the need to explore if employees participating in the survey felt happy enough with their employer, that they would feel comfortable recommending the company to friends. This was seen as a key indicator of job satisfaction. The survey question considered employees' perspectives on workplace conflict, job security, and job satisfaction, topics that are covered throughout the literature review. The statistical results indicated that most respondents were likely to agree with this statement.

Overall, the researcher felt that the responses were encouraging. However, several respondents neither agreed nor disagreed with this statement, indicating a possible issue. These results help support Hypotheses Number 2: H2: Employers are not prepared to address current employee issues related to job satisfaction. It should be noted that 8% of respondents disagreed or strongly disagreed with the survey question, indicating that employers must be alert in addressing this issue with employees. Notably, this survey question was asked as a standard/regular typical job satisfaction survey question and is not specifically relatable to either Maslow's Hierarchy of Needs pyramid or Systems theory. Nevertheless, this further emphasizes the important need to address H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.

Figure 14

Q14. My leadership team provides useful and constructive feedback consistently.
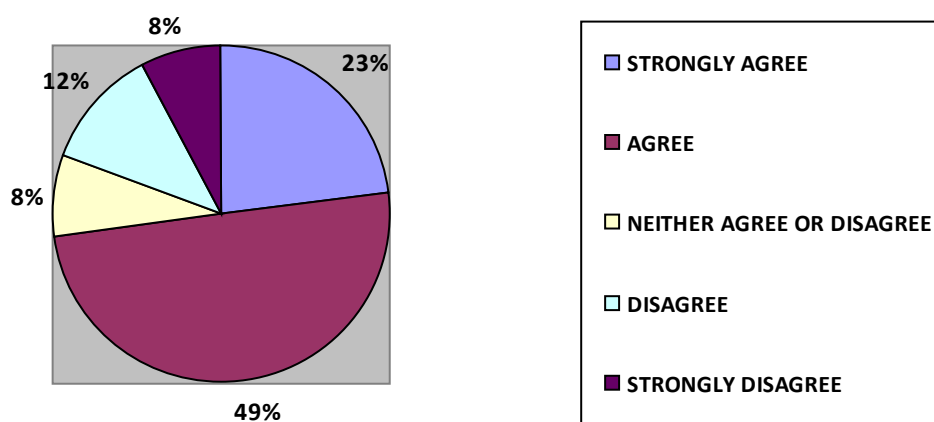

This question was posed by the researcher based on the need to explore if employees participating in the survey felt that the leadership team at their organization provided them with useful and constructive feedback consistently. This was seen as a key indicator of job satisfaction. The survey found that there were a significant number of employees (19%) who felt their workplace did not provide consistent and constructive feedback, which may lead to job

dissatisfaction. Based on the literature review, this lack of job satisfaction could be seen to be a major contributor to workplace conflict. It seems that it is important for organizations to ensure they provide consistent and timely feedback so that employees experience job security. This will reduce workplace conflict and help create a positive work environment.

These results help support Hypotheses Number 2 and 5: H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need for safety, as this is necessary to improve one's standing in life in general, to reach the top of the hierarchy pyramid.

Figure 15

Q15. I feel recognized and praised by leadership for my efforts at work.
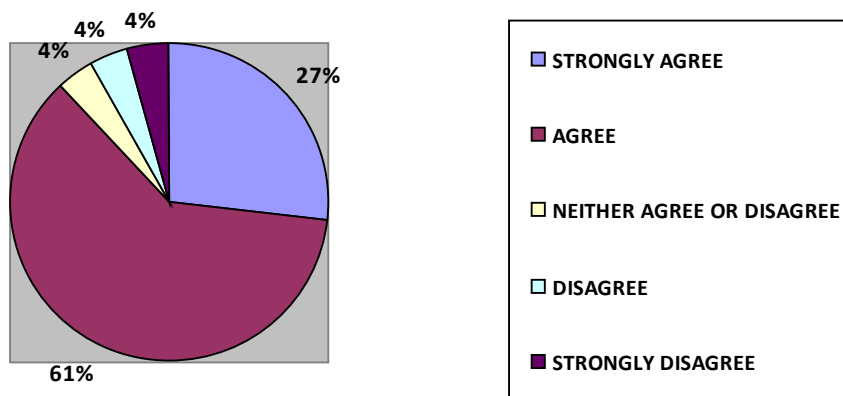

This question was posed by the researcher based on the need to explore if employees participating in the survey felt that the leadership team at their organization recognized and praised them for their efforts at work. Many of those surveyed felt that the leadership team

should be doing more to recognize the work of their employees and in so doing promote job satisfaction. The statistical results indicated that 20% of respondents were less likely to agree with this survey statement. This was seen as a key indicator of job satisfaction. A significant number of respondent responses showed a troubling pattern. Many felt that their workplace did not recognize and praised their efforts at work. Based on the literature review, this lack of job satisfaction could be seen to be a major contributor to workplace conflict. It seems that it is important for organizations to ensure they recognize and praise employee efforts at work so that employees experience job security. This will reduce workplace conflict and help create a positive work environment. These results help support Hypotheses Number 2 and 5: H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need for safety, as this is necessary to improve one's standing in life in general, to reach the top of the hierarchy pyramid.
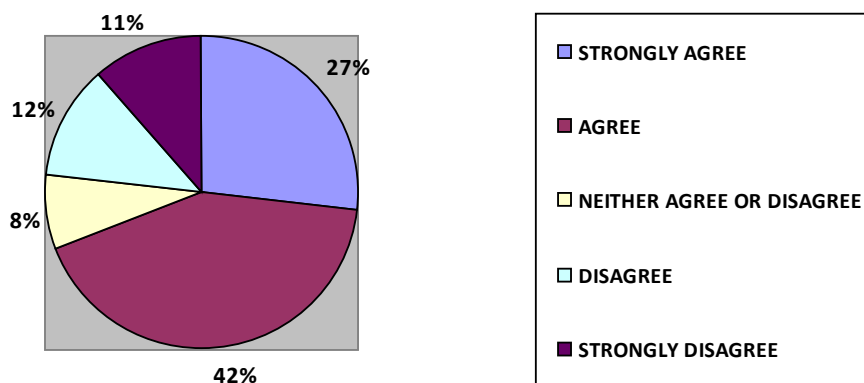
Figure 16

Q.16 Teamwork is valued and encouraged within the organization?

