

Discrepancy Between Role Expectations and Job Descriptions: The
Impact on Stress and Job Satisfaction

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THE IMPACTS OF DISCREPANCY BETWEEN ROLE EXPECTATIONS AND JOB DESCRIPTIONS

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Chapter 1 – Purpose of the Study

Abstract

This study's purpose is to identify the difference between formal job descriptions and true job expectations (job discrepancy), assess its frequency, and identify its impact to the workplace. This study will explain the existence of this discrepancy, measure its impacts, and test personal characteristics that may moderate any negative outcomes. The variables used in the study include: stress, tension, job satisfaction, tolerance for ambiguity, job commitment, and core self-evaluations. The findings support the existence of job discrepancy and its impact on stress and tension in the workplace. Additionally, the findings a personality trait, core self-evaluations, may moderate the impact of job discrepancy on tension.

Statement of problem

An official job description often differs substantially from actual job expectations. Tasks and duties not formally included in the description may be critical to succeeding on the job. Defining specific job roles and responsibilities is a key part of a company's ability to successfully manage employees and define accountability. Differences between formal job descriptions and actual job responsibilities have been shown to emerge over time. For this study, differences existing between a formal job description and actual expectations of an employee are defined as job discrepancy. Job discrepancy may impact critical measures of employee well-being, including job satisfaction, stress, tension, and commitment.

Research Questions

- 1) How common is the existence of job discrepancy?
- 2) Does job discrepancy negatively impact the workplace by increasing stress and tension for employees?
- 3) Do identifiable personality traits moderate the impacts of job discrepancy on tension for employees?

Chapter 2 – Literature

Review

Job Discrepancy

Job discrepancy has two major components, job descriptions and job expectations. Defining these two components carefully is essential to understanding the nature of job discrepancy. The extent to which there are differences between these components is the total measure of job discrepancy.

Job descriptions are an official framework defining a position. Job descriptions can include specific tasks, responsibilities, specifications, broad goals, competencies, and knowledge desired by the company. Although some companies may have similar descriptions for similar job titles, there are no required standards or set of criteria in creating job descriptions. A study by Dunn Wilson (1997) assesses the accuracy and usefulness of job descriptions by examining the best way to form, design, and make job descriptions. The study illustrates the ambiguous and varied use of job descriptions. Wilson cites some examples of job descriptions that define actual duties to perform and other examples that only describe aspects or traits needed to perform the job. Wilson confirms that no clear structures or standards exist for job descriptions. This lack of standardization contributes to the existence of job discrepancy.

Job expectations are the set of duties and responsibilities that management holds for an employee and generally does not communicate to the employee in writing. These expectations may change over time to fit the needs of the company or that of a specific manager. Bonner, Gender and Nagel (2010) examine this change by comparing the expectations of nurses with their job descriptions. They concluded, “Clinical specialization of RN’s has increased significantly in the past several decades. Acknowledging that nurses are responsible for

performing many different roles that are critical to the successful completion of clinical trials is crucial” (Nagel, et al. 2010 p. 184). The change in the nurse responsibilities increased stress for 81% of the respondents due to the increased workload and increased stress for 43% due to role changes. These results confirm that when job responsibilities change over time, stress increases for employees.

Effects of Job Discrepancy on Stress, Tension, and Job Satisfaction

Stress is an emotional and physical strain on a person. Demands and pressures of the job typically cause stress in the workplace. The Center for Disease and Control Prevention (1999) and Cavanaugh, Boswell, Roehling, and Boudreau (2000) both demonstrate stress as a hindrance in the workplace. Frankson and McCallin’s (2010) exploratory study gives insight to stress experienced by nurse managers. They find that inadequate preparations of increased responsibilities for nurse managers lead to role confusion and increased stress. These results are directly related to Gender et al. (2010) and Lee’s (2008) findings that changing job tasks substantially contributes to job stress.

Experiencing stress usually leads to undesirable outcomes such as decreased productivity and lower job satisfaction. Boswell, Olson-Buchanan, and LePine (2002) confirm that stress leads to these undesirable outcomes. Their study reports stress will always influence an individual’s well-being by affecting psychological strain, anxiety, and energy. Most importantly, Michie, Oughton, and Bennion (2002) cite stress as the most common factor common amongst all job types. These characteristics of stress are common with characteristics of job discrepancy, making a direct relationship highly probable.

Tension is the feeling of being stretched or constrained. Stress and tension are often linked in the workplace. Simmons, Cochran, and Blout's (1997) study identifies stress and tension as the two most prevalent indicators that affect job satisfaction. Both Skibba (2002) and Judge, Boudreau, and Bretz (1994) also link greater tension with lower job satisfaction. Judge et al. further state that the desire to change one's job features also creates tension. Michie, Oughton, and Bennion(2002) support this statement by showing that a person's lack of job control will increase tension levels. All of these studies link the creation of stress and tension with low job control, job satisfaction, and changing conditions in the workplace. These situations causing stress and tension are consistent with those that will also cause job discrepancy.

Job Satisfaction is how content and happy an individual is with his or her job. Job satisfaction is a key variable that often links other important variables including productivity and performance. Durham, Judge, Kluger, Avraham, and Lock (1998) extensively studied the natural effects of job satisfaction. Their research concludes personal temperament greatly influences job satisfaction, but concepts can be developed to improve job satisfaction. These concepts can be found in various other studies. For example, studies by the Future and Work Foundation (2002) show that the ethics of a company and job ownership both have an influence on job satisfaction. Another example by Wanous (1974) shows higher job satisfaction directly relates to increased job productivity. Buchanana-Olson, Boswell and LePine's (2004) study also correlate higher job satisfaction to less stress on the job, supported by previous evidence that stress and tension decrease job satisfaction. Lastly, Morrison (1997) shows higher job satisfaction leads to better job performance. All of these studies reveal that various factors in the workplace impact job satisfaction and greatly contribute to positive outcomes in the work environment. Due to these influences, job satisfaction is likely to be affected by job discrepancy.

Effects of Job Discrepancy on Employee Behaviors

Job commitment is the emotional attachment an individual has to an organization or job. Lee (2008) explicitly states this emotional commitment is the greatest predictor of turnover within a company. Hutchinson (1997) finds higher role ambiguity and role conflict lead to lower job commitment. These studies connect role ambiguity and job commitment to turnover, which negatively impacts the work environment. Since role ambiguity is a major component of job discrepancy, lower job commitment may be a consequence of job discrepancy.

