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## **A Qualitative and Quantitative Review of the Terms "Job" and "Organization" from the Employee's Perspective**

Nirvana Mejia

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## Abstract

This study explores how employees perceive workplace constructs like job satisfaction and differentiate them between their job and organization. It highlights the importance of avoiding mistaken associations, known as the "jingle fallacy," which can oversimplify workplace dynamics. The research includes two studies, one qualitative with 12 participants discussing their job and organization, and one quantitative with 197 to 252 participants assessing job satisfaction dimensions. Findings indicate that people generally mention tasks when discussing their job and broader organizational aspects when discussing their organization. The majority of job satisfaction dimensions fall into a mixed category, with *Regular Tasks* being the only dimension distinctly associated with the job. In addition, *Culture*, *Company Policies*, *Administration*, and *Company Practices* are the dimensions distinctly associated with the organization.

MONTCLAIR STATE UNIVERSITY

A Qualitative and Quantitative Review of the Terms “Job” and “Organization From the  
Employee’s Perspective

By

Nirvana Mejia

A Master’s Thesis Submitted to the Faculty of

Montclair State University

In Partial Fulfillment of the Requirements

For the Degree of

Master of Arts

Dec 2023

College of Humanities and Social Sciences

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A QUALITATIVE AND QUANTITATIVE REVIEW OF THE TERMS “JOB” AND  
“ORGANIZATION FROM THE EMPLOYEE’S PERSPECTIVE

A THESIS

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Nirvana Mejia

Montclair State University

Montclair, NJ

2024

### **Acknowledgments**

I would like to express my deepest appreciation to my sponsor Dr. Valerie Sessa, and committee members Dr. Manuel Gonzalez, and Dr. Catrina Notari. Your patience and understanding have been invaluable. I would also like to extend my gratitude to my dear friends and family for their continuous encouragement and support throughout this process. Without you all I would not be where I am today.

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### Abstract

This study explores how employees perceive workplace constructs like job satisfaction and differentiate them between their job and organization. It highlights the importance of avoiding mistaken associations, known as the "jingle fallacy," which can oversimplify workplace dynamics. The research includes two studies, one qualitative with 12 participants discussing their job and organization, and one quantitative with 197 to 252 participants assessing job satisfaction dimensions. Findings indicate that people generally mention tasks when discussing their job and broader organizational aspects when discussing their organization. The majority of job satisfaction dimensions fall into a mixed category, with *Regular Tasks* being the only dimension distinctly associated with the job. In addition, *Culture*, *Company Policies*, *Administration*, and *Company Practices* are the dimensions distinctly associated with the organization.

### Introduction

Although Industrial and Organizational Psychologists have been studying job-related constructs since the 1930s (Wright, 2015), little attention has been devoted to exactly what a “job” is and what it is not. Taber and Alliger (1995) proposed that a job is not a “unitary entity but a collection of distinct tasks”. Nevertheless, while looking at several recent introductory industrial and organizational psychology textbooks, only one (Cascio & Aguinis, 2011, p. 215) defined a job as “a group of positions that are similar in their significant duties. [...] A job, however, may involve only one position, depending on the size of the organization.”

In addition, in a critical evaluation of the job attitude literature, Bowling, Sessa, & Notari (2020, p. 308) suggest that the term “job attitudes” includes a number of targets other than the “job” including positions, work, other people, the organization, and the employees themselves. Both the absence of a clear definition as well as the implication that the term “job” describes a multiplicity of different things (Casper et al., 2018) suggest that it is time to re-examine and clarify what “job” and “organization” means. This research idea came into fruition after looking at a number of popular job satisfaction surveys such as the Job Satisfaction Survey (JSS) (Spector, 1985), Michigan Organizational Assessment Questionnaire (MOAQ) (Institute for Social Research, 1975), Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967), Job Descriptive Index (JDI) (Smith et al., 1969), and Job in General Scale (JIG) (Ironson et al., 1989), and found that surveys under the scope of job satisfaction were actually measuring organizational satisfaction rather than “job” at the task level. This is an issue because this adds to the jingle problem. The jingle fallacy is when two or more terms are deemed to be the same because they share a name and/or concept. To illustrate, take a job satisfaction survey for example, job satisfaction is set to measure satisfaction levels concerning the employee’s job

however at item level, measure satisfaction with the organization. This is an example of jingle fallacy. Precision and clarity are critical attributes of science, which should produce accurate conclusions, unequivocal interpretation, and reproducible processes and outcomes (Song, Watson, & Zhao, 2021). However, this goal of precision and clarity is not always achieved. For example, the jingle fallacy, identified as an issue a century ago (Kelley, 1927, Thorndike, 1904) is when two or more terms are deemed to be the same because they share a name and/or concept. and is an important source of a lack of precision and clarity in social science. Jingle fallacies hinder scientific communication among researchers when we use the same label for different psychological phenomena (Block, 2000). In addition, To illustrate, take a job satisfaction survey for example, job satisfaction is set to measure satisfaction levels concerning the employee's job however at item level, measure satisfaction with the organization.as terms are misconstrued, and therefore, the measurement outcome is interpreted incorrectly.

The purpose of this study is to get a better understanding of whether and how employees differentiate between job and organization and more specifically determine what “job” is, what “organization” is, and what falls in between from the employee's perspective. To address this, this report investigates the differences between jobs and organizations with two separate studies. In the first study, which involved a qualitative data analysis, we inquired about the opinions of adults in full-time employment regarding their jobs, the organization, and their coworkers. The first study was essential for us to move on to the second because, based on the results, we wanted to understand how people were characterizing their jobs, the organizations they work for, and their interactions with coworkers. The second study looked at several existing satisfaction and engagement surveys and investigated if people felt a certain construct leaned more towards a job or organization. I contend that the term “job” should be narrowly defined as the specific tasks

comprising one's position, while "organization" incorporates the company an individual works for along with its associated attributes. Our goal is to understand which items people associate with jobs and which they associate with organizations. This is fundamental because it will help us clarify how people view the terms "job" and "organization," which may help us better understand the construct, how it fits with other constructs, and how we measure the construct.

## **Literature Review**

### **Job Attitudes**

As defined by Judge and Kammeyer-Mueller (2012, p.344), job attitudes are, "evaluations of one's job that express one's feelings toward, beliefs about, and attachment to one's job." In a deep dive into job attitudes, Bowling & Sessa (2020) describe it as, "an attitude, or a valence either going in the positive or negative direction, toward workplace-related objects such as one's job, employer, or the concept of being employed" (p.5). When crafting "job attitudes," different constructs may not distinctly define the target; however, various models, some focused on the individual worker, others on the organization as a whole, or on responsibilities and coworker relationships, highlight factors extending beyond the confines of a specific job role (Bowling et al., 2020, p.308). This has led to "job attitudes" being used as an all-encompassing phrase for many psychological constructs in the workplace (Bowling et al., 2020, p.4). Nonetheless, they are important to consider because they provide important contexts and are said to predict important behaviors (Judge & Kammeyer-Mueller, 2012). In particular, these tools offer diagnostic insights for organizations, enabling the evaluation of the impact of interventions. Additionally, they represent potential contributors to significant organizational results (Bowling et al., 2020, p.6).

Behavior is often seen as an additional aspect of attitudes by social psychologists but Industrial-Organizational (I-O) psychologists view it to be a result of attitudes (Bowling et al., 2020, p.6). In fact, attitudes can be formed and changed, including their connection to behaviors. They are often researched together because they offer information on the relationship between the two concepts (Guidelines for education and training in industrial-organizational psychology, 2016).

The Guidelines for Education and Training in I-O psychology (2016) outline several job attitudes that are typically subject to examination by I-O psychologists. These include, but are not confined to, engagement, job satisfaction (both general and specific facets), job involvement, organizational commitment, and perceptions of support and fairness. Notably, Bowling et al.'s (2020) work centers predominantly around terms such as perceptions, identities, bonds, and motivational states. Intriguingly, within this framework, the chapter on job satisfaction is seen as the sole domain that distinctly reflects a focus on 'job attitude' (p. 4). This thought is particularly interesting due to the implication that “job attitude” is an umbrella term for several, if not all, workplace psychological constructs. This raises a noteworthy concern, as the field of industrial-organizational (I-O) psychology has historically grappled with what is known as the jingle fallacy—mistakenly equating two distinct concepts simply because they share a common label (Kelley, 1927, as cited in Casper, 2018).

### **Job Satisfaction**

Job satisfaction is an example of a job attitude that is often used as a predictor for behaviors such as job withdrawal (i.e. turnover, absenteeism, etc.) and extra-role behaviors (i.e. organizational citizenship behaviors and counterproductive work behaviors) (Wright, 2015).

Psychologists often use job satisfaction as a holistic evaluation of one's job overall (Weiss and Merlo., 2015) rather than just the tasks of the job.

Job satisfaction is defined as “an overall, evaluative judgment of one's job, ranging from positive to negative” (Judge, Zhang, and Glerum, 2021, p. 210). Affective, cognitive, and behavioral factors make up this framework (Wagner, 2021). The "emotions and feelings" associated with the work are relevant to the affective component of job satisfaction (Wagner, 2021, p. 16). The “beliefs, thoughts, and attributes” associated with the function comprise the cognitive component (Wagner, 2021, p. 16). The “past behaviors or experiences” in connection to the job are included in the behavioral component (Wagner, 2021, p. 16). Performance, wellbeing, and turnover are just a few of the important organizational outcomes that are correlated with job satisfaction.

### **Jingle Fallacy**

In exploring the intricate facets of job satisfaction, it's vital to remain vigilant against what psychologists term the “jingle fallacy.” This fallacy entails mistakenly equating disparate constructs due to shared terminology (Kelley, 1927, as cited in Casper, 2018). The term "job satisfaction" includes a spectrum of psychological phenomena, spanning affective, cognitive, and behavioral domains. Failing to discern these nuances may lead to oversimplified interpretations of workplace dynamics.

For instance, while job satisfaction often serves as a predictor for turnover and organizational citizenship behaviors, as noted by Judge, Zhang, and Glerum (2021) and Wagner (2021), ascribing these outcomes solely to a singular construct risks overlooking the intricate interplay between its various dimensions. Another example, Wright (2015) noted that psychologists have distinguished between facet satisfaction, which expresses satisfaction with



particular elements of one's job (e.g., pay, supervision, the work one does, etc.), and overall satisfaction, which refers to satisfaction with one's job as a whole. Yet, ambiguity still continues when surveys labeled as "Job Satisfaction" include a number of targets other than the "job" including positions, work, other people, the organization, and the employees themselves. Thus, by acknowledging and addressing the jingle fallacy, psychologists can cultivate a more nuanced and precise understanding of the complex interrelationships between job attitudes and behaviors within organizational contexts.

In sum, the jingle fallacy highlights the risk of mistakenly assuming that different concepts are equivalent simply because they share a common label. In the context of job attitudes and job satisfaction, this fallacy becomes apparent when individuals use these terms interchangeably without recognizing their distinct nuances. By labeling various psychological constructs related to the workplace under the broad umbrella of "job attitudes" or "job satisfaction," there's a potential for oversimplification. This oversimplification can lead to a misunderstanding of the complex interplay between different psychological factors in the workplace. In essence, failing to differentiate between these concepts perpetuates the jingle fallacy, hindering a comprehensive understanding of the intricacies of employee attitudes and behaviors within organizations.

### **Study 1**

The purpose of Study 1 was to investigate how workers view various characteristics of their workplace. Specifically, it focused on understanding what comes to employees' minds when they are prompted to talk about their job, organization, and the colleagues they interact with. The main goal was to uncover the natural thoughts and associations that arise in employees' minds regarding these topics, shedding light on their perceptions and priorities in the workplace.

## Methods

### Participants

Participants ( $n = 12$ ) were recruited through a convenience sample. Participant parameters included individuals who are at least 18 years or older and full or part-time employees. Each participant had a specific job in a variety of industries and organizations, such as a flight attendant, a personal trainer, a restaurant manager, a cremator, a caterer, a software engineer, an assistant manager at a clothes store, a supermarket employee, a legal and compliance worker, a data coordinator, and a planning associate for a housing program were among the many occupations provided. There were some cases of missing data for each question because not every participant was available for each wave of data collection. The final sample ranged from 7 to 12 participants.

### Procedure

#### *Interview Questions*

Participants were asked three important questions in particular: 1) Could you kindly elaborate on your job? 2) Would you mind sharing details about the organization you are affiliated with? 3) Could you please provide insights into the individuals you collaborate with? The purpose of these questions was to elicit insightful information about the participants' professional experiences, with the freedom to submit as much or as little information as they felt comfortable revealing.

### Data Collection

To conduct this qualitative study, the research team consisted of approximately six graduate students. To ensure that we captured purely what individuals thought about their jobs, their organizations, and the people they worked with, each question was asked to participants in

three waves, three weeks apart. Wave 1: Could you kindly elaborate on your job? Wave 2: Would you mind sharing details about the organization you are affiliated with? Wave 3: Could you please provide insights into the individuals you collaborate with? The rationale behind this was to avoid the answers to one question to have an impact on the answers to another question. The data was collected through written notes and gathered together (see Appendix A).

### **Analysis & Results**

Each question and answer was examined and analyzed individually. When asking participants to elaborate on their job, we found that responses fell into five categories and were color-coded in (see Appendix A): task specified (blue), organization in general (red), both tasks and organization (green), *both organization and people (orange)*, and people (yellow). *Task specified* responses consisted of assignments that one does on the job. *Organization in general*-related responses consisted of participants speaking about different aspects of their company such as the background and work environment. Some responses were mixed, containing both specified tasks and the organization's background. These responses were labeled as *tasks and organization*. *People*-related responses consisted of answers focused on co-workers, teams, managers, executives, and supervisors. Other responses included people and the background of their company. These responses were labeled both *organization* and *people*.

#### **Question 1**

The first wave consisted of asking participants to elaborate on their job. Within this question, we identified two main categories: *task specified* and *both tasks specified and organization in general*.