This question was posed by the researcher based on the need to explore if employees participating in the survey felt that the leadership team at their organization encouraged and valued teamwork at work. Of those surveyed 8% felt that the leadership team should be doing more to recognize the benefits of teamwork. Notably, job satisfaction was identified as an important component of the workplace that could be improved through the promotion of effective collaboration between team members. Based on the literature review, this lack of job satisfaction could be seen to be a major contributor to workplace conflict. Furthermore, this measure could be seen as something that could be improved to promote employees toward forming more high-quality connections in the workplace, as stated in the literature review. These results help support Hypotheses Number 2 and 5: H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, systems theory which emphasizes the importance of connections between elements within a system. These connections are necessary to improve the productivity of a system or organization.

Figure 17

Q17. I have a healthy, comfortable work-life balance in my current role.

This question was posed by the researcher based on the need to explore if employees participating in the survey felt that they had what they considered to be a healthy, comfortable work-life balance in their current vocational roles. Of those surveyed 23% felt that the leadership team should be doing more to recognize the benefits of work-life balance. The survey results showed that job satisfaction was greatly impacted by how well their workplace addressed the need for balance, suggesting that, as stated in the literature review, job satisfaction and job performance were linked. These results help support Hypotheses Number 1, 2, and 4: H1 Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction. H2: Employers are not prepared to address current employee issues related to job satisfaction. H4: Employee job satisfaction has a major impact on the lives of employees and their families. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, systems theory which emphasizes the importance of the different elements within a system. These elements are necessary and must function efficiently to maintain the productivity of a system or organization.

Figure 18

Q18. Our leadership team treats all employees fairly and respectfully consistently.
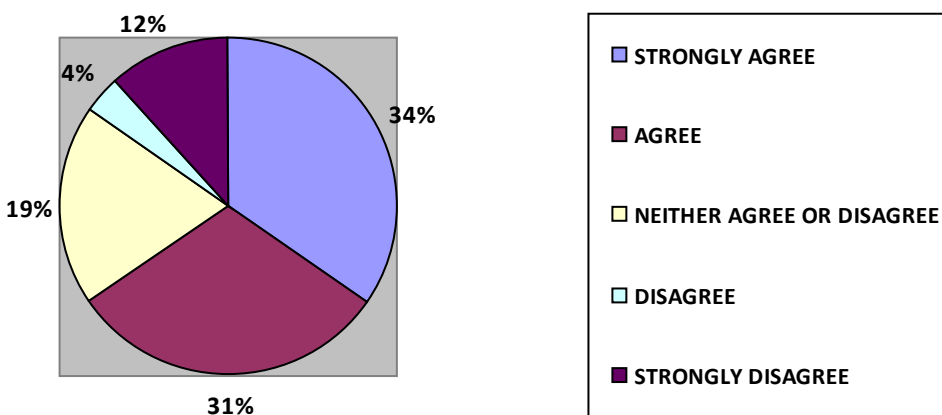
The researcher wanted to determine if the survey participants believed they had been treated equitably and respectfully by their organization's leadership consistently. The results were mixed; nevertheless, 16% of the respondents felt that this was an issue, due possibly to a lack of leadership support. This was seen as a key indicator of job satisfaction. A significant number of respondent responses showed a troubling pattern. Many felt that their workplace did

not treat all employees fairly and respectfully consistently. Based on the literature review, this lack of job satisfaction could be seen to be a major contributor to workplace conflict. It seems that it is important for organizations to ensure they address this issue so that employees experience job security. This will reduce workplace conflict and help create a positive work environment. These results help support Hypotheses Number 2 and 5: H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need for safety, as this is necessary to improve one's standing in life in general, to reach the top of the hierarchy pyramid.

Figure 19

Q19. I feel that the work I do in my current role contributes directly to the success of this organization.
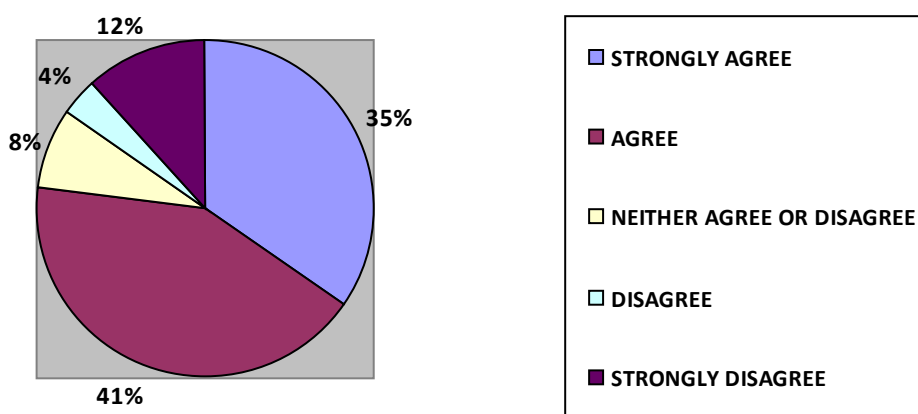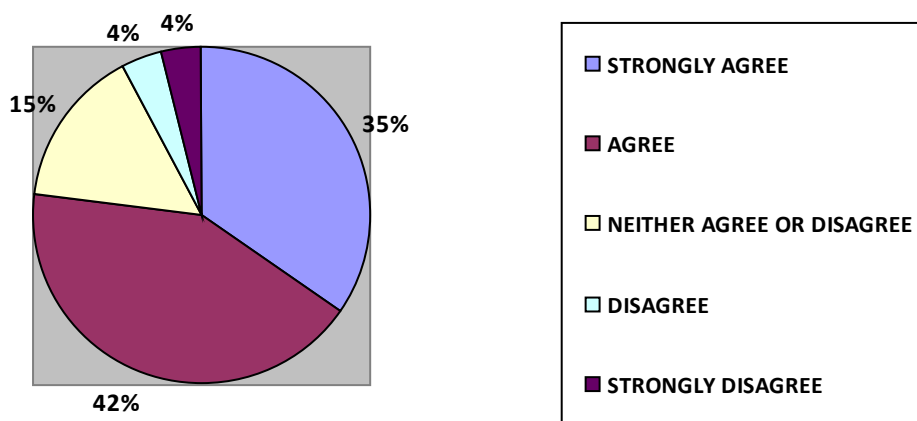

