

## **FIT and Work Satisfaction**

Research suggests that non-work related factors such as age, gender and health can influence how a person perceives their job and how much satisfaction is derived from it. Additionally, individual difference factors will influence perceptions of the work environment and behavioural interactions in the workplace. These in turn are likely to influence, or mediate, the satisfaction obtained from work. Capturing the extent to which person-based factors influence work satisfaction is challenging. The current brief report addresses this problem. .

FIT Science can be used to assess the influence of person-based factors on work satisfaction. The FIT framework identifies how different individuals approach situations differently and according to their thinking and behavioural characteristics. A FIT person will be guided by their own internal criteria and therefore able to perceive the real demands of the situation and behave appropriately in response to this. They have a wider repertoire of behaviours that are deployed appropriately by FIT thinking. Conversely, an unFIT person is less likely to be guided by appropriate internal criteria and will rely on previous experience and behavioural habits to act. Such behaviours may be inappropriate for the current situation and therefore ineffective. Being FIT is therefore likely to influence satisfaction with work,

The mismatch between an individual's ideal perception of work and their actual situation is another factor which has been found to be of importance when assessing work satisfaction. There is often a misfit between these variables and people perceive their work in a distorted manner and in a way that does not reflect the reality of the situation. In work these issues can make a huge difference to how an individual interacts with his or her work. This, in turn, can impact on the employee's sense of well-being, their stress levels and their work productivity and satisfaction.

In the following study the relationship between FITness and work satisfaction was explored. FITness factors were measured by The FIT Profiler. The Work-FIT Profiler was used to measure work satisfaction and also the mismatch, or misfit, between a person's ideal and real perceptions of work.

## **Participants**

Thirty-four full-time employees aged between 21 and 54 years from a variety of businesses took part in this study. Fifteen of the participants were men.

In terms of their roles within companies, 11 participants were in administration, 10 were supervisors, six were managers and the remaining seven were classified as 'other'.

## **Procedure**

Participants were issued with a questionnaire to complete and return anonymously. The questionnaire comprised elements from The FIT Profiler, The Work-FIT Profiler, The Index of Organisational Reactions and included a demographic section. In this way measures were taken of:

- Overall, extrinsic and intrinsic work satisfaction
- Person-based factors
- Mental health
- Real v Ideal expectations of work (i.e. a misfit measure)

## **Outcomes**

Correlational analysis examined the relationships between these factors. The following table identifies the significant correlations and indicates to what extent the person-based factors contribute to or explain the measures of work satisfaction.

**Table 1: Satisfaction measures and related factors**

<b>Measure</b>	<b>Factor</b>	<b>Correlation (r)</b>	<b>Contribution %</b>
Total overall satisfaction	Age	-.43	18
	Job type	.37	14
	Behavioural flexibility	.53	28
	Overall FIT score	.50	25
	Overall Misfit	-.66	44
Total extrinsic satisfaction	FIT Behavioural Flexibility	.43	18
	Overall FIT score	.40	16
	Extrinsic misfit	-.48	23
	Intrinsic misfit	-.66	43
Age	Overall misfit	.42	17
	Intrinsic misfit	.36	12
Job type/level	Depression	-.43	18

The findings confirm that an individual's FITness, their FIT Behavioural Flexibility and the misfit between their real and ideal work perceptions are major contributors to overall satisfaction. These person-based factors have large influences on overall satisfaction and are more predictive than work-based factors such as job type. Moreover these factors are also implicated in extrinsic satisfaction suggesting that perceptions of work related factors, e.g. pay, conditions, etc., are influenced by these person-based characteristics. Similarly, an intrinsic misfit work-wise influences personal, or intrinsic, satisfaction.

### **Conclusions**

This research shows that person-based factors clearly cannot be ignored in assessing work satisfaction. They have a substantial impact on work satisfaction and one that is significantly greater than work-based factors. Also, whilst non-FIT person-based

factors such as job level and age appear to affect work satisfaction measures; their contribution is far less than FIT person-based factors such as behavioural flexibility. .

Findings from this research clearly indicate that:

- There is a strong relationship between person-based factors, i.e. FITness and behavioural flexibility, and work satisfaction
- The FIT Profiler provides a valuable measure of person-based factors that are related to work satisfaction and can identify where FIT training would be beneficial in increasing FITness and behavioural flexibility
- There is a strong relationship between the real/ideal misfit perception of work and work satisfaction
- The Work-FIT Profiler offers a good and useful indicator of work satisfaction in its misfit measure.

In terms of assessing person-based factors that relate to work satisfaction, The FIT Profiler and The Work-FIT Profiler provide reliable tools. FIT provides a framework for improving work satisfaction through training. Overall the FIT framework and associated psychometric instruments offer a comprehensive workplace tool. Such a tool can be used to benefit both employer and employee in terms of less workplace stress and more work satisfaction, greater well-being and improved performance.