Intention to turnover is the desire a person has to leave a company. This desire increases when the emotional commitment level of an employee decreases. Lee (2008) finds intent to turnover to be the strongest indicator of actual turnover for an organization. Identifying factors that increase turnover rate is important due to the impact turnover has on entire organizations. This importance is stressed by Barry et al. (2007) who conclude that high a turnover rate in any position will negatively affect all jobs of an organization. Bitá et al. (2010) further emphasize this importance by showing increased employee retention will increase job performance. Bitá, Naufal, Cortés, and Johnson (2010) reveal that lower job satisfaction and changing duties lead to higher turnover rates. Barry, Brannon, Kemper, Schreiner, and Vasey (2007) support this assertion by finding an association between work overload and turnover.

All of these results suggest that turnover negatively influences the workplace. Turnover will likely increase with greater job discrepancy since many variables that increase turnover are also common to job discrepancy.

Employee Characteristics that moderate the impact of Job Discrepancy

Some individuals may manage negative feelings experienced in the workplace by having certain personality traits that moderate these negative feelings. Two of these traits are tolerance for ambiguity and core self-evaluations. Evidence shows these traits can help a person deal with stress and tension in the job. Identifying employees with these traits should be beneficial to lessen the negative impacts job discrepancy.

Tolerance for Ambiguity

Budner (1962) defines *tolerance for ambiguity* as the tendency to perceive ambiguous situations as desirable, whereas intolerance is seeing ambiguity as a threat. Tolerance for ambiguity directly relates to a person's ability to cope with new situations and willingness to accept new ideas. Judge, Pucik, Thoresen, and Welbourne (1999) establish tolerance for ambiguity as an important trait, which decreases the negative effects of stress and tension. Since stress and tension are caused by job discrepancy, tolerance for ambiguity may be a trait that moderates the effects of job discrepancy.

Core Self-Evaluations

Core self-evaluations is a multidimensional trait that is a fundamental appraisal of one's worthiness, effectiveness, and capability (Bono, Erez, Judge, and Thoresen 2003). Judge, Lock, and Durham (1997) explain core self-evaluations as a broad personality trait indicated by four well established personality traits. These traits are self-esteem (overall value), self-efficacy (performance in a variety of situations), neuroticism (negative tendencies), and locus of control (belief of control).

Judge et al (1997) introduced core self-evaluations as a way to predict job satisfaction, job performance, and other work criteria. Core self-evaluations consistently correlates to these

outcomes. Furthermore, Bono et al (2003) show that the nature of certain jobs mediate the relationship between job satisfaction and core self-evaluations. This is supported by Korman (1970) who suggests that employees will accept discrepancies and low satisfaction in their job if they have low self-perceptions. A relationship between core self-evaluations and job discrepancy is highly likely given these results and the direct influence core self-evaluations has on many outcomes in an employee's work life

Hypotheses

Does Job Discrepancy Exist?

Some experts suggest the need for structured job descriptions while others question the need for job descriptions entirely. These contradicting opinions suggest that no universal standard exists for developing job descriptions and defining job roles. This lack of standard leads to the existence of job discrepancy.

Hypothesis 1- An employee's actual responsibilities while at work (i.e., the expectations from the manager/boss) often exceed his or her formal job description.

The Effects of Job Discrepancy

Stress, tension, and overall job satisfaction are key indicators affecting the work environment. When job discrepancy exists, it will increase stress and tension and decrease overall job satisfaction.

- **Hypothesis 2a**–Job discrepancy is positively related to job stress.
- **Hypothesis 2b**– Job discrepancy is positively related to job tension.
- **Hypothesis 2c**–Job discrepancy is negatively related to an employee’s overall job satisfaction

Job Discrepancy and Behavioral Intent

Job commitment and intent to turnover are employee behaviors that are affected by many variables in the workplace. Job discrepancy in the workplace will lead to lower commitment and higher turnover rates by negatively impacting these variables. The greater job discrepancy, the more likely an employee will show less commitment to the job and greater desire to leave the job.

- **Hypothesis 3a**– Increased job discrepancy will decrease employee job commitment.
- **Hypothesis 3b**– Increased job discrepancy will increase employee intent to turnover.

Personality Traits and Job Discrepancy

Stress and tension impact a person's overall job satisfaction, which leads to lower commitment and higher intent to turnover. However, the presence of traits tolerance for ambiguity or core self-evaluations will moderate the effects of stress and tension on a person.

An individual with tolerance for ambiguity has been shown to cope with new situations and new ideas in the workplace. This ability to cope decreases the effects of stress and tension. If high tolerance for ambiguity is present, then an individual will be less affected by stress and tension due to increased job discrepancy.