#### ***Task Specified Responses***

In the first wave, 8 out of the 12 participants described tasks they did at work when asked about their job:

*“I’m a software engineer. I create backend services for customers that are in the supply chain manufacturing and distributing business. These services provide full traceability for products that are in the supply chain.”*

Another response said:

*“I am a restaurant manager. My work is to coordinate the kitchen staff with the service staff (like the schedules of everyone). I also take orders and make needed supply lists.”*

While this person’s response does mention other staff members this was classified as a task specified response because the main theme here was the task of coordinating.

A different participant said:

*“I work at (the company). Cut meat, cheese, sanitation, clean, mop the floor, pack out food, make salads and put in containers, warm soup, make coffee. Cut meat (12 different meats), pack and label and put them in the fridge”*

### ***Task Specified and Organization in General Responses***

In the first wave, 4 out of the 12 participants described their tasks and organization. An example of this is:

*“I work for the legal and compliance team of a hedge fund (investment) company headquartered in NY, with several offices worldwide. The company has approximately 4,000 employees. In my current role, I analyze all the investments being proposed to our investment team. Alongside my team, the first step is to review a confidentiality agreement between our company and the target company for the investment. During the*

*negotiations, proprietary and sensitive information is shared. For this reason, the team has to make sure there are terms for using confidential information. After completing that, we work with our central compliance team to check if we can invest in the target company.”*

This response was classified as the task specified and job in general response because although they mentioned teams, they were referring to it as it being part of the job description and not as the

## **Question 2**

The second wave consisted of asking participants to share details regarding the organization they are affiliated with. Within this question, we identified two main categories: *organizational in general* and *organization in general and people*.

### ***“Organization in general” Related Responses***

The second wave consisted of 7 of the 10 participants describing different aspects of their organization’s background. For example the flight attendant responded:

*“It is a big organization with thousands of employees from the Middle East (Dubai). They are environmentally conscious since they incorporate recycled material on board. They are also known for their foundations, which collect money for kids and people with needs. They collect money in flight to donate to these people in need. ”*

Another participant said:

*“They have been open for a little over 30 years, born and raised in [...], they started their first store in a little shopping center, it's a boutique, clothing store and also a shoe store, but they did away with that. Now we have 5 stores and 3*

*franchises[...]. The organization is a mess, there is so much drama, this family could have its own reality tv show...”*

### ***Both Organization in General and People Related Responses***

The second wave consisted of 3 of the 10 participants describing different aspects of their organization’s background and included people.

*“The team is completely united and support from senior management is excellent. (The company) is great. We all respect each other's boundaries. We work as a collaborative team, and there is mutual respect. We recognize each others’ strengths and we delegate as needed. The senior management is truly fantastic and provides support. We receive constructive feedback on a daily basis as well.”*

A different participant said:

*“I feel like the work we all do is very valuable and helps a lot of patients and sometimes I feel like they use that as an excuse to overwork us. They make it sound like they're helping patients but they're really in it for the numbers. The people in my company are really nice and cool but it's not sustainable. I feel like every project we accomplish is super impressive especially because it's a small company. We just lack resources.”*

### **Question 3**

The third wave consisted of asking participants to provide insights about the individuals they collaborate with. Within this question, we identified one main category: *people*.

### ***People Related Responses***

The last wave was responses that mainly focused on the people at their job. When asked about the people at their job, every response only focused on the people, unlike the other two waves of questions. The cremator said:

*“So, the people I work with are typically also crematory operators, and then it goes to the managers at the crematory. Past that, I see a lot of directors and removal techs as they pick up or drop off at the crematory. Time to time, we do get visitors who want to buy a niche, pick up ashes, have a service, or any other type of thing they might need- you never know what they’ll ask for, but we do our best to help them.”*

Another person talked about their manager and said:

*“The people that are closest to me on my team are bonded over the struggles at work and they make it enjoyable to go in. My manager is new and really nice and feels like an older sister. I feel like she’s super supportive. I feel like I genuinely like every person there as a person but everyone is overworked. My VP just told us he’s quitting, he was a really good leader and I think he’s leaving because of the lack of a work-life balance.”*

The overall purpose of this qualitative study was to get diverse perspectives about how people view the words “job”, “organization”, and “people” when they are asked about their workplace. The findings showed us that when people are asked about their job, most mention a brief background about their organization and almost always mention the tasks they do. When people are asked about their organization, they talk about what the organization does as a whole; however, more nuances are included. They bring up topics such as the company’s growth, the meaningfulness of the organization, the company’s culture, and leadership. When participants were asked about the people they worked with, responses varied depending on the industry, but they almost all mentioned their coworkers and leadership.

## Study 2

Building upon the previous findings, the second study involves quantitatively measuring the categorization (job and organization) of facets related to job satisfaction. The purpose of the next approach is to investigate if there are clear distinctions between the two categories, what they are, and if there is overlap. We opted to omit “people” as a category and include it as multiple facets (i.e., direct coworkers, other coworkers, supervisors, managers, etc.), similar to existing job satisfaction surveys. In addition, the qualitative approach demonstrated that participants understood that there are different levels of people that one can work with. We added it to the facets because discussions about job and organization consistently included mentions of the people with whom they interacted. This study explores the following questions:

**Research Question 1:** What facets do employees consider to be under their job?

**Research Question 2:** What facets do employees consider to be under their organization?

**Research Question 3:** What facets do employees consider to be under both their job and their organization?

### The Development of the Survey

The Job V. Organization scale was developed from a combination of common facets found in several satisfaction and engagement surveys. Most of the dimensions from each of the following measures were gathered to create a large list of job satisfaction facets. That list, along with the definitions of job and organization were distributed to participants. The following measures were looked at to develop a comprehensive set of facts to include in the survey: Profile Analysis on Job Satisfaction (Jimenez, 2008, as cited in Lepold et al., 2018), Korean Working Conditions Survey (Cho, 2023), Minnesota Satisfaction Questionnaire (Weiss et al., 1967), Facets of Job Satisfaction Measure (Lehman, 2014), The Job Diagnostic Survey: An Instrument



for the Diagnosis of Jobs and the Evaluation of Job Redesign Projects (Hackman & Oldham, 1975), Job Diagnostic Index (Smith et al., 1968) and Job in General Index (Ironson et al., 1989).

In considering which facets to include, it's crucial to recognize that certain interconnected dimensions have been distinguished for the specific focus of this paper: discerning potential differences in employees' perceptions between the terms "job" and "organization." Notably, dimensions such as Culture and Climate, Company Policies and Practices, Pay and Benefits (often viewed as Rewards), Respect and Fair Treatment, and Training have been dissected individually. *Training* was separated into *Adequate Training* and *Training Opportunities*. The purpose of this is to unveil potential distinctions among variables typically amalgamated together.

### **Method**

In this second study, we developed a scale to measure how participants categorized a variety of facets from common job satisfaction surveys on the degree to which they believe the facet represented "job", "organization", or somewhere in between. We asked participants to evaluate a number of common job satisfaction survey facets on the degree to which they believe each of the facets is at the job or organization level. We believe this will help us to discover which facets are aligned with "job", which ones are aligned with "organization", and which ones are both.

### **Participants**

Participants initially consisted of 320 working adults. Participation was specifically prohibited for those who were self-employed or "gig" workers. The only requirement for this survey was that participants had to be adults (18 years or over) who had worked in an organization either full-time or part-time. Participants were initially recruited through social

media sites such as LinkedIn and more participants were later recruited through Prolific.

Participants who were removed from the study included those who: a) did not meet the inclusion criteria, b) failed the attention check item, and c) had too much missing data (answered less than five items, not including the preliminary questions). Many responses occasionally had a missing value, thus leaving the sample size to range widely from 197 to 252 participants ( $n = 197 - 252$ ) depending on the item. A significant portion of the missing data came from participants who started the survey and didn't complete it, as well as Prolific users who opted for uniform responses across all questions due to the platform's payment structure. The sample size for each item can be found in the appendices (see Appendix B).

### **Measures**

We looked at the following job satisfaction surveys to decide on what items to include in our survey.

#### *Minnesota Satisfaction Questionnaire Short-Form (MSQ)*

The Minnesota Satisfaction Questionnaire (MSQ) is a facet satisfaction measure developed by Weiss et al. (1967). In order to help those who are trying to understand why their organization is either satisfied or not, Weiss et al. (1967) developed this instrument to detect several elements that contribute to employee work satisfaction. Twenty items make up the condensed version of the MSQ, which gauges employee satisfaction with responsibilities, benefits, coworkers, manager relationships, and compensation. The scale is a 5-point Likert scale from 1 being "Very Dissatisfied" to 5 being "Very Satisfied". Sample items include, "On my present job this is how I feel about my pay and the amount of work I do", "On my present job this is how I feel about the chances for advancement on this job", "On my present job this is how I feel about the way my coworkers get along with each other".

*Job Diagnostic Index (JDI) and Job in General Instrument (JIG)*

The Job Descriptive Index (JDI) assesses employee satisfaction through 72 items, divided into five facets: people on your present job, work on the present job, pay, opportunities for promotion, and supervision. Response options are “Y” for yes, “N” for no, and “?” for uncertain responses. For “People on Your Present Job” sample items include: “Stimulating”, “Boring”, “Slow”, “Helpful”, “Stupid”, “Responsible”, “Likable”, “Intelligent”, “Easy to make enemies”, “Rude”, “Smart”, “Lazy”, “Unpleasant”, “Supportive”, “Active”, “Narrow interests”, “Frustrating”, and “Stubborn” (Smith et al., 1968).

On the other hand, the Job in General instrument (JIG) gauges overall job satisfaction with 18 items, using the same response choices. For “Pay” sample response options include, “Income adequate for normal expenses”, “Fair”, “Barely live on income”, “Bad”, “Comfortable”, “Less than I deserve”, “Well paid”, “Enough to live on”, “Underpaid” (Ironson et al., 1989).

*Profile Analysis of Job Satisfaction (PAJS)*

Lepold et al. (2018) looked at job satisfaction from the global and facet level and compared multiple and single-item measures for each facet from the Profile Analysis of Job Satisfaction (PAJS) (Jimenez, 2008) scale. The PAJS included 38 items divided into 11 facets. Those facets were: communication, demanding, colleagues, supervisor, organization, career, conditions, decision range, time aspects, compensation and framework.

*Korean Working Conditions Survey*

The KWCS is a national survey that includes a large sample of 50,000 employed people, 15 years and older that is conducted by the Occupational Safety and Health Research Institute (OSHRI) of Korea (Cho, 2023). OSHRI conducts this in-person survey every three years to monitor any shifts in the working conditions of Koreans (Cho, 2023). The dimensions of the

KWCS include working hours, work environment, job features, organizational environment, education/Training, and violence/discrimination. Additionally, within each dimension there are several subfactors.

#### *Facets of Job Satisfaction Measure*

Lehman (2014) conducted a study exploring the job facets that affected employees' job satisfaction, specifically those in the public sector. This was done by looking at how the facets influenced Master of Public Administration students' job satisfaction (Lehman, 2014). The facets for this measure were developed looking at a combination of job facets from Ellickson and Logsdon (2001) with a reliability of 0.81 and 0.90, Durst and DeSantis (1997). Those facets are promotional opportunity, compensation, work environment, adequate training and training opportunity, positive relationship with supervisor, work group, nature of work, and perceived fair treatment.

#### *The Job Diagnostic Survey*

The JDS is designed to measure three classes of variables, and they are: "1) the objective characteristics of jobs, 2) the personal affective reactions of individuals to their jobs, and 3) the readiness of individuals to respond positively to enriched jobs," (Hackman and Oldham, 1975). The dimensions for the JDS are skill variety, task identity, task significance, autonomy, feedback from the job itself, feedback from agents, dealing with others, experienced meaningfulness of the work, experienced responsibility for the work, knowledge of results, general satisfaction, internal work motivation, job security, pay, social, supervisory, and growth (Hackman and Oldham, 1975).

The facets or items used in the official scale are pay, benefits, promotional advancement opportunities, career opportunities, recognition, work arrangements, adequate training, training

opportunities, company policies, company practices, regular tasks, extra tasks, administration, manager's supervisor, your immediate supervisor, direct coworker, other coworkers, physical environment, culture, climate, security, employment (job) security, autonomy, feedback availability, meaningfulness of your work, respect, and fair treatment. This survey was created on a Likert type scale of 1 - 8 with 1 being "Only Job" to 7 being "Only Organization" and 8 being "Neither Job nor Organization" (1 = only job, 2 = mostly job, 3 = somewhat job, 4 = both job and org, 5 = somewhat org, 6 = mostly org, 7 = only org, 8 = neither job nor organization). Lastly, an additional item was added as an attention check to ensure best research practices. It was designed to prompt participants to follow specific instructions. For the attention check, we asked participants to select "neither job nor org" and removed any participants who failed to do so. The full survey can be found in the appendices (see Appendix D).

### **Procedure**

Participants were recruited through a variety of sampling methodologies, such as, convenience samples based on accessibility and availability, LinkedIn (an online professional social media platform), and Prolific (an online paid research platform). Participants who took the survey of Prolific were paid \$12 an hour. Each survey took approximately 4 minutes each. So, each survey on prolific averaged about \$0.80 / participant. Participants were asked to complete a survey with preliminary screening designed to filter out responses that did not align with the study's objectives. In Particular, they needed to be at least 18 years of age and currently or previously employed (full-time or part-time) at a mid- to large-sized organization. Explicit definitions of "job" and "organization" were given to participants at the start and throughout the survey in order to improve survey clarity and match participant responses with the study's goal.

### **Analysis**

For this study I analyzed the means and standard deviations, which indicate the variation of each of the facets. I categorized the facets into three distinct groups: job, organization, and mixed. Facets that fell into the job category had a mean that ranged from 1 to 3, facets that fell into the mixed (both job and organizational) category ranged from 3.01 to 5, and facets that fell into the organization category ranged from 5.01 to 7. I was able to group each item into buckets by creating these ranges. The highest number on the scale, 8, was not included in the range because that selection indicated that it was neither “job” nor “organization”. However, it is important to note that 8 was still included in the sample size for each item. A comprehensive visual of the number of respondents who selected “Neither job nor org” for each variable can be found in the appendices (See Appendix C).