The researcher wanted to determine if the survey participants believed that they felt that the work they did in their current vocation contributed directly to the success of the employing

organization. The results were mixed; however, 16% of respondents did not feel their job had an impact on the workplace. This was seen as a key indicator of job satisfaction. The survey question considered employees' perspectives on workplace contribution, which directly relates to one's feeling of job security. Overall, the researcher felt that the responses were encouraging. However, several respondents disagreed with this statement, indicating a possible issue. These results help support Hypotheses Number 2: H2: Employers are not prepared to address current employee issues related to job satisfaction. It should be noted that 12% of respondents strongly disagreed with the survey question, indicating that employers must be alert in addressing this issue with employees. Notably, this survey question was asked as a standard/regular typical job satisfaction survey question. Nevertheless, it is relatable to Maslow's Hierarchy of Needs pyramid as it relates to the topic of security.

Figure 20

Q20. My coworkers treat me respectfully and make me feel appreciated.


The researcher wanted to determine if survey participants felt that their coworkers treated them respectfully. The results showed that 8% of participants felt that their workplace lacked a respectful atmosphere. This may indicate that workers feel that they were subjected to bullying from coworkers. This data highlights the importance of respecting employees in the workplace.

Furthermore, management should be taking steps to ensure job satisfaction. Without a respectful

environment, job satisfaction will inevitably suffer. These results help support Hypotheses

Number 1, 4, and 5: H1 Current job satisfaction surveys are inadequate for gauging specific

concerns related to employee satisfaction. H4: Employee job satisfaction has a major impact on

the lives of employees and their families. H5: The lack of education and training of

employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to

increased levels of conflict in the workplace and decreased productivity. Notably, this survey

question is relatable to the theoretical section of the dissertation. Specifically, the sections of

Maslow's Hierarchy of Needs pyramid which emphasize an individual's need for safety and

belonging, as this is necessary to improve one's standing in life in general, to reach the top of the

hierarchy pyramid.

Figure 21

Q21. Leadership measures job performance to ensure everyone is meeting expectations.
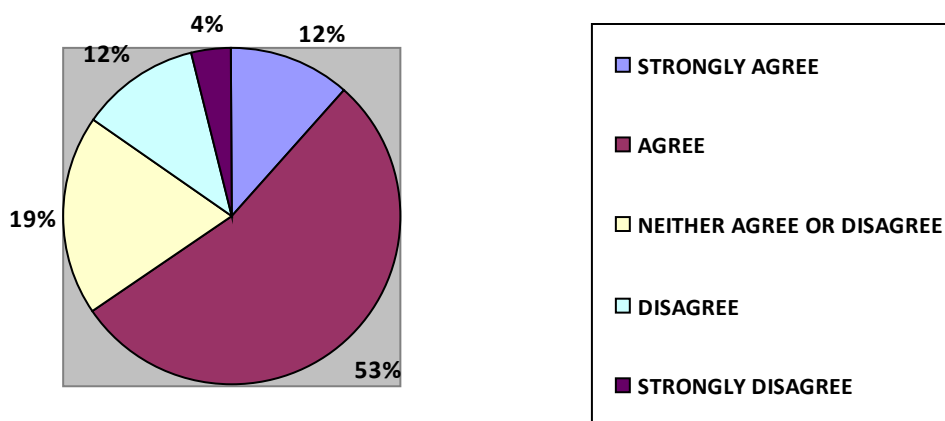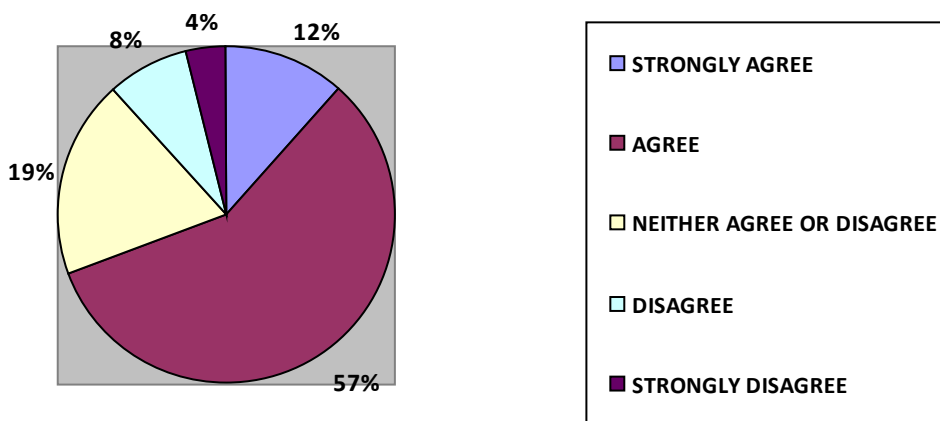