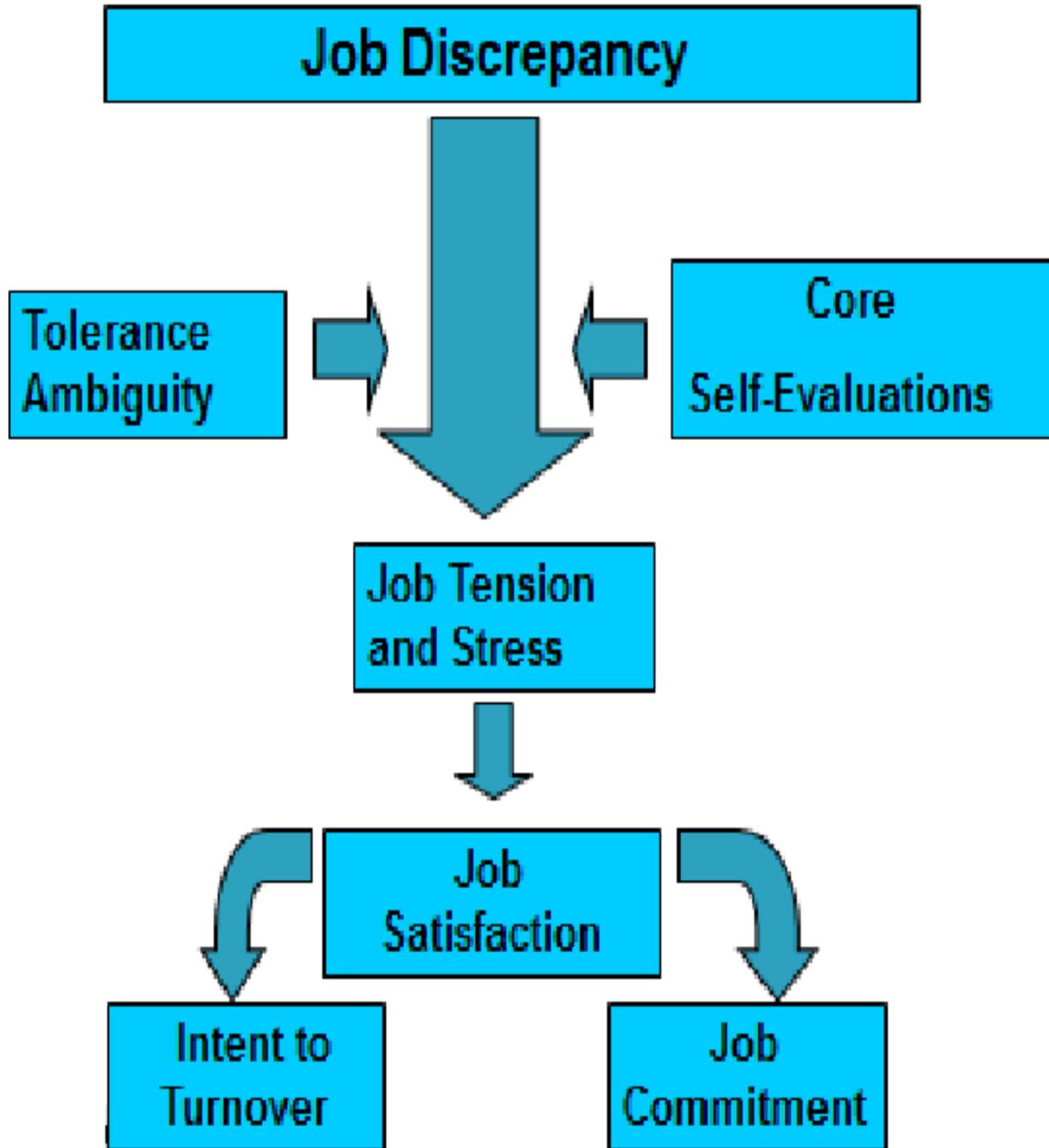
An individual with high core self-evaluations will have better job satisfaction and the ability to cope with increased stress and tension at work. Therefore, an individual with high core self-evaluations will be less affected by stress and tension due to increased job discrepancy.

- **Hypothesis 4a**–Increased job discrepancy will create less tension for individuals with high tolerance for ambiguity than for individuals with low tolerance for ambiguity.
- **Hypothesis 4b**- Increased job discrepancy will create less tension for individuals with high core self-evaluations than individuals with low core self-evaluations.

The expected relationships between these variables and job discrepancy are illustrated in

[Figure 1.](#)

Figure 1 -Impact of Job Discrepancy



Chapter 3 - Methodology and Analysis

Approach

A survey approach is the most common methodology used in gathering data for the variables found in the literature review. Steelman, Levy, and Snell (2004) demonstrate the effectiveness of measuring variables by using established scales. This research collected self-reported data from employees using established scales to measure each variable. These reliable scales were gathered throughout the literature review.

Measures

Job discrepancy. This three item measure developed for this survey measures the difference between a formal job description and actual expectations of an employee. The scale reliably measured the perceived job discrepancy with a Cronbach alpha = 0.745.

Stress. The scale developed by Bretz, Bourdreau, and Judge (1994) in which respondents indicated the degree in which stress is produced by each item. The scale was adapted from previous stress scales to incorporate the most relevant measures from the existing measures. The scale includes 16 items to measure overall stress with a reliability of 0.84.

Tension. The tension scale borrowed from House, Rizzo (1972) is a seven item scale that measures tension and pressures out of requirements of a job. Tension has been shown to lead to stiffness, tiredness, weakness, irritation, and digestive problems. The tension scale is most often used in organizational behavior and sales research with an internal consistency of 0.88.

Job Satisfaction. This five item scale used by Durham, Judge, Kluger, Locke, (1998) was adapted from Brayfield-Rothe (1951). The original three item scale was altered to include facets of the job descriptive index creating a new five item scale with a reliability of 0.88.

Job Commitment. Meyer, and Allen's (1997) six item job commitment scale best measures emotional job commitment of an employee. The reliability is 0.79 is widely used to measure mixed attitudes of employees that are the strongest indicator to voluntary turnover.

Intent to Turnover. Simmons, Cochran, and Blount's (1997) six item scale measures a person's intent to leaving his or her job with a reliability of 0.92. This intent is the foundation of actions that are voluntary leading to turnover at a job and is the greatest indicator of actual turnover rate within an organization.

Tolerance for Ambiguity. A scale used by Judge , Thoresen, and Welbourne, (1999) is a combination of three previously established scales with a total of 18 items. This scale measures how a person reacts to ambiguous situations in life and work. The reliability of the scale is 0.73.

Core Self-evaluations. This trait developed by Timothy, Amir, Joyce, and Thoresen, (2003) is the fundamental evaluation a person will give themselves. The 12 item scale includes questions to equally measure the four aspects of core self-evaluations which include self-esteem, self-efficacy, locus of control, and neuroticism. The scale has been extensively tested and validated as a balanced construct.

Survey and Data

An online survey was administered between February and March 2011. The survey contained 12 sections with 119 questions. The sample included University of Washington students in the Business program, Cultural Studies program, Policy Studies program, and University of Washington staff. The first section included questions that elicited industry, job title, hours worked, and longevity in the job.

Sections two through eleven included the measures for job discrepancy, the outcome variables, and the personal characteristics. The final section included two short-answer questions in which respondents had an opportunity to state what they felt was missing from their job descriptions and how they might change their job descriptions.

Based on a median split of the job discrepancy scale, respondents were classified as experiencing either low or high job discrepancy. Low discrepancy responses are below 5.33 (28 responses) and high discrepancy responses equal to and greater than 5.33 (37 responses). Mean outcomes (stress, tension, job satisfaction) for employees with high job discrepancy were compared with those of employees with low job discrepancy.

Respondents were classified into three job discrepancy categories for managers and non-managers. Responses less than or equal to 4.0 were labeled “No Discrepancy.” Responses between 4.0 and 5.5 were labeled “Moderate Discrepancy.” Responses equal to and greater than 5.5 were labeled “High Discrepancy.”

An ANOVA tests the moderating impact of personality traits on the relationship between job discrepancy and tension. As job discrepancy increases, moderation occurs when the mean of tension is reduced between the existence of low and high personality traits.

