Factors in Job Satisfaction

Susan S. Smith

Columbia College
FACTORS IN JOB SATISFACTION

Abstract

The abstract is the only place in the paper where you will not indent for the beginning of a new paragraph. The text is always double spaced, and there is only a double space between the word Abstract and the paragraph text. Generally the abstract is 100 to 250 words, tells the reader the topic under investigation, the type of research used, significant connections between previous research and the paper, and the findings of the paper. It is a type of summary of the paper.

Key words: abstract, text, APA style

Comment [A6]: Note that the words Running head are NOT used after the title page, but the title in all caps does appear on every page of the paper along with the page number at the far right on the same line.

Comment [A7]: Note the set term “key words” is italicized, but the particular significant terms of your paper are not italicized.
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The text is always double spaced, with only a double space between headings and the text. APA style requires a paper to have one inch margins at the top, bottom, and sides. While it is not apparent in this format, this paper should have one inch margins. The introduction is headed with the title of the paper centered, not the word “introduction.” The paper should begin with text that gives the reader information about the topic under discussion, background or history that will help the reader better understand the significance of this issue, and the paper’s analysis and conclusions. The introductory paragraph or section should end by making some point, posing a hypothesis or thesis, drawing a conclusion that provides insight, or giving a descriptive summary. Now the writer of the paper is ready to discuss the components or parts of the thesis in detail.

First Main Heading

Papers may use sections that give readers a clear and easy way to understand the order and components of the research. The writer should have a clear sense of the order in which his or her sections will occur and why that order is preferable. Indicate the main divisions of the paper’s sections with a bolded, centered, specific phrase.

Subtopic A

The writer may further wish to clearly organize the information in the paper by providing subsections within each section. The secondary subsections are flush with the left margin and are italicized.

Subtopic B

Quoting a resource should be done sparingly, and the quote should be introduced with some of the student’s own words or insights. If the student uses a direct quotation, the page or
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paragraph location of the quotation should be given. A long direct quotation of more than 40 words must be blocked or indented. Avoid block quotes when possible because they often fail to communicate the student’s ideas, direction, and flow for his or her paper.

Short In-Text Citations

Examples of text with appropriate APA parenthetical (in text) citations follows.

One researcher argued that “corporate man” developed as a response to the desire for social acceptance in the face of the anonymity and alienation of urban life” (Smith, 2006, para. 7). Bjork’s study (2008) of corporations indicated highly cohesive social groups existed at every task level and often were the primary source of motivation and a sense of well-being on the job. In addition, these social groups differed according to task significance and autonomy of workers in the group. Mitchell and Larson (2007) found that “Highly organized subgroups within organizations express more job satisfaction than employees who feel isolated from fellow workers” (pp. 23-24). In addition, isolated employees were more likely to be fired for misdemeanors (Mitchell & Larson, 2007).

In some instances the hierarchical level at which employees worked significantly impacted their behavior in work groups [Mellers, Ortiz, & Smoot, 2006]. Kandel, Ralston, McCain, Fulton, and Squire (2010) found that employees describing themselves as “loners” in the workplace tended to be independent and took more pride in their work (p. 100). Kandel et al. also found that employees who identified themselves as more independent in the workplace indicated they felt comfortable working both in groups and on their own. However, Graham (2005) argued that variations in cultural values explain the difference of job-satisfaction among workers (p. 290). J. B. Jones [personal communication, April 18, 2002] a CEO in a mid-sized organization, indicated, “Employees value autonomy and independence in some situations, but they appreciate the solidarity of the small group to which they belong.” A variety of comments are provided to guide the reader on citation practices.

Comment [A9]: A quote inside a quoted text is set off with single quotation marks. Quotations of fewer than 40 words are set off by double quotation marks within the regular format of the sentence.

Comment [A10]: Quoted material, whatever the length, require a page # or place location, with the possible exception of on-line material. Check with your teacher about electronic source in text citations.

Comment [A11]: Paraphrased use of resources that contain no quoted words do not require a page reference, but the author’s name must be given. However, the APA manual encourages a page or paragraph reference even in these situations. Check with your teacher.

Comment [A12]: Use the word “and” when referring to more than 1 author in the sentence.

Comment [A13]: Inside parentheses the ampersand (&) is used in place of the word and when there are more than one author.

Comment [A14]: Up to 5 authors are all listed in the first in text citation. Thereafter use et al. with 3 or more authors. Always list six or more authors with the last name of the first author followed by et al.

Comment [A15]: The date does not have to be repeated in the second citation of an article within the same paragraph so long as this is the only article by the author. In a new paragraph the date would be cited again the first time the authors are referred to.

Comment [A16]: The manual gives several examples of how to cite direct quotations of online material in section 6.05 and urges use of paragraph #’s and/or headings as locations. Check with your teacher about such citations.

Comment [A17]: Format for citing a personal contact in the paper.
of factors impact job satisfaction, but social status and autonomy seem to be most often noted by workers in the workplace.

**Block Quotes**

In contrast, long quotations (41+ words) are presented in block format. Begin the quoted material on a new line and indent five spaces from the left. Double-space and do not use quotation marks. Return to the left margin. An example of the block quote follows.

Graham (2005) found:

> The rewards given for performance beyond usual expectations, which included both overtime pay and being extolled in group meetings in the work place, became a Stimulus-Reward feedback loop that produced far more job satisfaction than individual Satisfaction over job performance or social group standing in the work place. Earlier studies (e.g., Abdullah, 1994; Fox, 1999) were clearly premature in attributing job satisfaction solely on such factors. (p. 276)

Subsequent studies [Hillyard, 2007; Loften, et al., 2006; Stoner, 2008] confirmed Graham’s findings that workers’ rank in social hierarchies significantly affects their perception of satisfaction with work assignments and conditions.

**Corporate Authors or No Author**

When resources do not have individual authors, students need to consider if there is a corporate author or if there is no author but only an article title. Certain entities may function as corporate authors. Examples include Mayo Clinic, the Bureau of Labor Statistics, Starbucks Inc., and other groups who write with authorial credibility. Use the corporate name as the author, as in the following example. The median income for U. S. workers is $38,750.00 (Canarie, Inc., 2010). If the student is using resources with no individual or corporate authors, he or she needs to be sure the resource is credible. Such resources are often unauthored.
websites, and if they have reliable and valid information but no author, the title of the article is used in place of an author, as in the following example that has neither an author nor a publication date. The beneficial effects of bonuses for workers is consistent at all levels of job task (“Labor in America,” n. d.). Only if the work is signed “Anonymous,” does the reference entry begin with that word.

Secondary Sources

Sometimes students may choose to use material that represents a secondary source (e.g., someone’s past research referred to in a current article). Consider the following example. 

Roberts’ investigation (as cited in Nicholson, 2010) indicated complex factors are involved in job satisfaction. Here neither Roberts nor Nicholson was quoted, so the paraphrase indicates the original researcher (Roberts), and the citation shows where the information was found (Nicholson). However, if students plan to quote from the Nicholson article, they need to check Nicholson’s text to determine whose words are used. If no quotation marks are visible in Nicholson’s writing, the words in Nicholson are his own words paraphrasing Roberts. The citation that makes this clear might look as follows. Nicholson’s (2010) research was an extension of Roberts’ work (1993), and Nicholson verified that “equity issues in the workplace are perceived by workers to involve pay and promotion” (p. 114). Authors who write for peer reviewed journals very rarely directly quote another author. Furthermore, it is not advisable to quote material that was quoted by the author of a resource.
References


Jones, J.B. (April 18, 2011). Personal communication.