### Results

The results of Study 2 are presented in this section. Table 1, Table 2, and Table 3 display which variables fall under their respective categories. The means and standard deviations can be found in each table, as well as the sample size for each facet. Key findings of this study indicate that within the “job” category, the only item that generated a noticeable outcome was *Regular Tasks* ( $M = 2.35$ ,  $SD = 1.37$ ). Most of them fell under the “mixed” category of both job and organization (Table 2), and a few also fell under the “organization” category (Table 3), which were Company Policies ( $M = 5.99$ ,  $SD = 1.23$ ), Company Practices ( $M = 5.44$ ,  $SD = 1.47$ ), Administration ( $M = 5.74$ ,  $SD = 1.3$ ), and Culture ( $M = 5.07$ ,  $SD = 1.43$ ).

**Table 1.**

Descriptives for Job Variables.

Job	<i>n</i>	<i>M</i>	<i>SD</i>
1. Regular Tasks	247	2.35	1.37

**Table 2.**

Descriptives for Variables are in the mixed range

	Both Job and Organization	<i>n</i>	<i>M</i>	<i>SD</i>
1.	Direct Coworkers	248	3.06	1.76
2.	Meaningfulness	242	3.17	1.36
3.	Autonomy	243	3.22	1.45
4.	Extra Tasks	243	3.23	1.60
5.	Pay	252	3.42	1.86
6.	Feedback Availability	245	3.52	1.58
7.	Recognition	250	3.6	1.77
8.	Other Coworkers	247	3.89	1.70
9.	Your Supervisor	246	3.96	1.78
10.	Respect	197	4.05	1.49
11.	Work Arrangements	250	4.23	1.91
12.	Adequate Training	247	4.23	1.73
13.	Physical Environment	240	4.24	1.80
14.	Promotional Opportunities	250	4.3	1.69
15.	Training Opportunities	244	4.45	1.61
16.	Career Opportunities	248	4.48	1.70
17.	Climate	243	4.59	1.58
18.	Manager's Supervisor	246	4.63	1.67
19.	Employment Security	244	4.63	1.48
20.	Fair Treatment	198	4.8	1.43
21.	Security	236	4.85	1.57
22.	Benefits	250	5	1.79

**Table 3.**

Descriptives for Organization Variables

	Organization	<i>n</i>	<i>M</i>	<i>SD</i>
1.	Culture	244	5.07	1.43
2.	Company Practices	244	5.44	1.47
3.	Administration	246	5.74	1.30
4.	Company Policies	242	5.99	1.23

The results also suggest that there are distinctions among facets that are often grouped together as a single dimension. For instance, *Culture* and *Climate* ended up in different groupings as seen in Table 2 and 3. This suggests that from the employee's perspective *Culture* ( $M = 5.07$ ,  $SD = 1.43$ ) is more inclined to be thought of as an organizational component, whereas *Climate* ( $M = 4.59$ ,  $SD = 1.58$ ) is both job and organizational. Another notable distinction are the differences among *Pay* and *Benefits*. Although they were grouped under the same "both job and organization" category, they were on opposite sides of the spectrum. The variable *Benefits* ( $M = 5$ ,  $SD = 1.79$ ), is much closer to "organization" than *Pay* ( $M = 3.42$ ,  $SD = 1.86$ ). Similarly, *Respect* ( $M = 4.05$ ,  $SD = 1.49$ ) and *Fair Treatment* ( $M = 4.8$ ,  $SD = 1.43$ ) had differences but ultimately landed in the same category. Although there were slight differences among *Company Policies* ( $M = 5.99$ ,  $SD = 1.23$ ) and *Company Practices* ( $M = 5.44$ ,  $SD = 1.47$ ), results suggest that they are both viewed under organization. For the variables Adequate Training ( $M = 4.23$ ,  $SD = 1.73$ ) and Training Opportunities ( $M = 4.45$ ,  $SD = 1.61$ ) there were no major differences between the items. The main distinguishing component are the differences among the  $n$  sizes between the two items which may account for the slight difference in the means. A table for all of the facets in order from lowest to highest means and their  $n$  sizes can be found in the appendices below (see Appendix B).

### Discussion

In the qualitative study, when participants were questioned about their job, they mainly discussed their day-to-day responsibilities and outlined the scope of their role. In the survey analysis, I observed that although "Regular Tasks" closely aligned with the concept of a "Job," it also encompassed elements related to the organization as a whole. Similarly, when participants were asked about their organization, they predominantly focused on its history and the various



initiatives it offers to both employees and the public. Key aspects that participants associated with the "Organization" category included fair treatment, security, benefits, culture, company practices, administration, and company policies.

In the quantitative study regarding people at work, all participants highlighted the importance of their interactions with colleagues and supervisors. For Study 2, I disaggregated the different types of individuals involved in one's work environment and found that many fell within the realm of "both the job and the organization". Interestingly, these results indicate that there is a differentiation between the two terms, "job" and "organization." The only variable linked to "job" is *Regular Tasks* and the variables linked to "organization" were *Culture*, *Company Practices*, *Administration*, and *Company Policies*. These results were in fact aligned with the purpose of both studies, which was to answer if there were differences among the employee's perspective between the two terms. Consequently, when considering the term "job," it's essential to exclude facets strictly perceived as organizational.

Another noteworthy aspect to consider is the differentiation of variables typically grouped together, such as *Culture* and *Climate*, *Company Policies* and *Practices*, *Pay* and *Benefits* (often seen as Rewards), *Respect* and *Fair Treatment*, and *Training*. Notably, certain variables like *Adequate Training* and *Training Opportunities*, *Company Policies and Practices*, and *Respect and Fair Treatment* showed negligible differences, suggesting their continued grouping. However, the study revealed striking disparities, particularly in *Pay* and *Benefits* and *Culture* and *Climate*. While *Pay* and *Benefits* ultimately remained in the same category, their respective means were markedly distinct, warranting further exploration. Additionally, *Culture* and *Climate* emerged as distinctly separate categories. This indicates that employees tend to perceive *Culture* as an organizational aspect, while *Climate* is more likely influenced by the specific job and organization dynamics.

In the realm of job satisfaction surveys, it's worth reconsidering the use of the term "job" given that it might not fully capture the entirety of what these surveys are intended to measure. Similarly, they may not strictly measure satisfaction with the organization as a whole. Ultimately, this can add to the jingle fallacy. Finding a more precise term to embrace the multifaceted nature of satisfaction within the work environment could enhance the effectiveness of such surveys.

### **Limitations**

There are at least three potential limitations concerning the results of the study. The first limitation of Study 1 stems from our sampling approach, convenience sampling. Convenience sampling occurs when those who knowingly fit the study criteria are recruited for the study (Emerson, 2021). Due to the sample not being chosen at random, the study's capacity to generalize its findings to the larger population is reduced (Emerson, 2021). Which, in turn, can lead to an over or underrepresentation of specific groups. Convenience sampling also has the potential to make a study difficult to replicate. Attempting to replicate the study in a different context or location may alter the findings. Lastly, convenience sampling reduces the ability to make causal inferences because there may be confounding variables that were not controlled for. To address this, we were able to recruit participants from many different industries in the hope that this would increase diversity and underrepresentation. It would also have been ideal if the participants were randomly selected, but due to our lack of resources, we were unable to do that.

Another limitation of Study 1 is our low sample size. Like the issues with the sampling method, a low sample size also reduces the generalizability of the findings to the larger population. Specifically, when implementing the qualitative approach, a smaller sample size can make it difficult to find themes and patterns in the participants' experiences. To address this, we recommend finding a much larger sample size. It might also be a good idea to randomly choose several companies across many different industries and randomly select several employees as

participants and compare their experiences with each other. This will not only increase sample size but would also increase reliability and validity among responses.

Lastly, Study 2 brings forth a limitation in the study design. Study 2 was administered through an online survey that was released to online platforms such as LinkedIn and Prolific. This means that only participants who are literate, have access to the internet, and are on either one of these platforms can access the survey, leaving out a large portion of the population (Andrade, 2020). In addition, Andrade (2020) raises an argument that people who are interested enough to take an online survey on a specific subject are sufficiently biased and are overrepresented in the results. To address this, we recommend recruiting participants through random selection methods such as through a random phone number generator. This would help with the study's generalizability and provide the population with an equal chance of being selected.

### **Future Research**

The hope for this study was to develop clarity on what a "job" and "organization" entails, specifically in reference to job satisfaction surveys. With this information, the next steps for future research could lead to the creation of satisfaction surveys with the departure of the title "Job" from these surveys, unless it also includes "Organization." This distinction is important because our research found that when referencing "Job," people are more likely to think about the specific tasks they do rather than all of the other facets that are also included in satisfaction surveys.

In addition, during our qualitative approach, we saw that people were mentioned when asked about their job and their organization. Exploring how "people" influence workplace psychological constructs, such as job satisfaction or other related constructs, through moderation

or mediation presents an intriguing avenue for further study. Also, to achieve a more comprehensive perspective, future researchers might include additional job satisfaction measures. While this study touched on many different facets, there were still many measures that were not included in this paper.

Finally, future research might consider applying a similar methodology to a different workplace construct, such as organizational commitment, to see if there are facet differences between “job” and “organization”. There may be gaps in the existing literature concerning the interplay between “job” and “organization” among other constructs.

### **Conclusion**

In conclusion, this study stresses the significance of understanding and distinguishing between job and organizational constructs to comprehend employee perspectives on workplace dynamics, particularly regarding job satisfaction. By highlighting the pitfalls of the "jingle fallacy," which can lead to oversimplified interpretations, the research emphasizes the need for nuanced analysis. Through qualitative and quantitative investigations, it was revealed that discussions about job and organization differ in focus, with job satisfaction dimensions often exhibiting mixed associations. Notably, fair treatment, security, benefits, culture, company practices, administration, and company policies emerged as the dimension distinctly linked to the organization. These insights contribute to a more comprehensive understanding of the intricate interplay between individual roles, organizational context, and overall job satisfaction in the workplace.

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**Appendix A**

Color Coded Qualitative Responses

	<b>Wave 1:</b>	<b>Wave 2:</b>	<b>Wave 3:</b>
<b>n</b>	<b>Could you kindly elaborate on your job?</b>	<b>Would you mind sharing details about the organization you are affiliated with?</b>	<b>Could you please provide insights into the individuals you collaborate with?</b>
1	I am a restaurant manager. My work is to coordinate the kitchen staff with the service staff (like the schedules of everyone). I also take orders and make needed supply lists. But then there is much stress because of problems that may happen between the employees, plus the long hours of work.		
2	I work for the legal and compliance team of a hedge fund (investment) company headquartered in NY, with several offices worldwide. The company has approximately 4,000 employees. In my current role, I analyze all the investments being proposed to our investment team. Alongside my team, the first step is to review a confidentiality agreement between our company and the target company for the investment. During the negotiations, proprietary and sensitive information is shared. For this reason, the team has to make sure there are terms for using confidential information. After completing that, we work with our central compliance team to check if we can invest in the target company. Once the investment is approved, we put trading restrictions in place and give the teams the approval to start	The team is completely united and support from senior management is excellent. (The company) is great. We all respect each other's boundaries. We work as a collaborative team, and there is mutual respect. We recognize each others' strengths and we delegate as needed. The senior management is truly fantastic and provides support. We receive constructive feedback on a daily basis as well.	



	<p>negotiations. If the teams decide to proceed with the investment, we negotiate the master investment agreement. We also establish walls of communication between the different sectors of the company. Different groups are not permitted to discuss confidential information regarding a potential investment, and we need to ensure this communication does not inadvertently happen. This is a very demanding, fast-paced business that involves highly sensitive information.</p>		
<p>3</p>	<p>I work as a flight attendant for a recognized international airline where I work with people and colleagues from all different nationalities. Because of this I have learned to work with people with different mentalities, perceptions and working styles. People think it is an easy job focused on providing food and beverages services on board but it is more than that because we are in charge of the safety of the passengers on board. We are the eyes on the cabin because anything that happens onboard we have to communicate to the flight deck. Additionally, it is a very challenging job for us because it takes a toll on the body since we barely get to sleep due to the changes in time zone. Also, it is a very physical job in which I have to be standing up for long periods of time, especially me because I have to do a lot of flights to the US. This means I am working for 15-17 hours in the air.</p>	<p>It is a big organization with thousands of employees from the middle east (Dubai). They are environmentally conscious since they incorporate recycled material on board. They are also known for their foundations, which collect money for kids and people with needs. They collect money in flight to donate to these people in need. They also sponsor famous football (soccer) teams. They take care of their employees, especially during COVID-19. In this moment they were able to retain most of them and provided their employees resources to maintain their well-being (videos on workouts, wellness, etc). After COVID-19 got better they started calling back the employees they had to lay off to offer them back their previous positions. In my case, (the company) provided everything from accommodation to transportation and food. There are a couple of things I pay but basic necessities they cover. They also provide free workshops for their employees to learn more about different topics such as in-flight retail, safety and security, medical training, etc.</p>	<p>Every flight has different people. they are from different backgrounds, nationalities, and religions. There are always supervisors and managers on every flight. The crew quantity depends on the plane ( some are bigger than others). We are 14 on the aircraft. If it is a bigger aircraft we are around 25 crew members. Everyone has their own way of working and sometimes conflicts between crew members. Some take the job more seriously than others. The job requires a lot of teamwork. I have a manager in Dubai but I barely talk to that person unless something happens.</p>