This question was posed by the researcher based on the need to explore if employees

participating in the survey felt leadership measured job performance to ensure that everyone was

meeting expectations. The results of the responses to this survey question were mixed. Some

employees (16%) indicated feeling as though there was a lack of job appraisal or job

expectations. This discrepancy in positive responses could indicate a deeper issue at play. Possibly there is job dissatisfaction within the workplace due to a lack of job expectations being set and met. This may be considered a key indicator of job satisfaction. A significant number of respondent responses showed a troubling pattern. Based on the literature review, this lack of job satisfaction could be seen to be a major contributor to workplace conflict. It seems that it is important for organizations to ensure they address this issue so that employees experience job security. This will reduce workplace conflict and help create a positive work environment. These results help support Hypotheses Number 2 and 5: H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need to contribute to the community or workplace, as this is necessary to improve one's standing in life in general, to reach the top of the hierarchy pyramid.
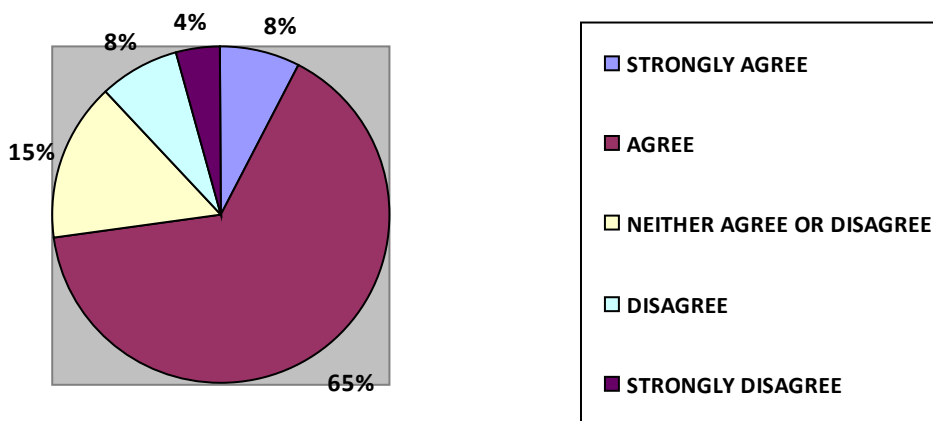
Figure 22

Q22. I feel comfortable respectfully disagreeing with leadership.

This question was posed by the researcher based on the need to explore if employees participating in the survey felt comfortable respectfully disagreeing with leadership. The statistical results indicated that 12% of respondents were less likely to agree with this statement. This may indicate that overall job satisfaction in the workplace may be lower when employees feel unable to challenge leadership, as this lowers morale and can lead to further conflict, as discussed in the literature review. The survey findings underscore the importance of fostering an environment in which employees feel comfortable to respectfully disagree with leadership, as this encourages job satisfaction and reduces workplace conflict. These results help support Hypotheses Number 2 and 5. H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections of Maslow's Hierarchy of Needs pyramid which emphasize an individual's need for safety and belonging, as this is necessary to improve one's standing in life in general, to reach the top of the hierarchy pyramid.

Figure 23

Q23. Leadership shows genuine interest in receiving, reviewing, and integrating ideas from employees.

This question was posed by the researcher based on the need to explore if employees participating in the survey felt that leadership in their organization showed a genuine interest in receiving, reviewing, and integrating ideas from employees. The statistical results indicated that 12% of respondents were less likely to agree with this statement. This can be interpreted to mean that job satisfaction is lower in these workplace environments, which can lead to higher levels of conflict, as discussed in the literature review. Therefore, organizations must take steps to ensure job satisfaction is maintained to keep workplace conflict at a minimum. Furthermore, these findings suggest that leadership should be more engaged and proactive in soliciting ideas from employees to foster job satisfaction and minimize conflict. These are key considerations for any successful organization. These results help support Hypotheses Number 2 and 5. H2: Employers are not prepared to address current employee issues related to job satisfaction. H5: The lack of education and training of employers/HR in the areas of Employee Relations and Employee Satisfaction may lead to increased levels of conflict in the workplace and decreased productivity. Notably, this survey question is relatable to the theoretical section of the dissertation. Specifically, the sections related to Maslow's Hierarchy of Needs pyramid which emphasize an individual's need for belonging, as this is necessary to improve one's standing in life in general, to reach the top of the hierarchy pyramid.

Figure 24

Q24. I feel proud to tell people that I work for my organization/employer.
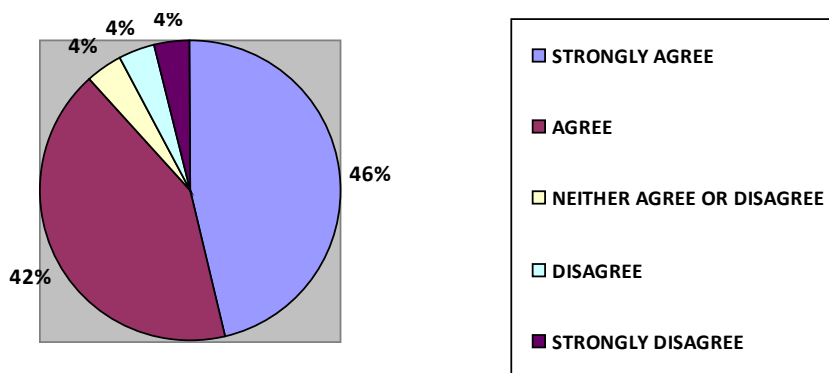
This question was posed by the researcher based on the need to explore if employees participating in the survey felt proud to tell people that they work for their employer. The statistical results indicated that several respondents did not agree with this statement 16%. This may indicate that the survey question may need to be altered to specifically address job satisfaction or workplace conflict issues related to job satisfaction. More research is needed to uncover the reasons why a portion of the survey participants felt this way. These results help support Hypotheses Number 1: H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction. It should be noted that 8% of respondents disagreed or strongly disagreed with the survey question, indicating that employers must be alert in addressing this issue with employees. Notably, this survey question was asked as a standard/regular typical job satisfaction survey question and is not specifically relatable to either Maslow's Hierarchy of Needs pyramid or Systems theory. Nevertheless, this further emphasizes the important need to address H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.

