

# The Importance of Job Quality for Engaged Employees

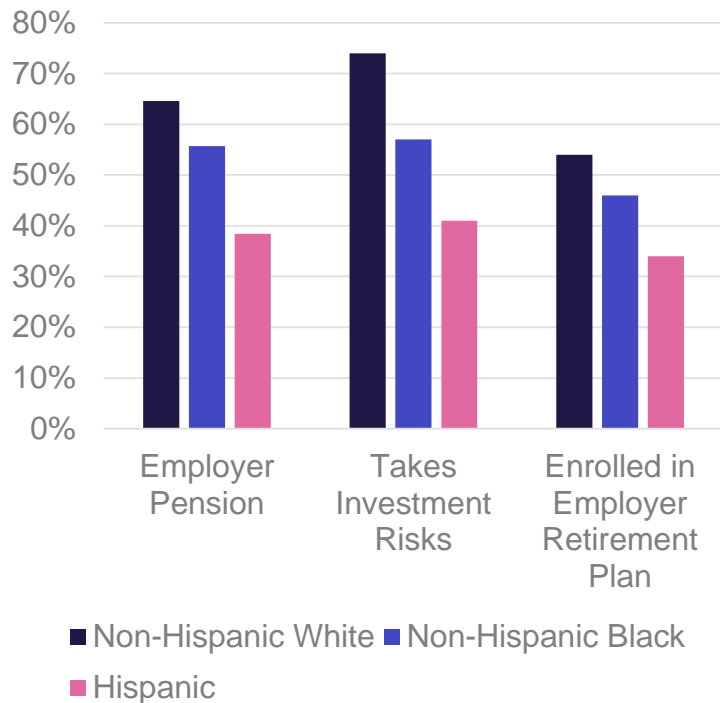
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# Defining Job Quality

- **Job quality** is multidimensional and includes characteristics such as:
  - Pay and other compensation
  - Satisfaction with the number of hours, schedules
  - Promotion opportunities
  - Job security
  - Satisfaction with the type of work (whether hard physical labor, exhausting, or dangerous)
  - Content of the work (whether interesting, involves contributing to society, is meaningful)
  - Satisfaction with interpersonal relationships (with peers and managers)
- **All jobs can have both good and bad qualities and evaluations of these characteristics may vary across individuals**
- Dividing jobs into “good” and “bad” jobs can be a useful heuristic

# Racial-Ethnic Differences in Pension Access and Investment Risk



- There are large differences by race in the proportions of workers with access to employer pensions and retirement
- Differential access to employer pensions are related to differences in firm size, proportion of employees in full-time and part-time jobs, and occupational segregation
- For those who depend on retirement savings, there are large racial differences in willingness to take investment risks

Source: Butrica & Johnson (2010)

# Characteristics of Job Quality Important to Older Workers

- **Workplace Characteristics**
  - Constructive relationships
  - Culture of respect, inclusion, and empathy
  - Opportunities for meaningful work
  - Opportunities for training, learning, development, and advancement
- **Job Characteristics**
  - Fair compensation and benefits
  - Workplace flexibility, autonomy, and control
  - Employment security and predictability
  - Wellness, health and safety in the workplace

# Workplace Characteristics in Relation to Outcomes, Part I

- **Constructive relationships**
  - associated with job satisfaction
- **Culture of respect, inclusion, and empathy**
  - particularly important to older women
- **Opportunities for meaningful work**
  - associated with work engagement
  - more important to older than younger workers
- **Opportunities for training, learning, development, and advancement**
  - findings are mixed
  - acquiring new skills and opportunities for training and development are associated with job satisfaction and employee engagement

# Workplace Characteristics in Relation to Outcomes, Part II

- Fair compensation and benefits
  - pension and retirement benefits are more important to older workers than younger workers
- Workplace flexibility, autonomy, and control
  - flexibility is important to workers of all ages
  - associated with worker engagement
- Employment security and predictability
  - associated with decisions to extend working lives and with job engagement
- Wellness, health and safety in the workplace
  - Preference for less physically demanding jobs and safer working environments, more important to older workers and to women

# Total Worker Health

- A **holistic approach** designed to improve the safety, physical health, and psychological well-being of workers, thereby achieving the goal of enhancing workforce well-being and productivity (National Institute for Occupational Safety and Health [NIOSH], 2018)
- **Highlights 3 areas of concern:**
  - Workplace issues: the physical and psychosocial environmental risk factors that can threaten workers' safety, health, and well-being
    - e.g., hazard exposure risks, safety climate
  - Employment issues: policies and practices designed to preserve and cultivate human resources in the workplace
    - e.g., job insecurity, precarious employment conditions (contingent work), costs of healthcare
  - Workers' issues: factors that impact workers' well-being
    - e.g., pay, paid leave, work hours, opportunities to facilitate optimal functioning of workers, and accommodations for workers with disabilities

# The Role of Job Quality in Retirement/Work Decisions

- The dimensions of job quality and the total worker health approach primarily reveal a set of characteristics that reflect the interests of employees and what they would like from the work experience.
- These factors are associated with worker engagement and employee retention, as well as worker productivity
- Older workers assess the characteristics of their current job and expectations regarding the characteristics of the range of jobs available to them when deciding whether to remain in the labor force