4	<p>As part of my job I am working on developing the program. It is divided into components, the first one is providing workshops to eligible entities which include state agencies, municipalities, NGOs, and consortiums, etc. The second component is providing funds for developing plans and/or creation of consortiums in some established mitigation categories that Puerto Rico department of housing thinks that it would be good for.</p>	<p>(The company) is in charge of furthering the development of the Puerto Rican housing program with the established sectors and as part of both grants I believe it is a 20 billion dollar allocation for Puerto Rico. Funds have to be expended in a period of 6 years and the mid fund, which are the funds I work with, have to be expended during the course of 12 years. However, the recovery funds have to work towards activities that are tied to recovery, resilience related to hurricanes such as hurricane maria vs mitigation funds don't have to be tied to any disaster event. So basically what (the company) does besides managing Puerto Rico department of housing grants is provide additional staff and support for PRDOH needs.</p>	
5	<p>I'm a software engineer. Create backend services for customers that are in the supply chain manufacturing and distributing business. These services provide full traceability for products that are in the supply chain. Products are mostly medicine but can be anything. Our customers are mostly pharmaceutical companies. Our platform handles product serialization and traceability in the supply chain</p>	<p>It's an organization for supply chain, product serialization and tracking. Headquarters is in Italy.</p>	<p>They are helpful and offer keen insight when I am blocked on an issue. In addition, they are always ready to respond to any urgent field issues. My supervisor is understanding and provides feedback for self-improvement and growth.</p>
6	<p>I work at (the company). Cut meat, cheese, sanitation, clean, mop the floor, pack out food, make salads and put in containers, warm soup, make coffee. Cut meat (12 different meats), pack and label and put them in the fridge.</p>		

<p>7</p>	<p>I cremate people. I handle everything cremation-wise, from when the body comes to the crematory and when the body leaves the crematory, like services, packaging, mailing, spreading ashes at sea, releasing them to the family, and placing them in niches.</p>	<p>It's a nation-wide organization, but they do have a small presence in Canada and Europe. I'm not too familiar with their work outside of the US though. They go to these mom &amp; pop funeral homes and buy them and let the people who work there stay, just under a new company. This tends to actually help the small funeral homes since they can outsource work, like embalmings, so they don't have to take on as much. This allows the director to just focus on directing funerals; that's it. It allows for many to have a soft-retirement, where they can still be active in the business, just with less on their plates.</p>	<p>So, the people I work with are typically also crematory operators, and then it goes to the managers at the crematory. Past that, I see a lot of directors and removal techs as they pick up or drop off at the crematory. Time to time, we do get visitors who want to buy a niche, pick up ashes, have a service, or any other type of thing they might need- you never know what they'll ask for, but we do our best to help them.</p>
<p>8</p>	<p>Catering. I work events, and it's mostly Jewish events. I take care of the tables, making sure everything is set up properly. I patiently wait during services and prayers, clean up tables after, help people if they ask for anything, and that's it, I guess. Also, when they're not using electricity on Saturdays, I make sure there's time in the schedule to sing.</p>	<p>It's a catering company. There's not too much to tell about it. It's a catering company that works events, mostly in Brooklyn and Manhattan, and mostly Jewish events, though I don't think the catering company is a Jewish company.</p>	<p>They're mostly younger people from other countries like me. I'd say most everyone is 20-40 years old, except for the higher management.</p>
<p>9</p>	<p>I am an assistant manager at a women's clothing boutique. I sell clothes and help women feel better about themselves. I help manage two of 15 stores. My job includes stocking inventory, designing window displays, and assisting customers through the phone, and in-store. We have 5 stores in the area. I help customers find what they want whether it is through the website or through the different stores. I also help update the website.</p>	<p>They have been open for a little over 30 years, born and raised in charleston, they started their first store in a little shopping center, it's a boutique, clothing store and also a shoe store, but they did away with that. Now we have 5 stores and 3 franchises, one in Georgia, but all others in South carolina. The organization is a mess, there is so much drama, this family could have its own reality tv show and it's a mess, they could have a reality tv show. (The boss) is older, and wants to give it to her sons but they are fighting because they want it all for themselves and are bringing that</p>	<p>Right now I am the assistant manager, the girls respect me in that way, they are all college students, so the annoying thing is their class schedules. The ones that are not in college; the one girl comes in late, an hour or two late, and she comes in high. One girl will call at 10:00 and say that she can not come in today. The store opens at 10. Then I saw on TikTok that she was having a staycation. The boss has a hard time delegating, she is really good at her job, but she is so nice.</p>

		<p>feud into the workplace. But I kind of like it because I love the drama. It's a powerful move, my store is better than you, my stores are going to do better than you, the one son has 5 stores and the other has 2, and both stores are doing very well.</p>	
<p>10</p>	<p>I work as a data coordinator in the medical imaging department for (the company) Clinical Research. The department collects media with images related to studies conducted by our clients. Images are collected in various locations, but most are taken in a hospital setting. (The company) is a global company that was founded in Dublin, Ireland. The company now has close to 40,000 employees. Normal day: check my email, I am in charge of emails (images get emailed) Ill spend 3 hours importing the dtf. When packages come in (pick up the packages, I save all the packages, and nothing can go in the trash). We label the disk by what they are... then import the document into (a database). Data coordinator is 4 people and then you have a manager who oversees us. Our manager oversees the entire core Lab. We report to (our boss) who is her boss and in charge of the whole thing. (Our boss) is very nice but very stern.</p>	<p>I knew a woman who used to work here and she had back issues so they fired her. And there's a lawsuit involved cuz instead of paying for her leave of absence then they said that she was not doing well, and I think she's still not doing very well to my understanding. But yeah they fired her so they didn't have to pay for her leave of absence so that kind of comes to mind because you think 'oh I work for a big corporation' but they can just cut anybody like that, and it's at will employment. You think that you're safe somewhere and you just get real skeptical that you're not. So that honestly comes to mind but I haven't been faced with anything like that cuz I'm super new. What else comes to mind is I thought that the organization was an icon like (parent company) and they were our competitor, making stuff but no we work for (parent company). We're contracted by (parent company). There's a department of my company that are also contracted to do reads and they review the so the people on the site conducting the experiments are called give your investigator and then your subject so and then you have people overseeing that so the investigator will do the X-ray and then the reader will read it and make sure they have everything that they need before submitting out the data to (the company). When I think of my organization I</p>	

		<p>think of how much actually goes into creating medicine and stuff cuz I used to work with people who are mentally ill and they were just like 'I wish there was a cure' and I'm like 'but bro like you got to take your meds consistently' so I just think that comes to mind because people are like I hate the medicine/health industry why are you paying these doctors? Y'all want simple answers for complex issues that are so complex that you wouldn't even understand if I began to tell you half of it. I got this job because of the benefits. Didn't get this job for the tuition reimbursement. They reimburse you for a gym membership so like they're encouraging you to be healthy but also they're forcing you to get the covid vaccine, so I feel like that's not really right. But also it is what it is you know? Like they force you to get all these vaccines at Birth, but working here you just have a broader understanding of how much science really goes into it. For example with Covid, they pushed this vaccine out in a year but like you have to remember that at least 2 billion people were working on it, so that's like I don't know. I understand that it's a controversy. I'm not for it, but I'm not necessarily against it cuz I've had covid since getting my vaccine and it was a lot milder than when I got covid before I had my vaccine.</p>	
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11	<p>I work at (the company) as the personal training director where I run the department which basically means I sell training that's pretty much my job description. I help people with exercises if they need to. I also help members with their goals and how to create workout plans. I figure out what their goals are how to reach them and how long it'll take to get there and offer suggestions along the way I will take people through a fitness assessment where I'm trying to get to build a profile for them and then see if they are a candidate for personal training if they are children go about to let them go about their day and I just basically talk to people all day about working out what they're doing what they're planning to do today tomorrow the next day and offering more like advice on what they want to do. Call people who have joined recently. Make sure their service at (the company) is enjoyable and reliable.</p>	<p>(The company) is a fitness club that is spread all across the United States, it's got cardio equipment and there are 200-300 clubs around the country. I work at a corporatized gym. 100% feels like a cult sometimes. They teach you to do everything one way all the time. It seems very robotic. They say 'got to drink the kool aid.' I get why they are the way they are. I understand how it would have worked in the 90's and early 2000's. I would recommend it but it depends on what you want to do. They pay their trainers decently well if you get high enough (stay for 3 months and have people like you). If you have sales, and are good at sales, then training would not be a bad thing. Do not work as a janitor, and the front desk is okay I guess.</p>	<p>The boss has a hard time delegating, she is really good at her job, but she is so nice. The 311 store has a lot of tourists, the locals in charleston are bitchy, so sometimes they are nice.</p>
12	<p>I think about my coworkers and stress. The only reason I am at this job is because of my co-workers. My role is a supporting role in general. I personally don't do the engineering work but I support the other teams which can be frustrating because I have to work on other people's timelines and there are only three people on my team. My company is trying to cut costs and so they don't look for more resources to help us.</p>	<p>I feel like the work we all do is very valuable and helps a lot of patients and sometimes I feel like they use that as an excuse to overwork us. They make it sound like they're helping patients but they're really in it for the numbers. The people in my company are really nice and cool but it's not sustainable. I feel like every project we accomplish is super impressive especially because it's a small company. We just lack resources.</p>	<p>The people that are closest to me on my team are bonded over the struggles at work and they make it enjoyable to go in. My manager is new and really nice and feels like an older sister. I feel like she's super supportive. I feel like I genuinely like every person there as a person but everyone is overworked. My VP just told us he's quitting. He was a really good leader and I think he's leaving because of the lack of a work-life balance.</p>

Key:

<p><i>Task specified (blue)</i></p>	<p><i>Organization in general (red)</i></p>	<p><i>People (yellow)</i></p>	<p><i>Both organization and people (orange)</i></p>	<p><i>Both tasks and organization (green)</i></p>
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## Appendix B

	<b>Variables</b>	<b><i>n</i></b>	<b><i>M</i></b>	<b><i>SD</i></b>
1.	Regular Tasks	247	2.35	1.37
2.	Direct Coworkers	248	3.06	1.76
3.	Meaningfulness	242	3.17	1.36
4.	Autonomy	243	3.22	1.45
5.	Extra Tasks	243	3.23	1.60
6.	Pay	252	3.42	1.86
7.	Feedback Availability	245	3.52	1.58
8.	Recognition	250	3.6	1.77
9.	Other Coworkers	247	3.89	1.70
10.	Your Supervisor	246	3.96	1.78
11.	Respect	197	4.05	1.49
12.	Work Arrangements	250	4.23	1.91
13.	Adequate Training	247	4.23	1.73
14.	Physical Environment	240	4.24	1.80
15.	Promotional Opportunities	250	4.3	1.69
16.	Training Opportunities	244	4.45	1.61
17.	Career Opportunities	248	4.48	1.70
18.	Climate	243	4.59	1.58
19.	Manager's Supervisor	246	4.63	1.67
20.	Employment Security	244	4.63	1.48
21.	Fair Treatment	198	4.8	1.43
22.	Security	236	4.85	1.57
23.	Benefits	250	5	1.79
24.	Culture	244	5.07	1.43
25.	Company Practices	244	5.44	1.47
26.	Administration	246	5.74	1.30
27.	Company Policies	242	5.99	1.23

Appendix B. This table provides a visual representation of all the variables in chronological order from the means. It also provides the sample size that was recorded for each facet.

Appendix C

Appendix C. Provided here are the frequency distributions for each facet from the survey.

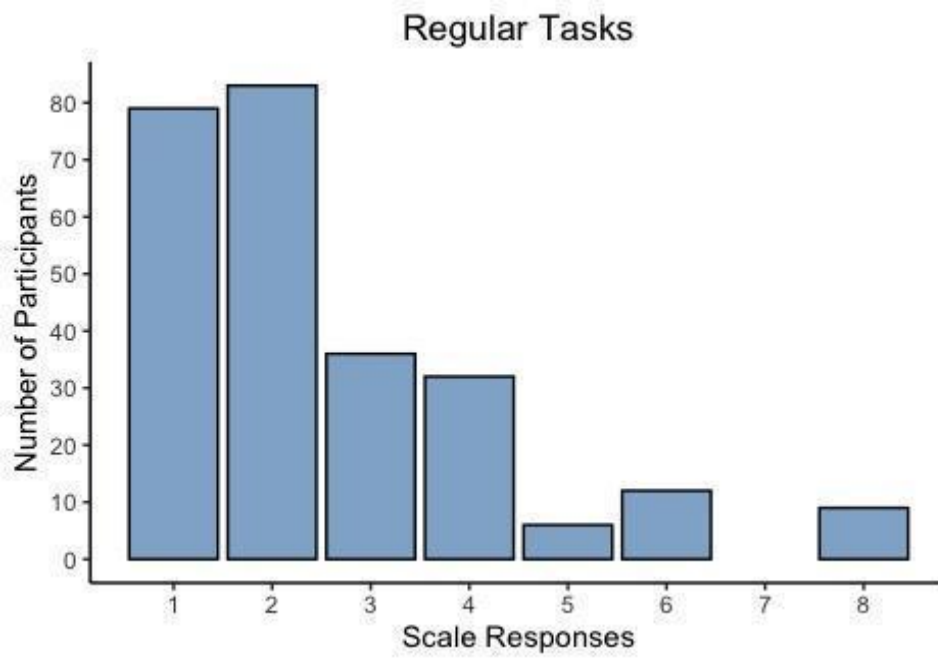


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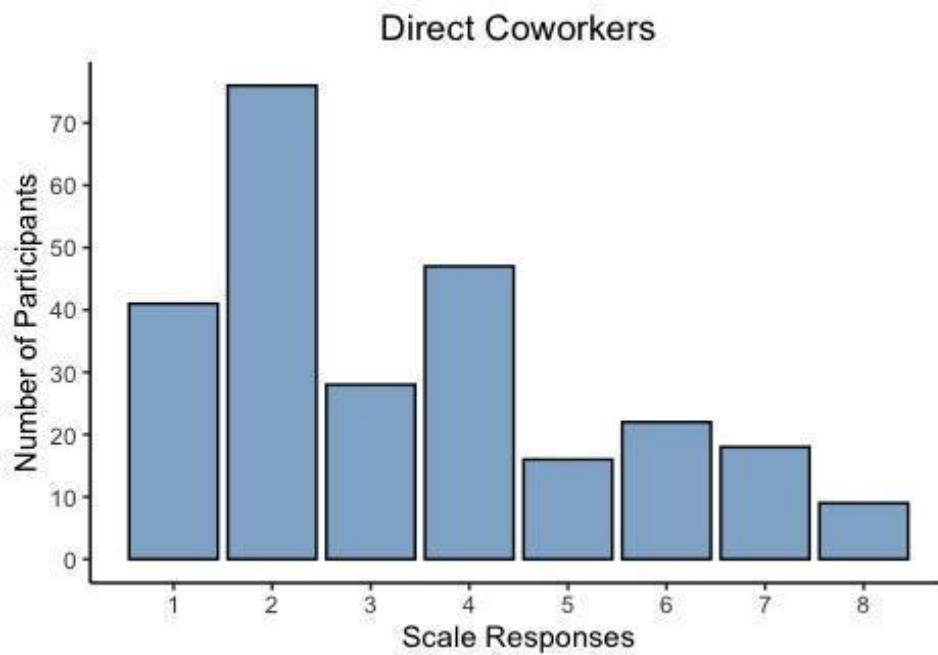