Figure 25

Q25. Do you have any pets?
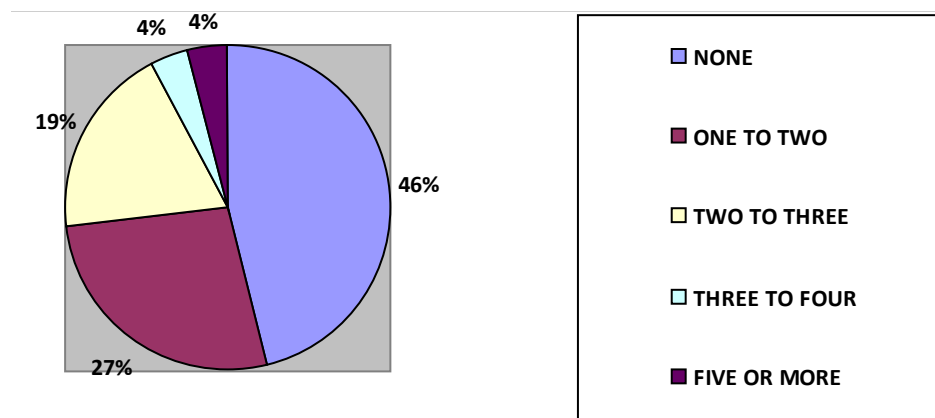
By asking this question, the researcher sought to uncover if employees were inadvertently contributing to lowering their daily stress levels. Pet ownership and being around animals are presented as having a calming, stress-reducing effect, as per information presented in the literature review. The researcher wanted to investigate this query in the presented survey. The statistical results indicated that most respondents were likely to own pets. This result could suggest that having a pet could lead to employees having higher job satisfaction and thus, ultimately leading to a better working environment. In this way, pet ownership might be seen as a way of preventing workplace conflict or at least assisting in its management. Therefore, pet presence/company could be seen as an effective tool to help manage job stress in the workplace and even reduce job dissatisfaction. In conclusion, pet ownership could be seen as a crucial factor for job satisfaction. These results help support Hypotheses Number 1: H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction. Notably, this survey question is not specifically relatable to either Maslow's Hierarchy of Needs pyramid or Systems theory. Nevertheless, this further emphasizes the

important need to address H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.

Figure 26

Q26. What is your annual income?
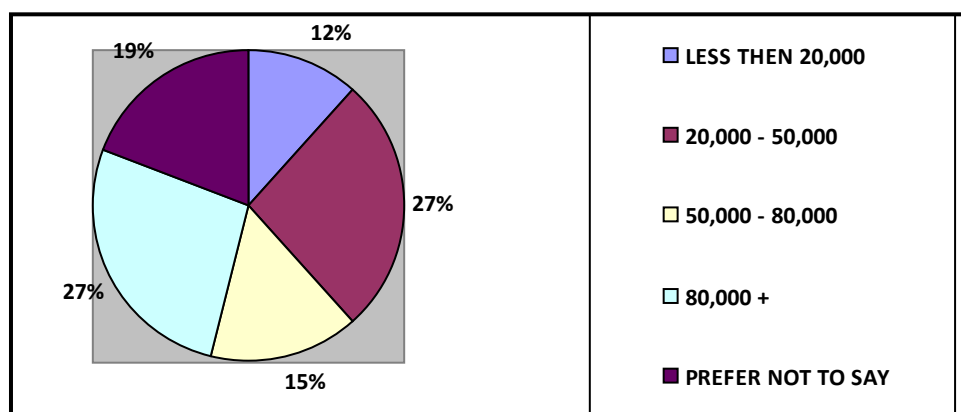
By asking this question, the researcher sought to uncover if employees who earned more income were more likely to engage in Pro-Social Spending. A survey of employees from various job roles and income levels was conducted, however, the results of this survey question did not help determine the connection between job satisfaction and Pro-Social Spending. Additionally, by posing this question the researcher sought to understand if earning more income buffered stress, as this stress-buffering effect was discussed in the literature review. However, the results of this survey question did not help determine the connection between job satisfaction and the stress-buffering effect of earning greater income. The need for question restructuring is warranted in this instance. Nevertheless, these results help support Hypotheses Number 1: H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction. Notably, this survey question is not specifically relatable to either Maslow's Hierarchy of Needs pyramid or Systems theory. Nevertheless, this further emphasizes the

important need to address H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.
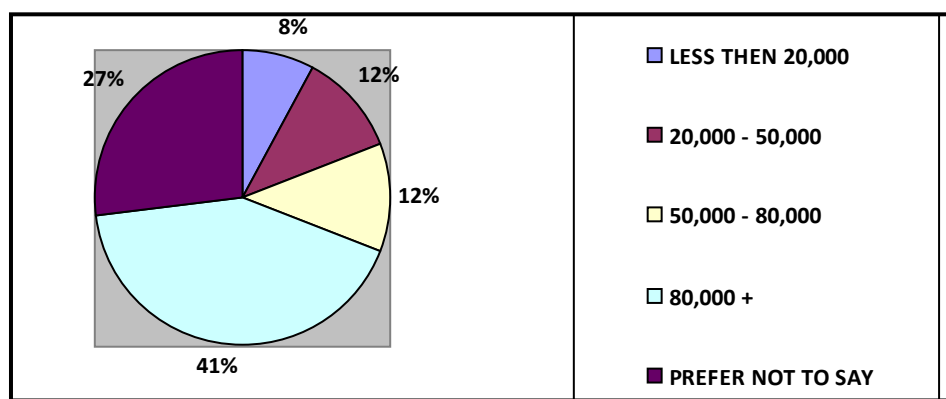
Figure 27

Q27. What is your household income?