Chapter 4 Results

The Sample

The 65 anonymous responses include 69.2% students, 21.5% part-time employees (20 hours or less), and 23% managers. Managers were broadly defined as respondents who reported their title as coordinator, manager, or director. Non-managers are all other responses. On average respondents worked 37.25 hours per week, had 29.77 months of tenure in their position, and 41.46 months of tenure within their organization. (See [Figure 2](#) and [Figure 3](#) below)

Figure 2 – Survey Respondents

	Responses	% of total
Managers	23	35.40%
Part-Time (< 20 hours weekly)	14	21.50%
Students	45	69.2%

Figure 3 - Work Experience

	Mean	Std. Deviation
Work Hours(per week)	37.25	13.18
Tenure in Months	29.77	33.23
Company in Months	41.46	45.8

Responses on Job Discrepancy

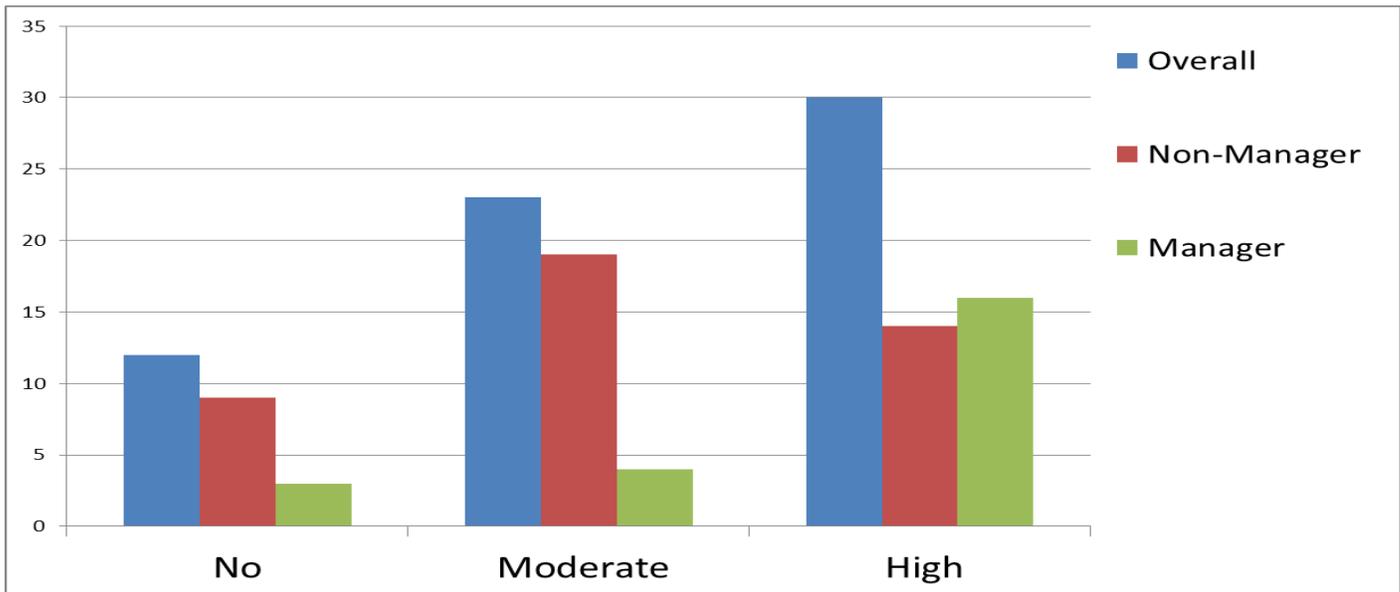
Job discrepancy exists at high levels. Managers report significantly higher job discrepancy than non-managers as shown in [Figure 4](#). 46.15% of all respondents report high job discrepancy while 69.57% of managers' report high discrepancy. Over 80% of the respondents report at least a moderate job discrepancy. These results support **Hypothesis 1**

Figure 4 - Manager's Job Discrepancy

	Manger		Non-Manager		Total	
No Discrepancy (Results ≤ 4)	3	13.04%	9	21.43%	12	18.46%
Moderate Discrepancy (4 < Results < 5.5)	4	17.39%	19	45.24%	23	35.38%
High Discrepancy (results ≥ 5.5)	16	69.57%	14	33.33%	30	46.15%

(Managers Chi-Squared (df=2), p =0.018)

Figure 5 - Job Discrepancy Graph



Job Discrepancy Impacts the Workplace

Job discrepancy increases stress and tension, while it decreases overall job satisfaction, shown in [Figure 6](#). High discrepancy subjects reported greater stress ($m=2.75$), than lower discrepancy subjects ($m = 2.3$), ($t = 3.11$), ($p = 0.002$). Similarly, high job discrepancy increases tension ($m=3.56$) from low job discrepancy tension ($m=2.68$), ($t = 2.45$), ($p = 0.009$).

Job satisfaction decreased as job discrepancy increased, however the relationship was not significant. ($p=0.13$). Stress and tension directly influence job satisfaction however; therefore job discrepancy may impact job satisfaction even if indirectly.

Job discrepancy does not significantly impact job commitment and intent to turnover directly. However, established research shows stress and tension directly influence job commitment and turnover. Since job discrepancy increases stress and tension, an indirect relationship to job commitment and turnover is plausible. Hypothesis 2a and 2b are supported making hypothesis 2c, 3a, and 3b possible and worthy of further study.

Figure 6 –The Influence of Job Discrepancy

Outcomes	Low Job Discrepancy Mean (N = 28)	High Job Discrepancy Mean (N = 37)	t	Sig
Tension				
Strongly Disagree(0) Strongly Agree(7)	2.68	3.56	2.45	0.009
Stress				
No Stress (0) Great Deal of Stress(5)	2.3	2.75	3.11	0.002
Job Satisfaction				
Strongly Disagree(0) Strongly Agree(7)	5.31	4.87	1.14	0.130
Turnover				
Strongly Disagree(0) Strongly Agree(5)	2.85	3.01	0.6	0.275
Commitment				
Strongly Disagree(0) Strongly Agree(5)	3.02	3.27	1.01	0.160

Interaction of Job Discrepancy and Personality Traits

Tolerance for ambiguity may moderate the negative impact of job discrepancy on tension (See Figure 8). As job discrepancy increases, tension rises at a higher rate for individuals with lower tolerance for ambiguity ($m = 2.56$ to $m = 4.01$), than individuals with higher tolerance for ambiguity ($m = 2.87$ to $m = 3.26$). Although the interaction is not significant ($F = 2.1$, $p = 0.152$), a possible interaction could be an area for further research. Hypothesis 3a is unconfirmed.