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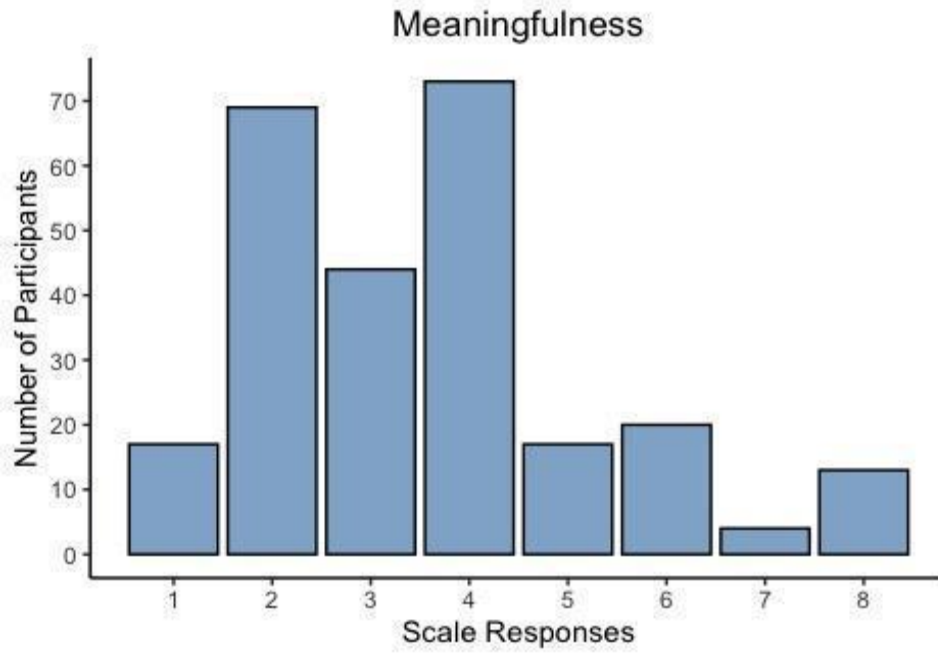


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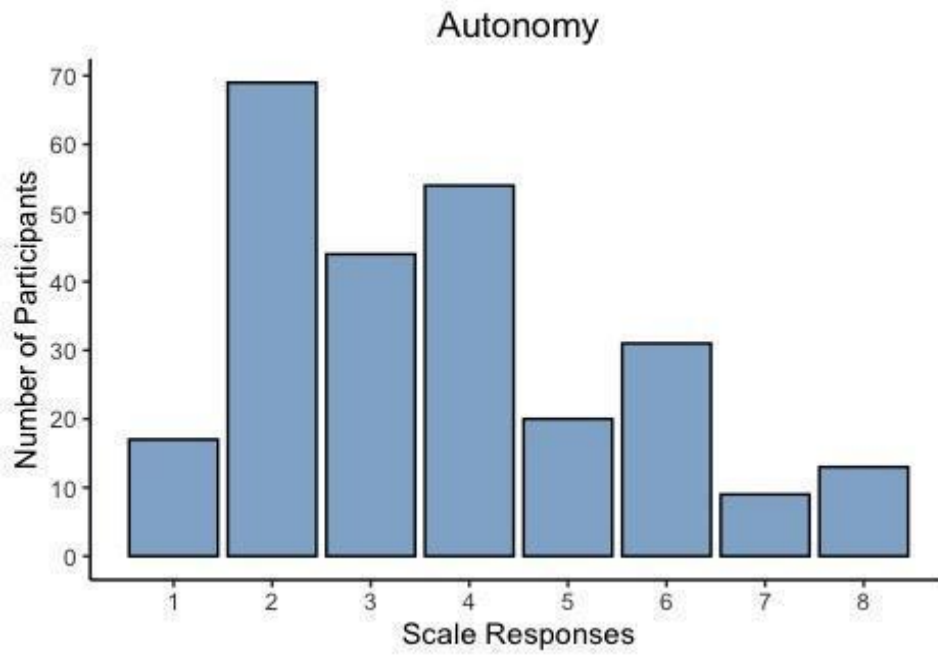


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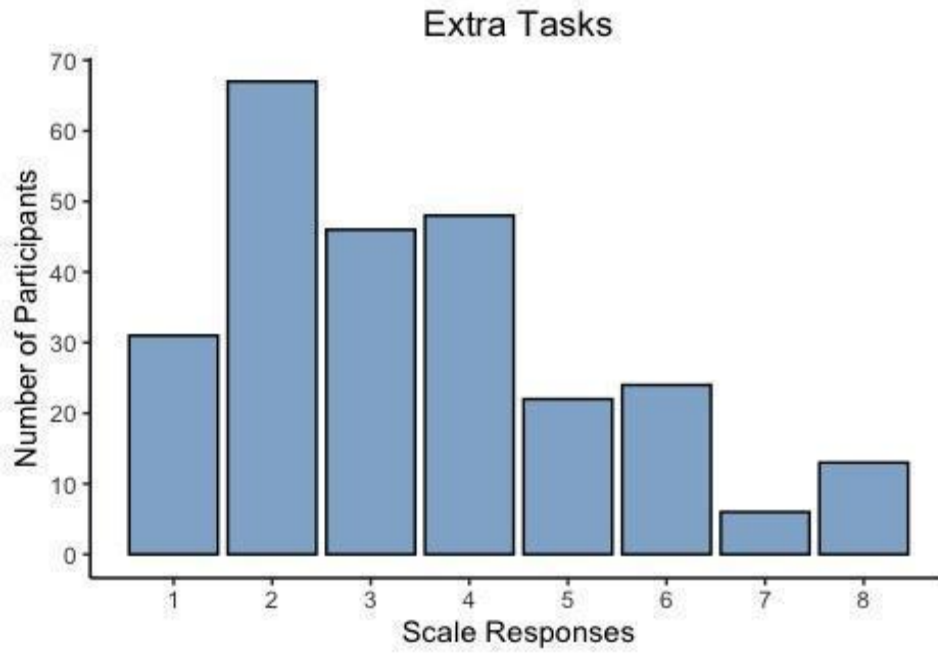


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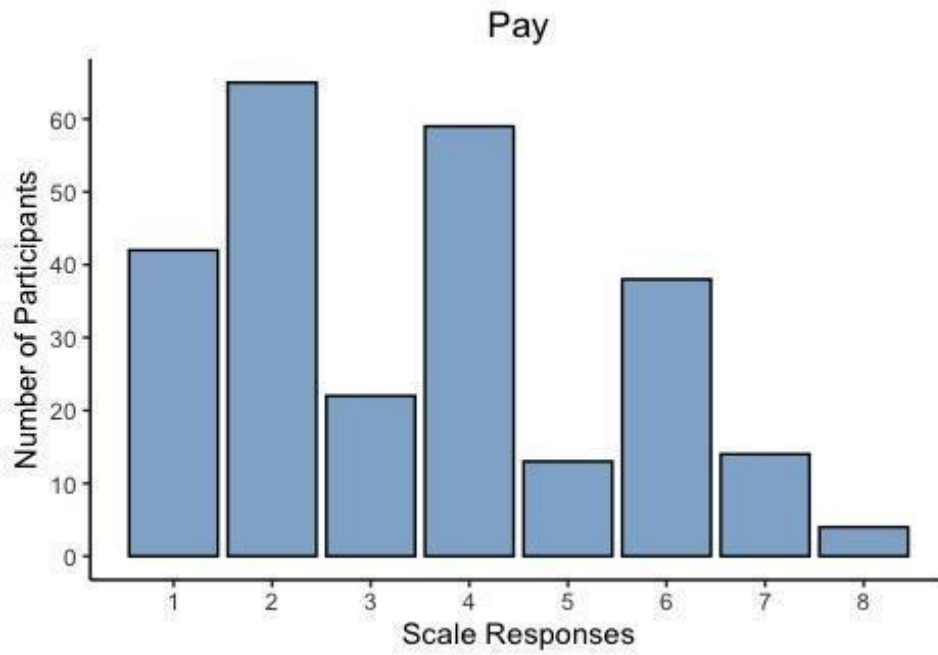


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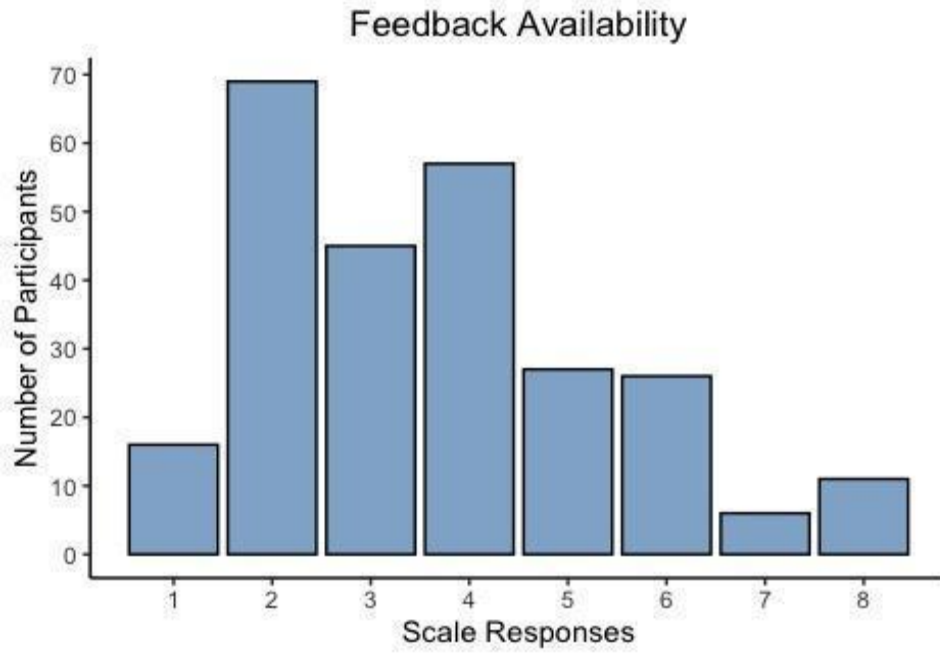


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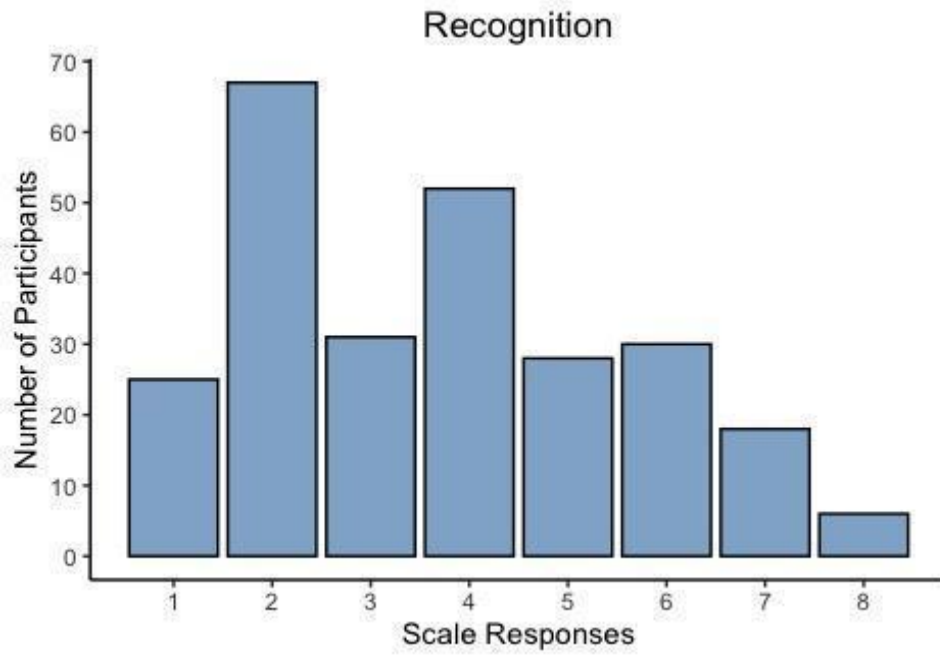


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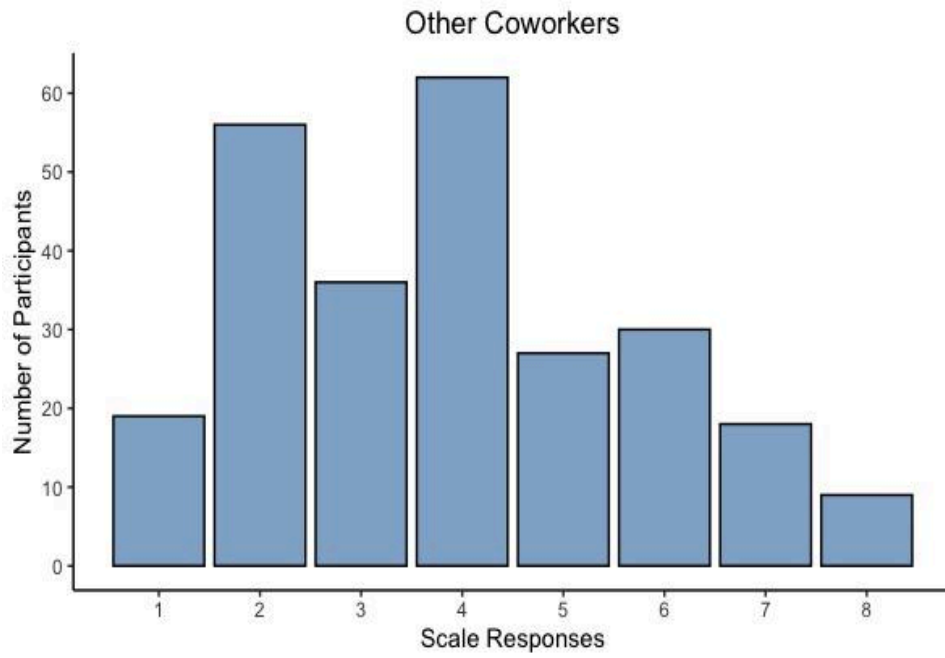