By asking this question query, the researcher sought to uncover if employees who had higher household incomes were more likely to engage in Pro-Social Spending. A survey of employees from various job roles and various household income levels was conducted, however, the results of this survey question did not help determine the connection between job satisfaction and Pro-Social Spending in this instance. Additionally, by posing this question the researcher sought to understand if having more combined income buffered stress, as this stress-buffering effect was discussed in the literature review. However, the results of this survey did not help determine the connection between job satisfaction and the stress-buffering effect of earning greater household income. The need for question restructuring is warranted in this instance. However, these results help support Hypotheses Number 1: H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction. Notably, this survey question is not specifically relatable to either Maslow's Hierarchy of Needs pyramid or Systems theory. Nevertheless, this further emphasizes the important need to address H1: Current

job satisfaction surveys are inadequate for gauging specific concerns related to employee

satisfaction.

Figure 28

Q28. How many dependent children do you have?
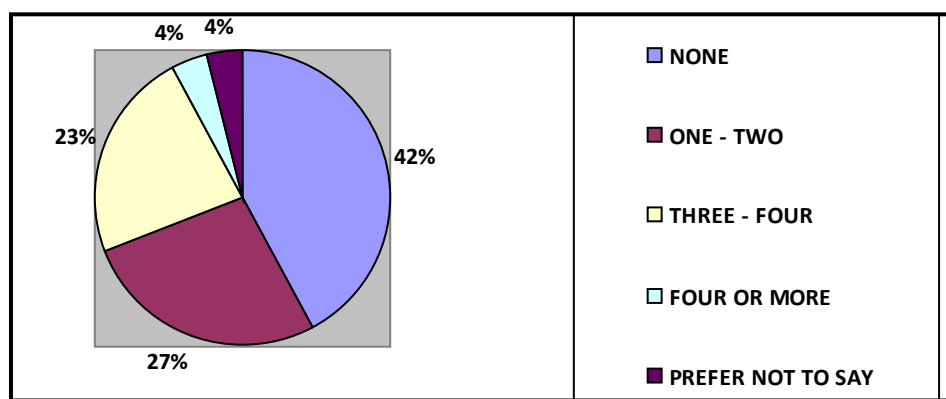
By asking this question, the researcher sought to uncover if employees who had more

dependent children had more stress and a lower level of work-life balance. This was an

important topic covered in the literature review. A survey of employees from various job roles

and various household income levels was conducted, however, the results of this survey question

did not help determine the connection between job satisfaction and the number of dependents an

individual had. The need for question restructuring is warranted in this instance. While job

satisfaction is a key factor in assessing workplace conflict, further research needs to be done to

pinpoint other pertinent factors, such as the effect of having more dependent children. These

results help support Hypotheses Number 1: H1: Current job satisfaction surveys are inadequate

for gauging specific concerns related to employee satisfaction. Notably, this survey question is

not specifically relatable to either Maslow's Hierarchy of Needs pyramid or Systems theory.

Nevertheless, this further emphasizes the important need to address H1: Current job satisfaction

surveys are inadequate for gauging specific concerns related to employee satisfaction.
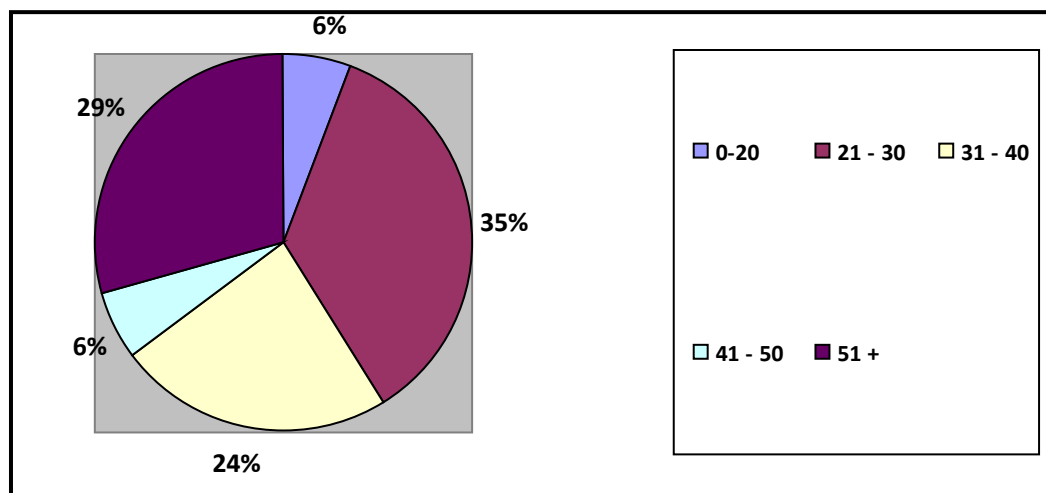
Figure 29

Q29. What is your age?