Core self-evaluations moderates the negative impact of job discrepancy on tension ($F = 1.23, p = 0.044$). Employees who reported high core self-evaluations show virtually no change in their tension level from low job discrepancy ($m = 2.43$) to high job discrepancy ($m = 2.71$). Employees with low core self-evaluations show increased tension from low job discrepancy ($m = 2.97$) to high job discrepancy ($m = 4.56$) (See [Figure 10](#)). Hypothesis 4b is supported by these findings. Further exploration on how core self-evaluations moderate the negative impacts of job discrepancy is justified. Likewise, other personality traits not examined in this study may also moderate the negative impacts of job discrepancy and is worthy of investigation.

Figure 7- Tolerance for Ambiguity Interaction

	Df	F	Sig
Model	4	81.92	0.000
Discrepancy	1	6.29	0.015
Tolerance for Ambiguity			
Strongly Disagree(0)	1	0.35	0.557
Strongly Agree(7)	1	0.35	0.557
Discrepancy by Ambiguity	4	2.1	0.152

Figure 8 - Tolerance for Ambiguity Moderating Impact of Job Discrepancy on Tension

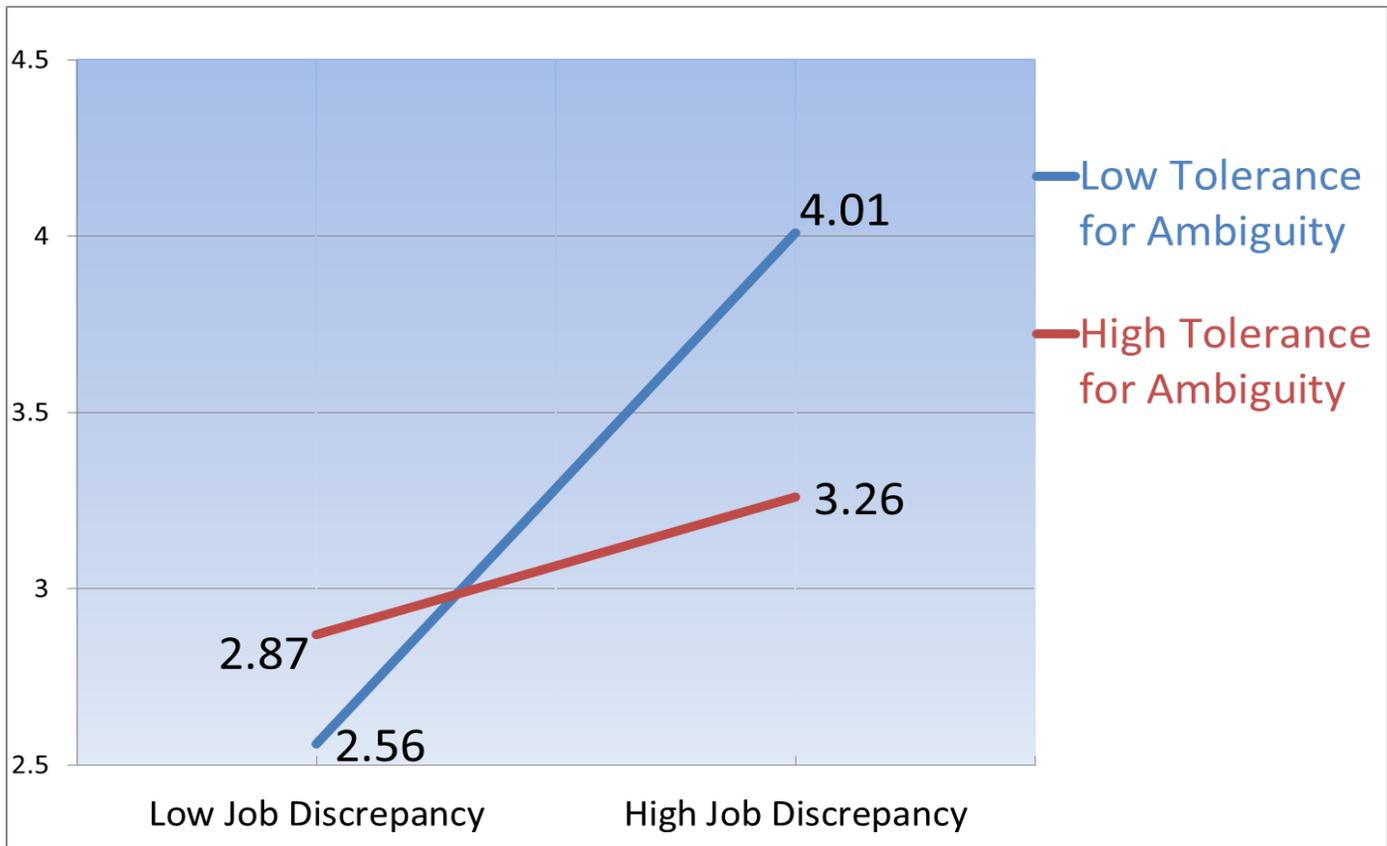
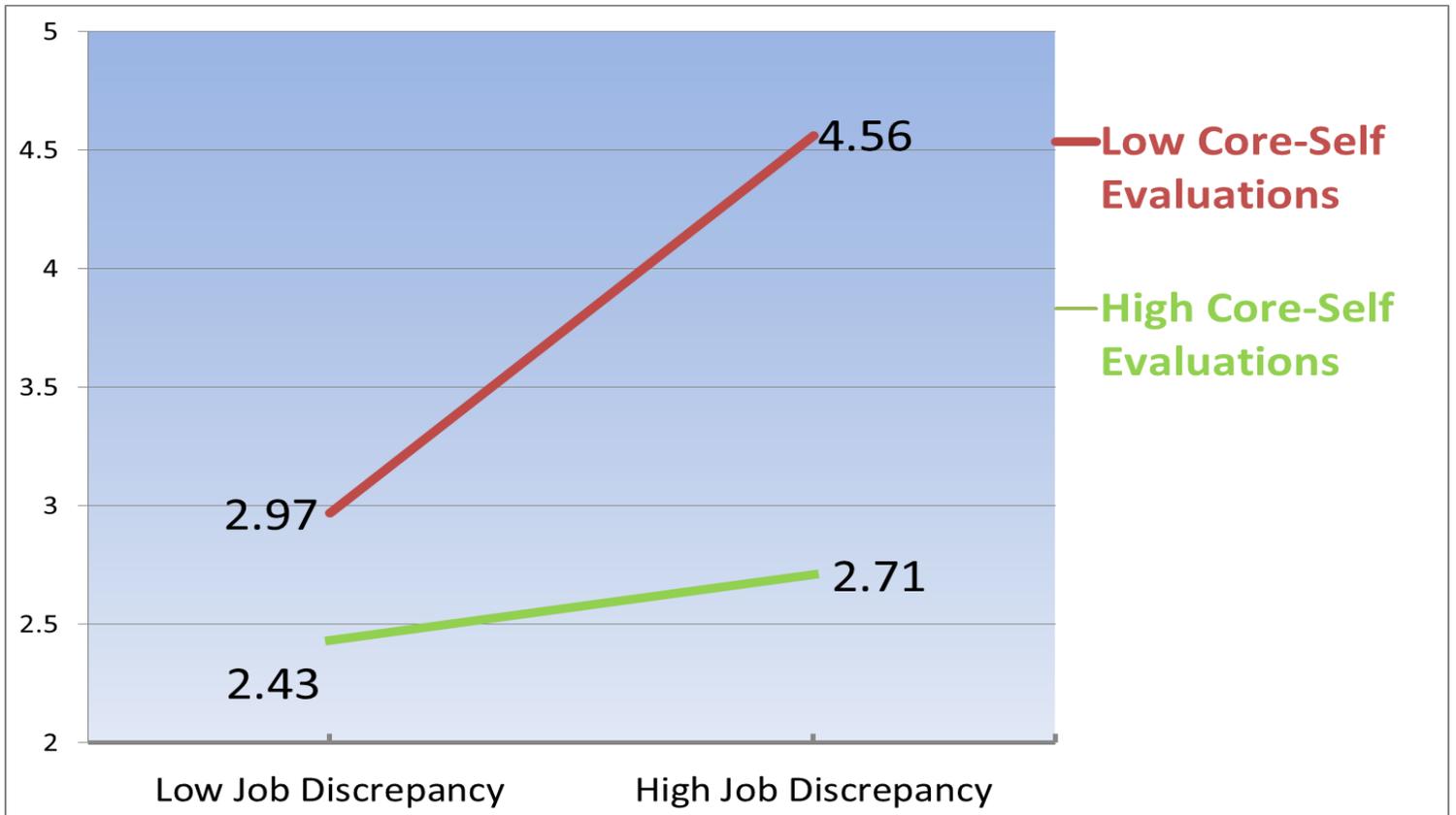