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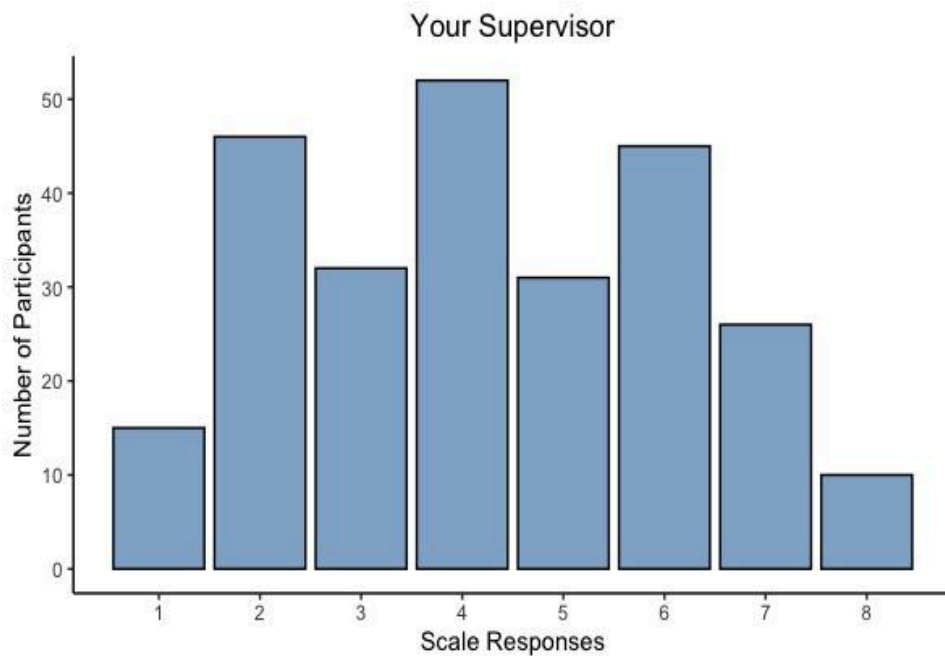


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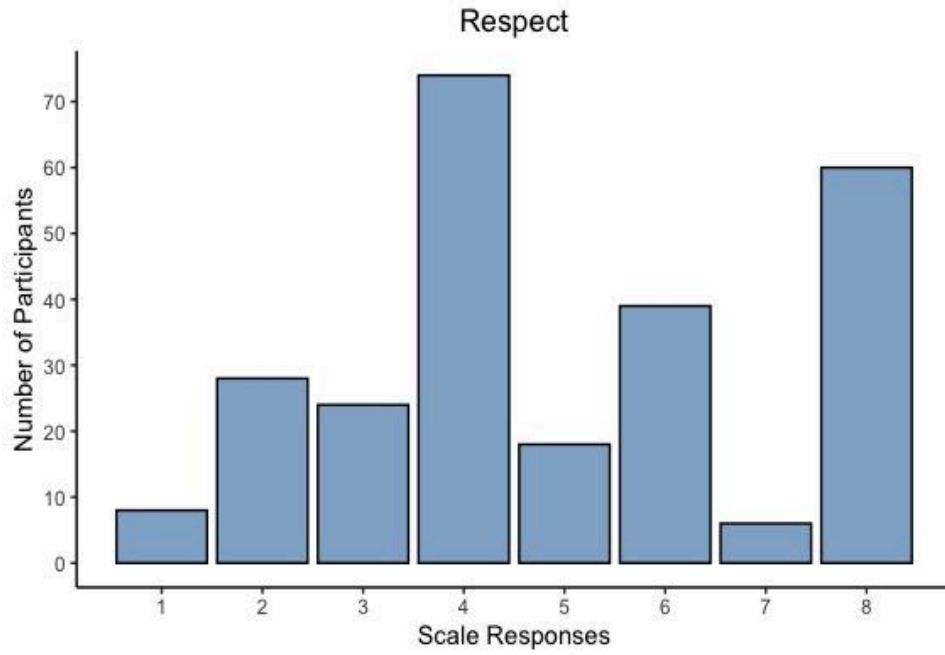


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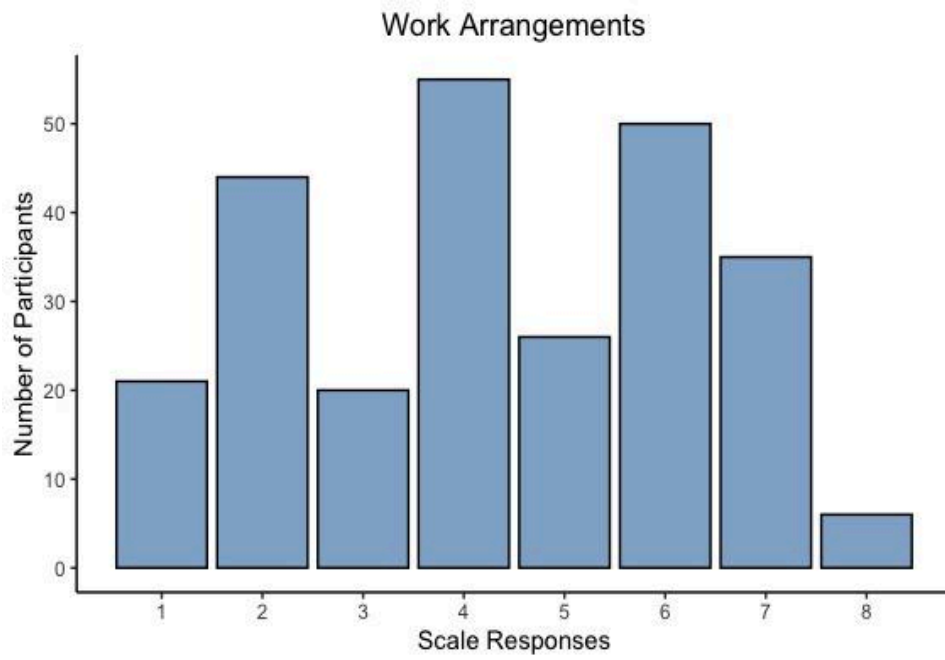


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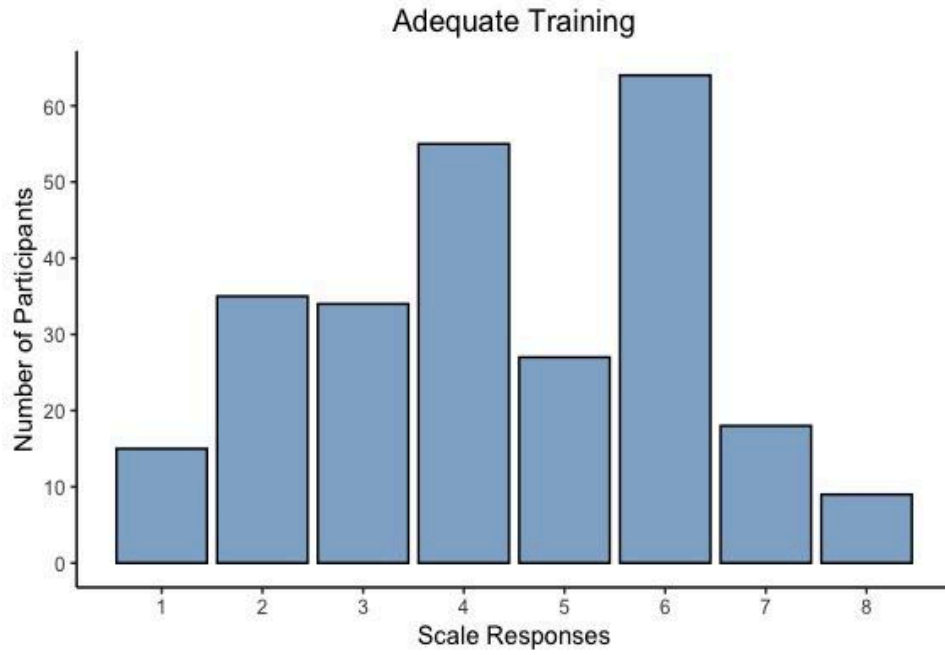


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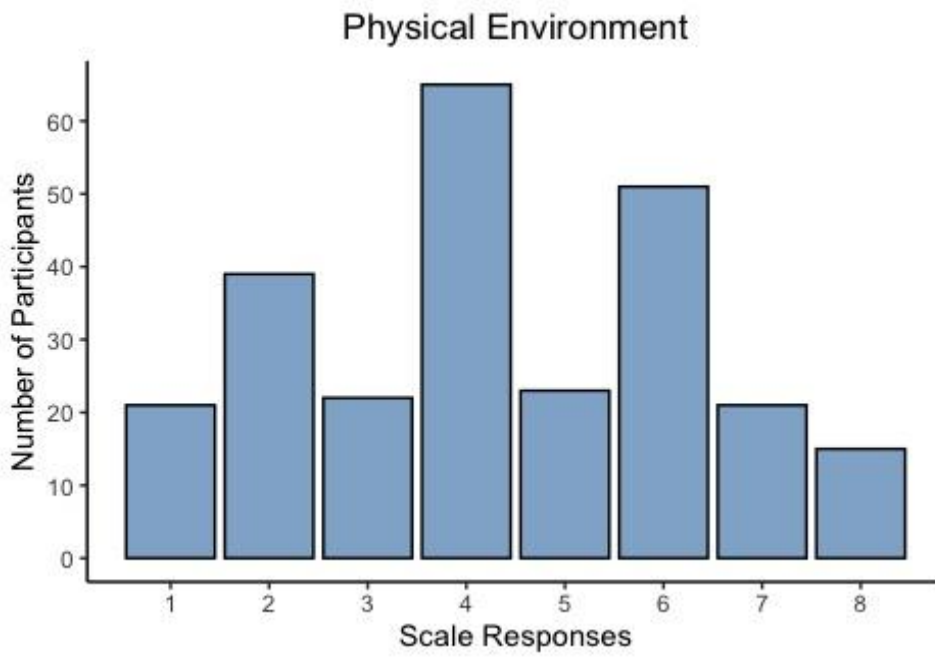


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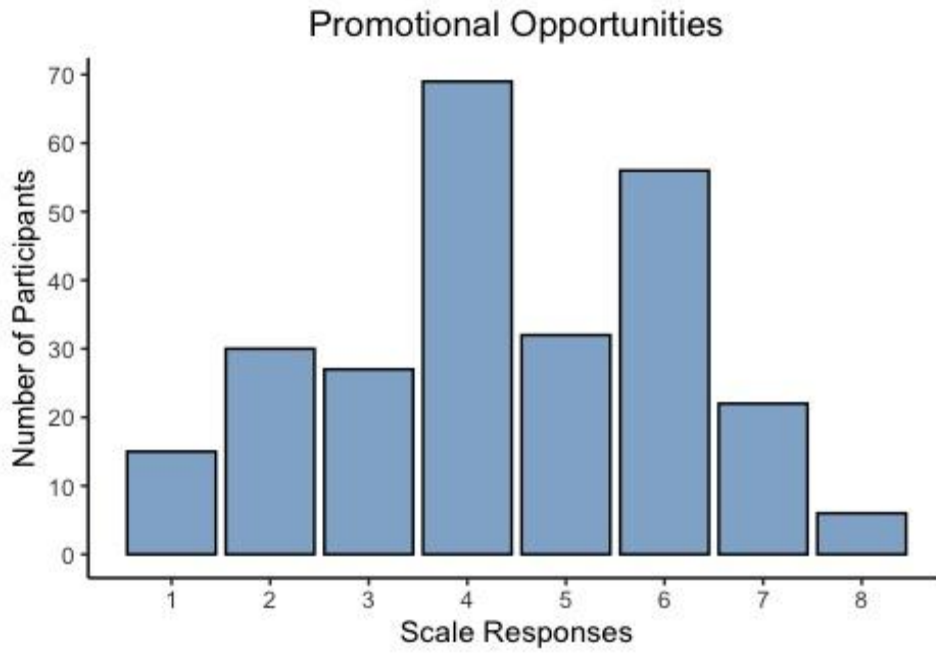


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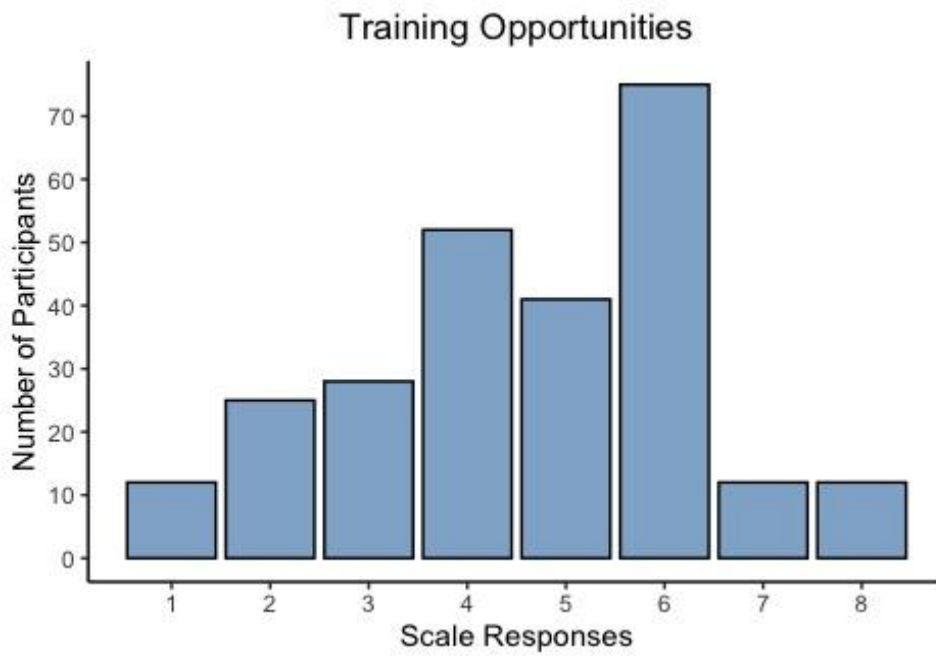