By asking this question, the researcher sought to uncover if employees of differing ages had higher or lower levels of stress and higher or lower levels of work-life balance. This was a topic covered in the literature review. A survey of employees from various job roles and ages was conducted, however, the results of this survey question did not help determine the connection between age and job satisfaction. The need for question restructuring is warranted in this instance. While job satisfaction is a key factor in assessing workplace conflict, further research needs to be done to pinpoint other pertinent factors, such as the effect age has on workplace satisfaction. Furthermore, surveys must be designed in a manner that can better detect and interpret the data provided by job holders. By examining job satisfaction on a more individual basis, it is possible to better understand the impact of job satisfaction and workplace conflict to create a positive environment for job holders of all ages. Notably, this survey question is not specifically relatable to either Maslow's Hierarchy of Needs pyramid or Systems theory. Nevertheless, this further emphasizes the important need to address H1: Current job

satisfaction surveys are inadequate for gauging specific concerns related to employee
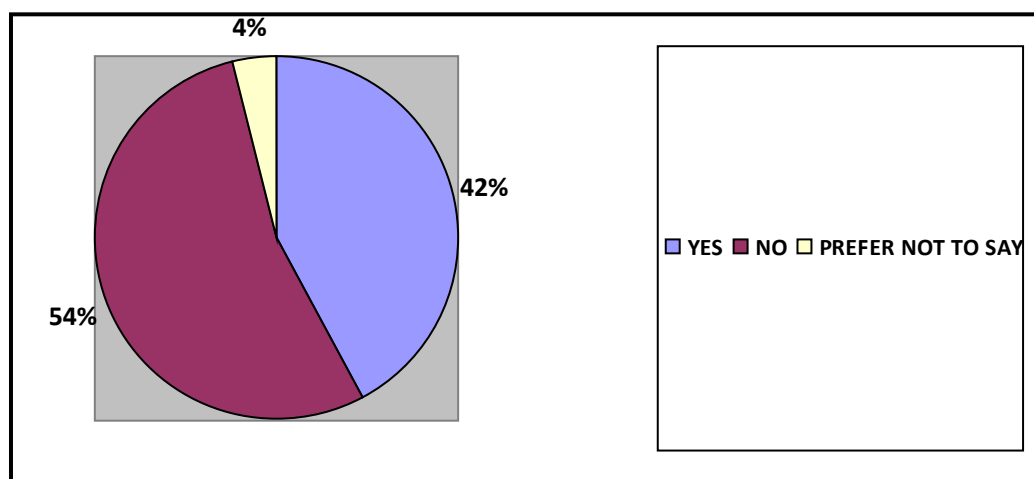
satisfaction.

Figure 30

Q30. Are you married?

By asking this question, the researcher sought to uncover if employees of differing

marital status had a higher or lower level of stress and a higher or lower level of work-life

balance. This topic was raised in the literature review. A survey of employees from various job

roles, ages, and backgrounds was conducted, however, the results of this survey question did not

help determine the connection between marital status and job satisfaction. The need for question

restructuring is warranted in this instance. While job satisfaction is a key factor in assessing

workplace conflict, further research needs to be done to pinpoint other pertinent factors, such as

the effect marital status has on workplace satisfaction, if any. Furthermore, surveys must be

designed in a manner that can detect, interpret, and act upon the data provided by job holders.

Notably, this survey question is not specifically relatable to either Maslow's Hierarchy of Needs

pyramid or Systems theory. Nevertheless, this further emphasizes the important need to address

H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction.

In Chapter 4, a comprehensive overview of the data-driven approach was used to finalize this study. A total of two hundred and sixty participants were surveyed to explore the notion that workplace satisfaction is a complex issue that can not be addressed properly using traditional workplace surveys. The results demonstrate an evident necessity for the continuation of such investigations to better understand how workplace satisfaction surveys can be improved. The survey asked participants questions about job satisfaction, workplace relationships, and personal perceptions related to the workplace. After analysis of the results, it became clear that job satisfaction surveys need improvement. It can also be concluded that H1: Current job satisfaction surveys are inadequate for gauging specific concerns related to employee satisfaction and, as such, further research is needed in this area. Moreover, the results of this study indicate there is a need to create awareness of this topic.

The survey results have provided some insight into some of the current job satisfaction and job performance issues that workplace surveys should focus on. The results of this research serve as a reminder that job satisfaction must be monitored and improved as workplace satisfaction is a complex issue. Notably, this researcher felt that many of the survey questions regarding key demographic information should have been structured differently. Furthermore, it is important to note that to avoid asking any triggering questions, this researcher preferred to proceed on the side of caution, regarding all the survey questions posed. Nevertheless, this leaves open the door to create further surveys and refine the research tool. One further issue that is important to mention, while many of the responses to survey questions were positive, this researcher felt it was more important to give more focus to the respondents who answered

negatively or unfavorably to the survey questions posed. The reasoning for this approach is, that while the positive responses are no less important, the focus of this research is to seek out problematic concerns so that they can be addressed. Given this stated perspective, a reader can better understand why a negative point of view was put forward when reviewing workplace satisfaction survey responses that were primarily favorable.

Chapter 5: Conclusion

Conflict Resolution & Workplace Satisfaction

Workplace satisfaction is a complex issue that can not be addressed properly using traditional workplace surveys. Therefore, if organizations do not consider making changes to traditional workplace satisfaction surveys, they may find themselves at a loss when it comes to understanding troublesome employee-related issues. Four areas were highlighted throughout this research paper. First, job satisfaction and relationships among stakeholders were considered. Second, workplace culture was evaluated and addressed with the topic of job satisfaction in mind. Third, surveys and assessment tools were reviewed. Finally, attention was focused on considering the complexity associated with workplace satisfaction.

Conclusion

This research data underscores the important need for further research into the area of workplace satisfaction. Furthermore, it emphasizes the point that workplace satisfaction is a complex issue that can not be addressed properly using traditional workplace surveys. For example, as presented in the literature review, the total stress level an individual employee experiences, during hard times, is simply too high and their job performance will be undoubtedly affected, despite everybody's best intentions. Furthermore, as the literature states, it would be foolish to claim that money has no importance when it comes to the topic of job satisfaction. Similarly, dismissing the impact of the amount of time spent working is illogical too, when it comes to the topic of work-life balance presented in chapter two. All these issues affect workplace satisfaction, and they are all difficult to measure and quantify, no matter how well a survey is constructed.