Figure 9–Core Self-Evaluations Interaction

	Df	F	Sig
Model	4	109.38	0.000
Discrepancy	1	8.72	0.004
Core Self-Evaluations			
Strongly Disagree(0)			
Strongly Agree(5)	1	14.03	0.000
Discrepancy by Core Self-			
Evaluations	1	1.23	0.044

Figure10-Core Self-Evaluations Moderating the Impact of Job Discrepancy on Tension



Chapter 5 - Conclusions

Summary

Job discrepancy in the workplace is widespread among both managers and non-managers. Higher job discrepancy increases stress and tension for all employees in the workplace. Tolerance for ambiguity shows plausible evidence it may moderate tension caused by increased job discrepancy in the workplace. Employees with higher core self-evaluations reduce tension as job discrepancy increases. Job satisfaction, job commitment and turnover may be indirectly influenced by job discrepancy due to job discrepancy's high impact on stress and tension.

Policy Implications

Job discrepancy negatively impacts outcomes in the workplace. Implementing policies to reduce, counter, and eliminate these negative outcomes will improve organizations. A few implications as to the nature of policies needed can be extracted from this exploratory research.

Job descriptions vary from broadly defined to extremely detailed, often inconsistent to actual jobs expectations. This implies that job descriptions are a key factor attributed to the existence of job discrepancy. Organizations may reduce job discrepancy by having policies that keep job descriptions current and consistent with possible changes for a job role. First, companies need specific policies to keep job descriptions clear and accurate. Employee feedback on the expectation of the company's job descriptions may be necessary to implement guidelines for creating job descriptions. Annual job audits of duties performed compared to job description for job roles may show necessary changes to keep the descriptions up to date. Changing job roles also contribute to job discrepancy; therefore identifying effective ways to communicate role change will reduce job discrepancy. These changes occur naturally over time or when the need of

the company changes. Policies to control role changes and disallow unnecessary shift in job responsibilities will reduce job discrepancy over time. Increased employee feedback concerning increased responsibility will be help to keep balance in job responsibilities, and essential to keep job descriptions current and job discrepancy low.

The study also showed exploratory interactions between job discrepancy, tension, core self-evaluations, and tolerance for ambiguity. Companies may utilize these traits in individuals to decrease the impacts of job discrepancy in the workplace. Policies to mobilize individuals who naturally possess these traits into positions with a natural existence of job discrepancy, such as management will reduce the impacts of job discrepancy. Implementation of training and workshop programs to identify these traits in individuals will also help encourage and mobilize employees to be most utilized.

Future Research

Job discrepancy exists and may impact the workplace by increasing employee stress and tension. These findings are only the first step in understanding how deeply job discrepancy may affect an entire business. Several avenues of future research should be explored.

Job discrepancy may impact other variables in the workplace. Researching job discrepancy's impact on these variables may reveal possible opportunities to reduce its negative impact in the workplace. These variables may include organizational citizenship, job autonomy, employee motivation, performance rating, and productivity.

Certain personality traits moderate the impact of job discrepancy on tension. Other traits should be explored to determine if they moderate any negative impacts of job discrepancy. If strong evidence exists for certain traits, the more likely companies can utilize these traits within

employees to reduce how job discrepancy affects the workplace. Such traits include coping with change, risk aversion, and perfectionism.

Finally, researching possible trends in the existence of job discrepancy needs to be explored. Job discrepancy may in fact be apparent when very specific duties and expectations are undefined or omitted from job descriptions. Exploring these causes of job discrepancy may lead to universal strategies to eliminate job discrepancy within any company.