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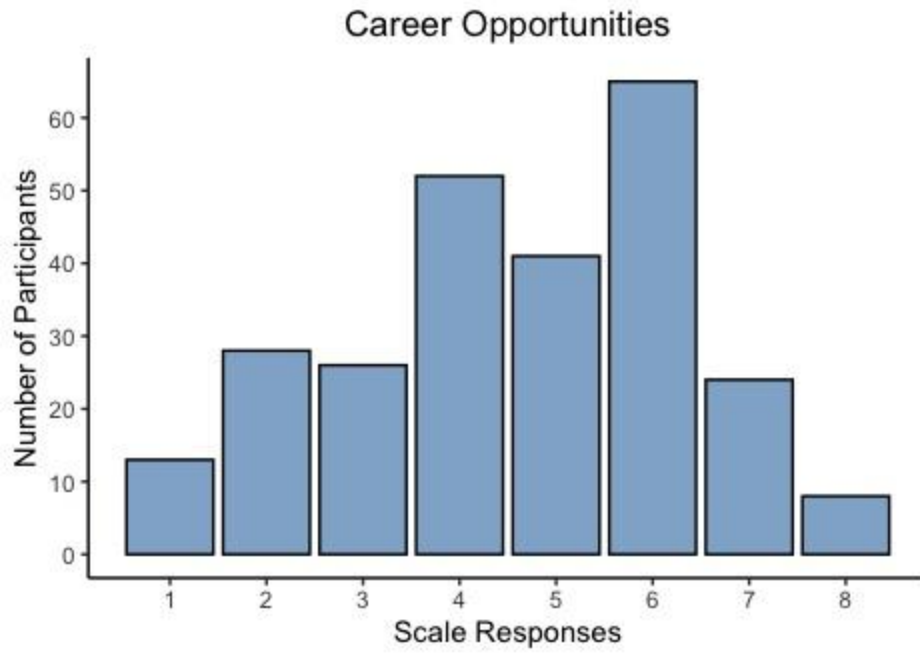


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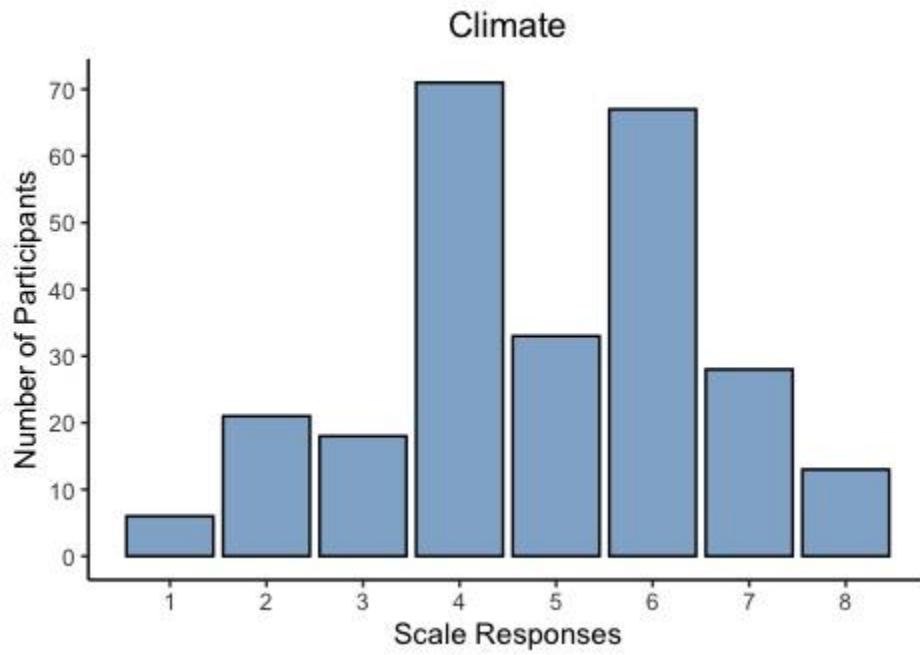


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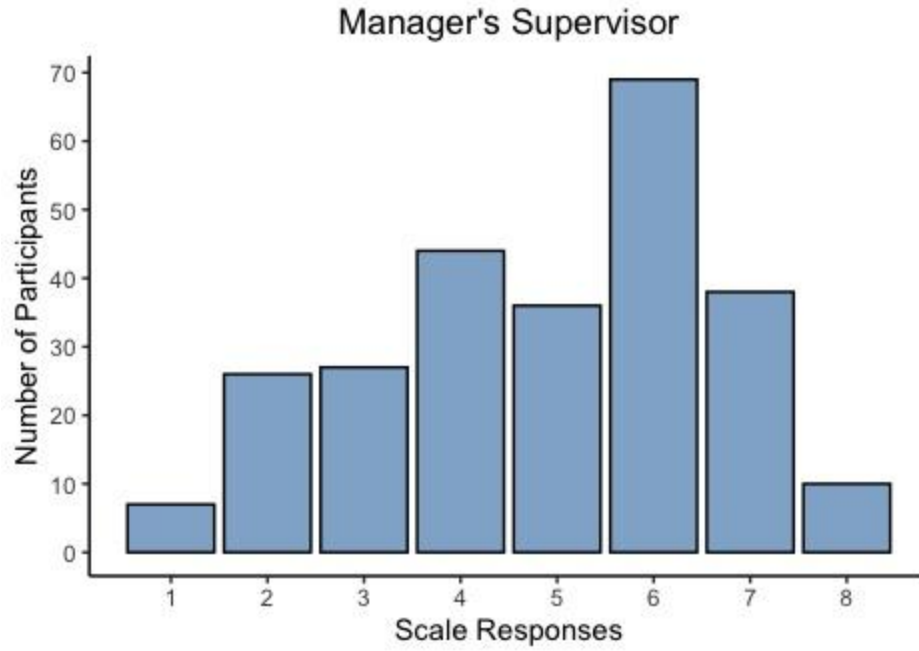


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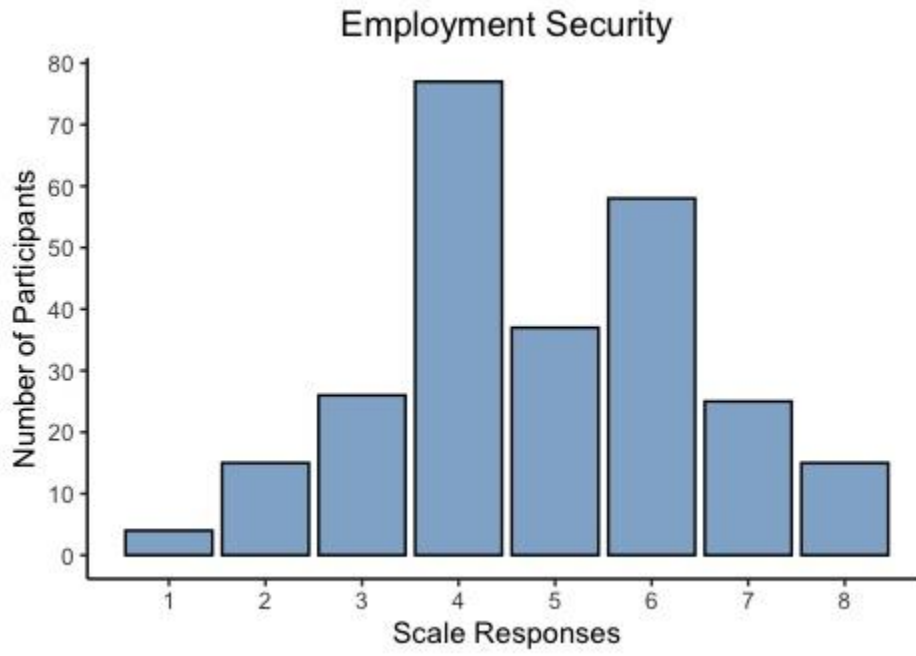


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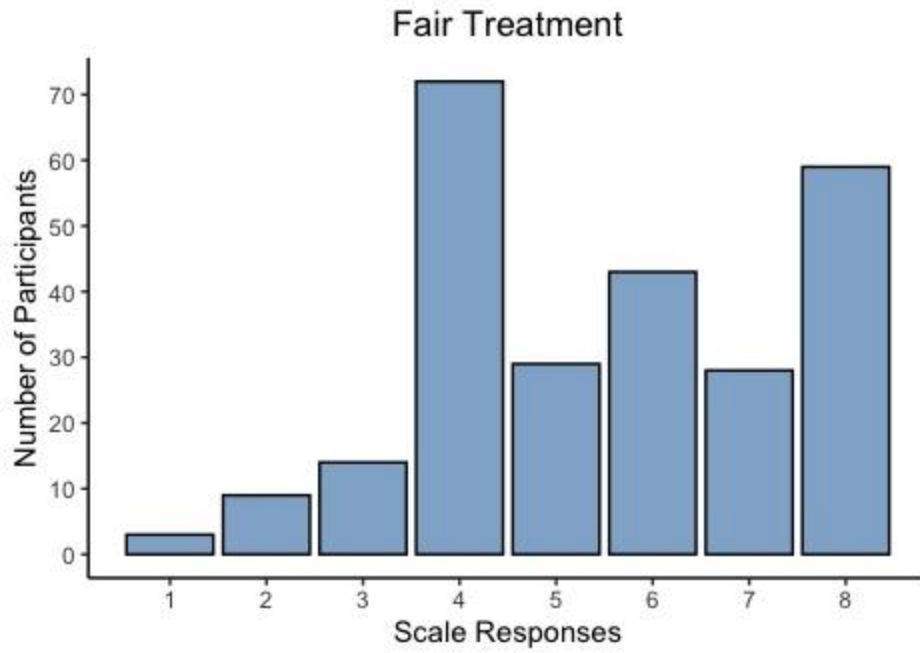


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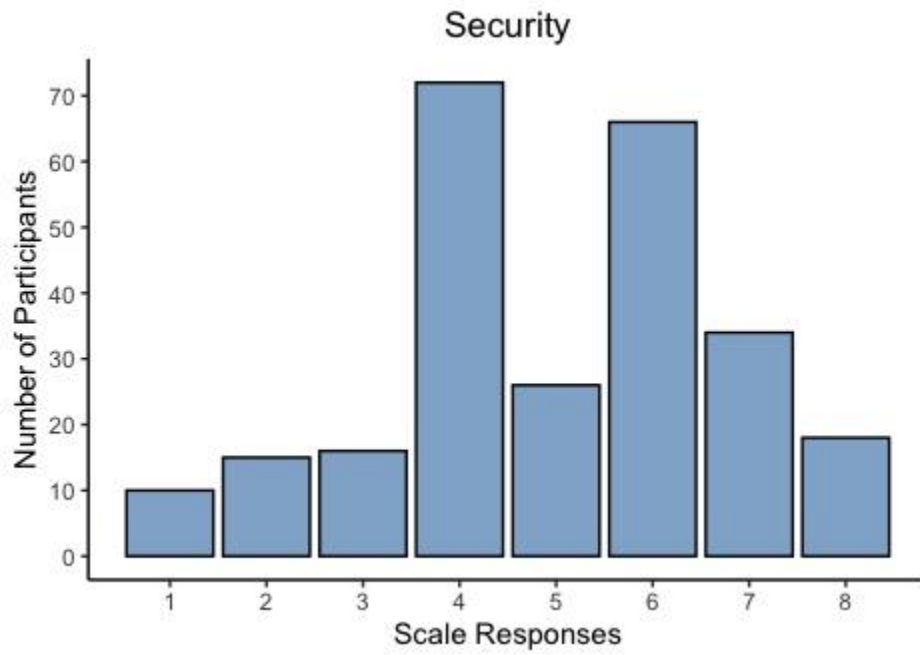


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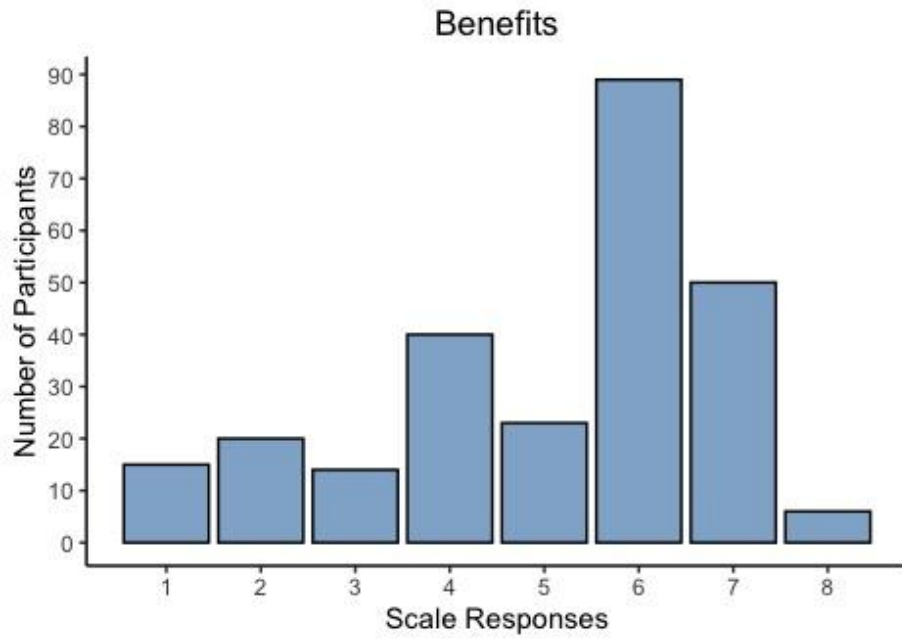