This study discussed many issues that are directly and indirectly related to workplace satisfaction, such as the discussion on the topic of the distracted mind, presented in chapter two. Additionally, this study covered themes that were published in science journals that covered such topics that stated that giving money away can have a positive impact and lead to feeling a connection with higher levels of workplace satisfaction. To reiterate, it's not just the giving of money, but also the giving of effort, and time, and attention that can have similar effects that can increase levels related to workplace satisfaction. Moreover, this study covered discussion topics on synthetic happiness, income as a stress buffer, and the importance of social connections at work. Also discussed, were tools that could be used in the workplace to increase overall job satisfaction levels and hopefully reduce work-related stress. Furthermore, regarding this topic, this study discussed how employers could incorporate synthetic and natural instruments into the decor of an employee's workspace to increase workplace satisfaction levels. Additionally, this study covered ideas surrounding meditation and discussed how employees could improve focus regardless of the work-related activities being performed. Overall, this study has done an extensive job of discussing the different forms of actions that can be taken to hopefully help increase workplace satisfaction among employees.

This study discussed several research questions and hypotheses related to workplace satisfaction, such as the discussion regarding current job satisfaction surveys and their effectiveness in assisting employers in their efforts aimed at increasing employee satisfaction. Although elusive and complicated to understand, satisfaction is something this study strived to gain a better understanding of. This led us to research question two, could the questions asked within job satisfaction surveys be improved to gain a greater understanding of an employee's

true level of job satisfaction? Although an enormous task, this researcher believes that the answer is 'yes,' however, more work is needed in this area.

In conclusion, the goal of this dissertation was centered around job satisfaction surveys and their adequacy. Notably, many industry experts agree that job satisfaction surveys are inadequate, at present. However, what was interesting to discover through the administration of my job satisfaction survey, is that certain job satisfaction survey questions seemed more pertinent than other job satisfaction survey questions. As has been explained, as part of this dissertation, this researcher created several of his job satisfaction survey questions, which were inserted into a generic/traditional job satisfaction survey. What this researcher noticed was that the job satisfaction survey questions that were based on theoretical constructs such as Maslow's Hierarchy of Needs and Meadow's Systems theory were, to some extent, absent from generic/traditional job satisfaction surveys. As a result, it is this researcher's opinion, that if there is a desire to improve job satisfaction surveys and hence make them more applicable/useful, then survey writers should consider studying and utilizing theoretical constructs such as Maslow's hierarchy of needs and Systems Theory etc. to create more meaningful job satisfaction survey questions. As such, this researcher poses that it may be possible to create more accurate job satisfaction surveys by keeping conflict analysis and resolution-related theoretical contributors in mind while creating job satisfaction survey questions. Arguably, if better job satisfaction surveys can be created and these surveys can be used to better measure and ultimately increase an individual's overall state of well-being in their chosen vocational position, then this could reasonably result in the goal of understanding the complex issues that affect workplace satisfaction.

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Appendix A: Study Protocol Questions

1. I'm satisfied with the investment my organization makes in training.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

2. **I would describe my daily commute back and forth from work as pleasant.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

3. I'm set up to use my strengths and abilities in my current role.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

4. **I enjoy stretching regularly and can touch my toes with ease.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

5. **I believe that having long-lasting relationships with colleagues and friends in general is important.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

o Strongly disagree

6. I feel involved with decisions that will directly affect me in my job.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

7. **I often find myself taking a moment out of my day to say hello to acquaintances at work.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

8. I am satisfied with my potential for career advancement with my employer.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

9. **My responsibilities and goals are clearly defined for my position.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

10.**Throughout my daily work routine I often feel that there is enough time to get done the things I need to do.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

o Strongly disagree

11. The work I do makes me feel accomplished and valued.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

12.**I would consider donating all or some of my year-end bonus to a worthy charitable cause.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

13. I feel comfortable recommending the company I work for to friends.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

14. My leadership team provides useful and constructive feedback consistently.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

15. I feel recognized and praised by leadership for my efforts at work.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

16. Teamwork is valued and encouraged within the organization?

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

17. ** I have a healthy, comfortable work-life balance in my current role.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

18. Our leadership team treats all employees fairly and respectfully consistently.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

19. I feel that the work I do in my current role contributes directly to the success of this organization.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

20. My coworkers treat me respectfully and make me feel appreciated.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

21. Leadership measures job performance to ensure everyone is meeting expectations.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

22. I feel comfortable respectfully disagreeing with leadership.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

23. Leadership shows genuine interest in receiving, reviewing, and integrating ideas from employees.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

24. I feel proud to tell people that I work for my organization/employer.

    o Strongly agree

    o Agree

    o Neither agree or disagree

    o Disagree

    o Strongly disagree

25. Do you have any pets?

    o None

    o 1

    o 2

    o 3

    o 4+

26. What is your annual income?

  o Less than $20,000

  o Between $20,000 – 50,000

  o Between $50,000 - $80,000

  o More than $80,000

  o I prefer not to say

27. What is your household income?

  o Less than $20,000

  o Between $20,000 – 50,000

  o Between $50,000 - $80,000

  o More than $80,000

  o I Prefer not to say

28. *How many dependents do you have?*

  o None

  o 1 - 2

  o 3 – 4

  o More than 4

  o I prefer not to say

29. What is your age?

  O 0-20

  o 21-30

  o 31-40

  o 41-50

  o 51+

  30. Are you married?

  o Yes

  o No

  o I prefer not to say

Appendix B: Recruitment Survey Eligibility

CAN YOU HELP US?
With a Research Activity

Join in taking part

In a brief Work

Satisfaction

Survey (Online)

Must be 18+

NSU Study
A happier

Workplace

Benefits
Everyone

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