Limitations in the Data

The major limitations of the study are due to time and resource constraints. Due to the limited time to collect data, all variables were gathered in a single survey. Common method variance is created by collecting data on multiple variables in a single survey that may have impact on one another and is to be expected in the results. Unfortunately, it was unfeasible to collect data in multiple stages for this study. Also due to time constraints, identifying common themes and using data from the final section of the survey was unaccomplished.

Requesting actual job information and the use of participant's job description may have affected the results. Although the online option allowed for participants to retrieve their formal job description at their leisure, it may have limited the number of responses to the survey. Requesting the use of a formal job description as a reference may have also caused biased answers to some of the questions.

Conclusion

Research for the study began with identifying potential variables that contribute to the overall success of a business. Job discrepancy was overwhelmingly reported to exist in the workplace. Job discrepancy creates barriers including increased stress and tension for employees. These barriers may also decrease job satisfaction, job commitment, and increase turnover. Further exploration to understand the overall impact job discrepancy has in the workplace should be explored. The findings also suggest personality traits such as tolerance for ambiguity and core self-evaluations may moderate negative effects of job discrepancy. Continued exploration on the overall effects personality traits have on the impacts of job discrepancy is justified.

Appendix: – Annotated Survey

Survey: Job Responsibilities and Work Habits

Instructions:

Following are a few questions to help identify your specific job role followed by the survey questionnaire. Please use your formal job description as a reference when indicated, but do not include it with the completed survey. Do not include your name or any other personal information.

Please carefully read the instructions for each section. Answer each question as best you can. There is no time limit, but each individual question should require no more than a few moments each to answer.

By filling out the survey you acknowledge that you are at least 18 years of age and that your answers may be used for this research only. Your participation is completely voluntary. The information gathered will be anonymous, and if you wish to end the survey, you may do so at any time.

If you have any further questions, concerns, or comments about the survey please do not hesitate to contact either:

Stephen Barbouletos – jukee@u.washington.edu --(425-770-7783)
Pete Nye – -----pnye@uwb.edu -----(425-352-5383)

Thank you for the help!

Part I – (Indicator questions)

Directions: Please answer each question below as accurately as possible with the space provided.

1. Are you a student? Yes or No (please circle)

2. Please estimate how many hours a week you work.

3. Please generalize what industry your company is in?

4. What is your current Job title?

5. How long have you been at this position? (please specify in months)

6. Have you worked at a previous job with the same company? Yes or No (please circle)
If Yes how long?

7. Can you estimate how many people share your current job title and role?

Part II (Job Satisfaction/Tolerance for Ambiguity)

DIRECTIONS: Some jobs are more interesting and satisfying than others. We want to know how you feel about your job. For each statement below, use the following scale to indicate which is most descriptive of your current job:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

#8-12 Job Satisfaction(Durham, Cathy C, Judge, Timothy A; Kluger, Avraham N; Locke, Edwin A; 1998)

- 8. ____ I feel fairly well satisfied with my present job
- 9. ____ Most days I am enthusiastic about my work.
- 10. ____ Each day of work seems like it will never end.
- 11. ____ I find real enjoyment in my work.
- 12. ____ I consider my job rather unpleasant.

#13- 30 Tolerance for Ambiguity(Judge, Timothy A; Pucik, Vladimir; Thoresen, Carl J; Welbourne, Theresa M, 1999)

- 13. ____I do not like to get started in group projects unless I feel assured that the project will be successful.
- 14. ____In a decision-making situation where there is not enough information to process the problem, I feel very uncomfortable.
- 15. ____I don't like to work on a problem unless there is a possibility of coming out with a clear-cut and unambiguous answer.
- 16. ____I function poorly whenever there is a serious lack of communication in a job situation.

17. ___ In a situation in which other people evaluate me, I feel a great need for clear and explicit evaluations.
18. ___ If I am uncertain about the responsibility of a job, I get very anxious.
19. ___ A problem has very little attraction for me if I don't think it has a solution.
20. ___ It's satisfying to know pretty much what is going to happen on the job from day to day.
21. ___ The most interesting life is to live under rapidly changing conditions.
22. ___ When planning a vacation, a person should have a schedule to follow if he or she is really going to enjoy it.
23. ___ Adventurous and exploratory people go farther in this world than do systematic and orderly people.
24. ___ Doing the same things in the same places for long periods of time makes for a happy life.
25. ___ I don't tolerate ambiguous situations well.
26. ___ I find it difficult to respond when faced with an unexpected event.
27. ___ I am good at managing unpredictable situations.
28. ___ I prefer familiar situations to new ones.
29. ___ I enjoy tackling problems which are complex enough to be ambiguous.
30. ___ I prefer a situation in which there is some ambiguity.

Part III (Job Discrepancy - Part One)

(Barbouletos)

Directions Below are several statements that have to do with your responsibilities on the job. Please use the following scale to indicate how well the statements describe your current job.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

- 31. ___ My formal job description is consistent with the job that I perform.
- 32. ___ Some expectations from my manager/boss are not listed in my formal job description
- 33. ___ My formal Job description should be updated to include new responsibilities and expectations.
- 34. ___ I am expected to perform duties that are outside my formal job scope.
- 35. ___ When I am reviewed at work, it includes a list of formal job duties taken from my formal job description.

Part IV (Job Discrepancy - Part two)

(Barbouletos)

Directions Below are a few statements about your job. Please use your formal job description as a reference to answer the following questions.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

36. ___ Reading my formal description gives me a clear understanding of what duties I need to perform at my job
37. ___ Giving this description to another to read, I feel they would have reasonable idea of what I do on my job.
38. ___ My formal job description accurately portrays my job as a whole.
39. ___ I feel this description includes all the duties and tasks expected for me to succeed in my job.
40. ___ This description is missing essential elements to my job.
41. ___ My job description needs to be updated to better convey the scope of my job.
42. ___ If my manager read my formal job description it would accurately portray his or her expectations of me at my job.

Part V (Risk Aversion)

(Judge, Timothy A; Pucik, Vladimir; Thoresen, Carl J; Welbourne, Theresa M, 1999)

Directions: Below are several statements with which you may agree or disagree. Using the scale below, indicate your agreement with each item below.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

43. ___ I am not willing to take risks when choosing a job or a company to work for.
44. ___ I prefer a low risk/high security job with a steady salary over a job that offers high risks and high rewards.
45. ___ I prefer to remain on a job that has problems that I know about rather than take the risks of working at a new job that has unknown problems even if the new job offers greater rewards.
46. ___ I view risk of a job as a situation to be avoided at all costs.
47. ___ I like (or would like) to play the lottery.
48. ___ I always play it safe, even if it means occasionally losing out on a good opportunity.
49. ___ I am a cautious person who generally avoids risks.
50. ___ I generally hold out for the best price on something, even if it means waiting a long time.