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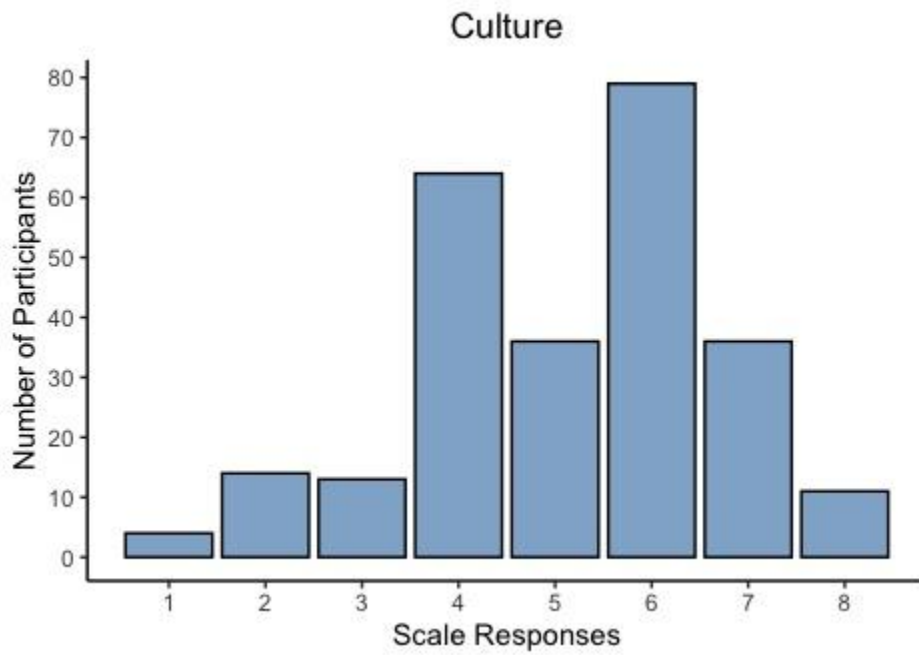


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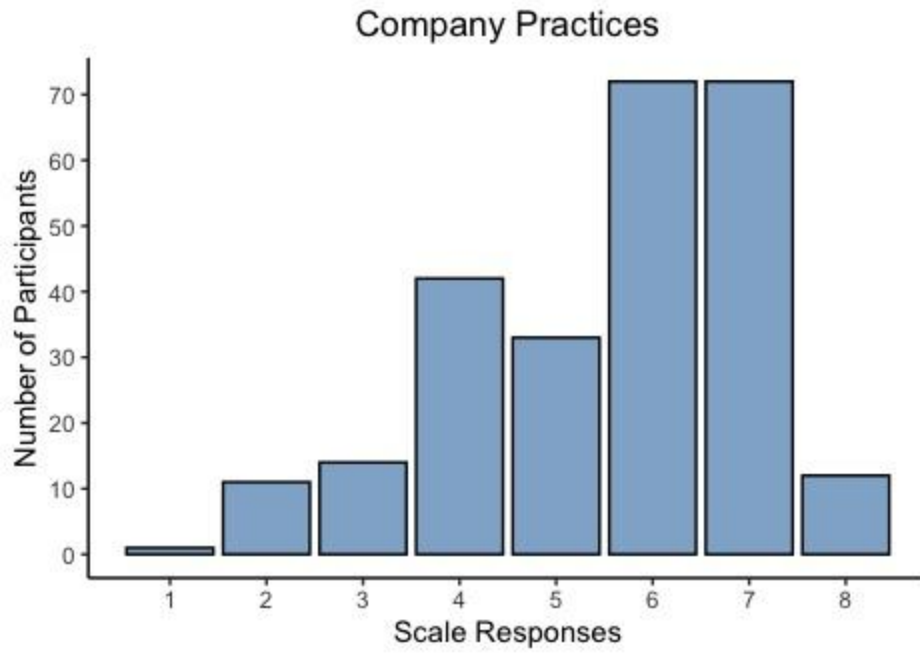


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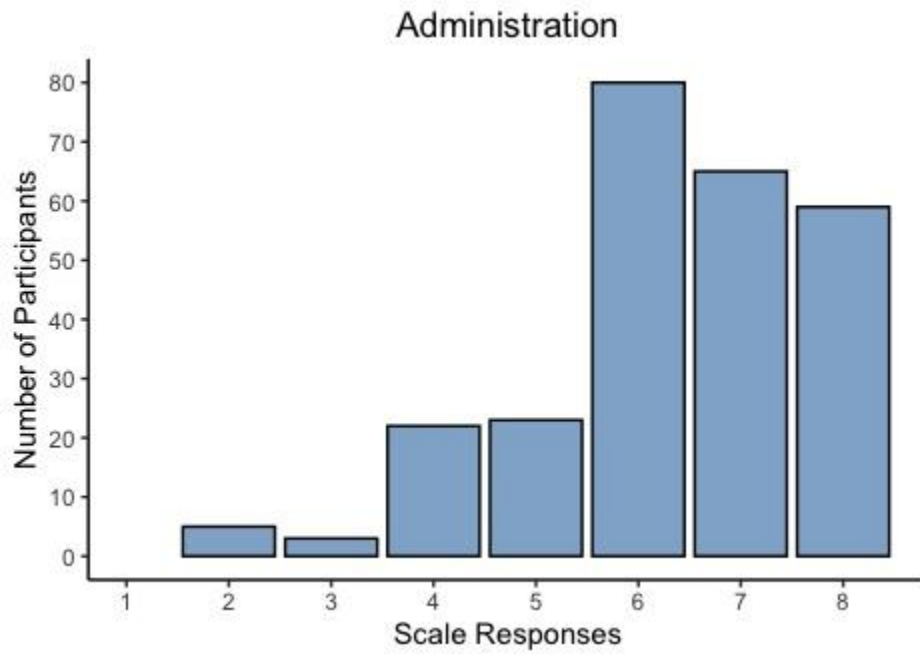


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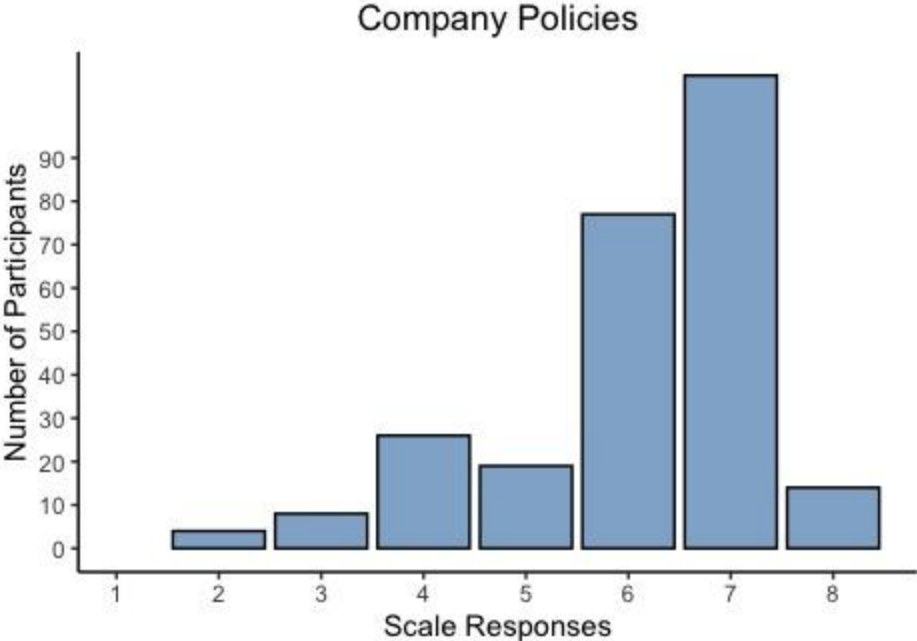


Figure C27.

## Appendix D

Online Survey Prospective Agreement Form  
Job vs Organization  
STUDY #: FY22-23-2942

We are asking you to take part in a research study being done by Nirvana Mejia a student at Montclair State University. Being in this study is optional. If you are over 18 years of age, and currently working or have previously worked full-time in an organization of any size, you may be eligible to participate. This excludes gig workers and self-employed people. If you choose to be in the study, you will complete a survey.

In this study, we will ask participants to evaluate several common job satisfaction survey facets on the degree to which they believe each of the facets is at the job or organization level. The survey will take about 2-5 minutes to complete.

You can skip questions that you do not want to answer or stop the survey at any time. The survey is anonymous, and no one will be able to link your answers back to you. Questions about the study? Please contact Nirvana Mejia, student, Department of Psychology at Montclair State University at mejian1@montclair.edu or Dr. Valerie Sessa, Professor, Department of Psychology at Montclair State University at sessav@mail.montclair.edu.

If you have questions or concerns about your rights as a research participant, you can call the MSU Institutional Review Board at 973-655-7583 or email reviewboard@montclair.edu This study has been approved by the Montclair State University Institutional Review Board.

If you consent to be in this study, please select “Yes” below to consent to participate in this study. If you decide to not participate, please press “No” and you will be sent to the end of the survey.

Do you consent to taking this survey?

- Yes
- No

## Block 2

Thank you for being willing to be a part of this short survey. This short survey aims to better understand how people think about the job they do vs. the organization/company they work for. There is no right or wrong answer.

Job is defined as a "group of positions that are similar in their significant duties... A job, however, may involve only one position, depending on the size of the organization," (Cascio and Aguinis, 2011, p.215). According to Dictionary.com, a job is also defined as, "a piece of work, especially a specific task done as part of the routine of one's occupation or for an agreed price."

Organization is defined as "a collection of people working together in a division of labor to achieve a common purpose," (Cascio and Aguinis, 2011, p. 3). Dictionary.com defines it as "a group of persons organized for some end or work; administrative personnel or apparatus of a business."

Are you at least 18 years of age?

- Yes
- No

Are you currently working (or have you ever worked) either full or part-time for an organization?

- Yes
- No

When you think about the following terms do you think of them as part of your "Job", part of your "Organization", or somewhere in between?

Remember: Your job is your position and all the tasks you do routinely. The organization your work for is the organized body of people with a particular purpose (ex. a business).

	Only Job	Mostly Job	Slightly more job	Both Job and Org	Slightly more Org	Mostly Org	Only Org	Neither Job nor Org
	1	2	3	4	5	6	7	8
Pay/ Compensation (agreed upon price for your work)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits (packages for health, retirement, vacation, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotional Advancement Opportunities (being able to advance in positions or receive a promotion)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition (getting praise for the good work you do)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career Opportunities (being given the chance to change career paths or positions)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Arrangements (in-person, hybrid, remote)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 4





Remember: Your job is your position and all the tasks you do routinely. The organization your work for is the organized body of people with a particular purpose (ex. a business).

	Only Job	Mostly Job	Slightly more Job	Both Job and Org	Slightly more Org	Mostly Org	Only Org	Neither Job nor Org
	1	2	3	4	5	6	7	8
Administration (the top managers of the organization)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor or Manager's Supervisor (the person your supervisor or manager directly reports to)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor (the person you directly report to)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Direct Coworkers (the people you come into contact with on a routinely basis)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Coworkers (people you see around at your workplace but do not work directly with)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Block 6**

When you think about the following terms, do you think of them as "Job" or "Organization" or somewhere in between?

Remember: Your job is your position and all the tasks you do routinely. The organization your work for is the organized body of people with a particular purpose (ex. a business).

	Only Job	Mostly Job	Slightly more Job	Both Job and Org	Slightly More Org	Mostly Org	Only Org	Neither Job nor Org
	1	2	3	4	5	6	7	8
Physical Environment (the surroundings of your workplace)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Culture (the rules, values, beliefs, and philosophies that dictates employees' behavior)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate (how it feels to work at your workplace)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security (free from physical danger)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment Security (knowing you will be able to work in your current employment for the foreseeable future)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Block 6**

When you think about the following terms, do you think of them as "Job" or "Organization" or somewhere in between?

Remember: Your job is your position and all the tasks you do routinely. The organization your work for is the organized body of people with a particular purpose (ex. a business).

When you think about the following terms, do you think of them as "Job" or "Organization" or somewhere in between?

Remember: Your job is your position and all the tasks you do routinely. The organization your work for is the organized body of people with a particular purpose (ex. a business).

	Only Job	Mostly Job	Slightly more Job	Both Job and Org	Slightly more Org	Mostly Org	Only Org	Neither Job nor Org
	1	2	3	4	5	6	7	8
Autonomy (level of freedom and ability to do task)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[https://montclair.co1.qualtrics.com/Q/EditSection/Blocks/Ajax/GetSurveyPrintPreview?ContextSurveyID=SV\\_6VeDj1rhmIgAMdg&ContextLibraryID=UR\\_6sWJJa...](https://montclair.co1.qualtrics.com/Q/EditSection/Blocks/Ajax/GetSurveyPrintPreview?ContextSurveyID=SV_6VeDj1rhmIgAMdg&ContextLibraryID=UR_6sWJJa...) 6/

1/24, 2:22 AM

Qualtrics Survey Software

	Only Job	Mostly Job	Slightly more Job	Both Job and Org	Slightly more Org	Mostly Org	Only Org	Neither Job nor Org
	1	2	3	4	5	6	7	8
Feedback Availability (information about your performance of your tasks)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meaningfulness of Your Work (feeling like the work you do has value)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect (employees are listened to, spoken to with kindness, and receive positive attention)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair treatment (the right to impartial treatment regardless of race, religion, sex, age, or disabilities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure D. This is the instrument used in Study 2.