Part VI (Job Stress)

(Bretz, Robert D Jr.; Bourdreau, John W; Judge, Timothy, 1994)

Directions: Please indicate how much each of the following factors contributes to your stress level at work.

1	2	3	4	5
No Stress	Little Stress	Some Stress	Quite a bit of Stress	Great Deal of Stress

51. ____ The number of projects and/or assignments I have.
52. ____ The amount of time I spend at work.
53. ____ The amount of time I spend in meetings.
54. ____ The number of phone calls and office visits I have during the day.
55. ____ degree to which politics rather than performance affects organizational decisions.
56. ____ The inability to clearly understand what is expected of me on the job.
57. ____ The volume of work that must be accomplished in the allotted time.
58. ____ The extent to which my position presents me with conflicting demands.
59. ____ The amount of red tape I need to go through to get my job done.
60. ____ The time pressures I experience.
61. ____ The lack of job security I have.
62. ____ The amount of responsibility I have.
63. ____ The scope of responsibilities my position entails.
64. ____ The degree to which my career seems "stalled."
65. ____ The opportunities for career development I have had.
66. ____ The amount of traveling I must do.

Part VII (Job Tension)

(House, Robert J; Rizzo, John R. (1972).

Directions: Please indicate how strongly you agree or disagree to the following statements using the following scale.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

67. ____ I feel fidgety or nervous because of my job.
68. ____ Problems associated with work have kept me awake at night.
69. ____ My job tends to directly affect my health.
70. ____ If I had a different job, my health would probably improve.
71. ____ I often “take my job home with me” in the sense that I think about it when I’m doing other things
72. ____ I feel nervous before attending meetings in the organization.
73. ____ I sometimes feel weak all over.

Part VIII (Coping with Change)

(Judge, Timothy A; Pucik, Vladimir; Thoresen, Carl J; Welbourne, Theresa M, 1999)

Directions: Please answer the following questions regarding changes occurring in your organization in the last two years. Consider changes that affect your company regardless of the source. Use the following Scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

74. ___ When dramatic changes happen in this company, I feel I handle them with ease.
75. ___ I have been a leader of transformation efforts within this company.
76. ___ The rapid changes that have been occurring in this company are sometimes beyond the abilities of those within the company to manage.
77. ___ Rapid change is something to adapt to, but not to embrace.
78. ___ When changes happen in this company, I react by trying to manage the change rather than complain about it.
79. ___ The changes occurring in this company cause me stress.
80. ___ I see the rapid changes that are occurring in this company as opening up new career opportunities for me.
81. ___ Deep changes ultimately better the company.
82. ___ Environmental turbulence presents opportunities to make overdue changes in this company.
83. ___ When changes are announced, I try to react in a problem-solving, rather than an emotional, mode.
84. ___ I often find myself leading change efforts in this company.
85. ___ I think I cope with change better than most of those with whom I work.

Part IX (Job Commitment, Intent to Turnover)

Directions: Please use the following scale to indicate your feelings towards your job situation and company.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Job Commitment #86-91 (Meyer, J.P.; Allen, N.J. 1997)

- 86. ___ I would be very happy to spend the rest of my career in this organization.
- 87. ___ I really feel as if this organizations problems are my own
- 88. ___ I do not feel like “part of the family” at my organization
- 89. ___ I do not feel “emotionally attached” to this organization
- 90. ___ This organization has a great deal of personal meaning for me
- 91. ___ I do not feel a strong sense of belonging to my organization

Intent to Turnover #92-97(Simmons, C., Cochran, J., Blount, W., 1997)

- 92. ___ As soon as I can find a better job I will quit at this organization
- 93. ___ I often think about quitting my job
- 94. ___ In the following year I definitely will not leave my organization.
- 95. ___ I am presently looking and planning to leave
- 96. ___ Given a completely free choice, I would choose to continue working with my current organization.
- 97. ___ It is of no importance at all whether I spend my career in this organization.

Part X - (Core-Self Evaluations)

(Timothy Judge, Amir Erez, Joyce Bono, Carl Thoresen, 2003) (4 traits of self-esteem, self-efficacy, neuroticism, locus of control).

Directions: Please indicate how strongly you agree or disagree with each of the following statements.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

98. ___ I am confident I get the success I deserve in life.
99. ___ Sometimes I feel depressed.
100. ___ When I try, I generally succeed.
101. ___ Sometimes when I fail I feel worthless.
102. ___ I complete tasks successfully.
103. ___ Sometimes, I do not feel in control of my work.
104. ___ Overall, I am satisfied with myself.
105. ___ I am filled with doubts about my competence.
106. ___ I determine what will happen in my life.
107. ___ I do not feel in control of my success in my career.
108. ___ I am capable of coping with most of my problems.
109. ___ There are times when things look pretty bleak and hopeless to me.

Part XI-(Job Performance - Barbouletos)

Directions: Please use the following scale to describe how you have been formally evaluated for the following statements.

1	2	3	4	5
Unsatisfactory	Below Average	Average	Above Average	Outstanding

- 110. ___ Consistently progresses towards and meets goals at work.
- 111. ___ Extensive knowledge of primary job functions.
- 112. ___ Job organization and planning
- 113. ___ Perform and complete assigned tasks
- 114. ___ Does not require supervision or reminders to do job effectively
- 115. ___ Punctuality, time and attendance.
- 116. ___ Overall job performance.

Part XII—(Personal job descriptions Barbouletos)

Directions:. Use the space provided to answer each question in your own words. You may use the back of the sheet if necessary.

117. How accurately do you feel your formal job description portrays the expectations your manager has for you on your job? (Please circle)

1	2	3	4	5	6	7
Very Inaccurate	Inaccurate	Slightly Inaccurate	Neither / Not applicable	Slightly Accurate	Accurate	Very Accurate

Please give reasoning behind your answer.

118. Are there any important tasks, duties, and responsibilities you have on your job that are not included in your formal job description? Yes No (please circle)

If yes, please describe what you do on your job that is not included as part of your formal job description. This may include specific jobs, tasks, responsibilities, or anything else you feel is relevant.

119. If you can alter your formal job description to make it more accurate to how you do your job how would you change it and why?

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