

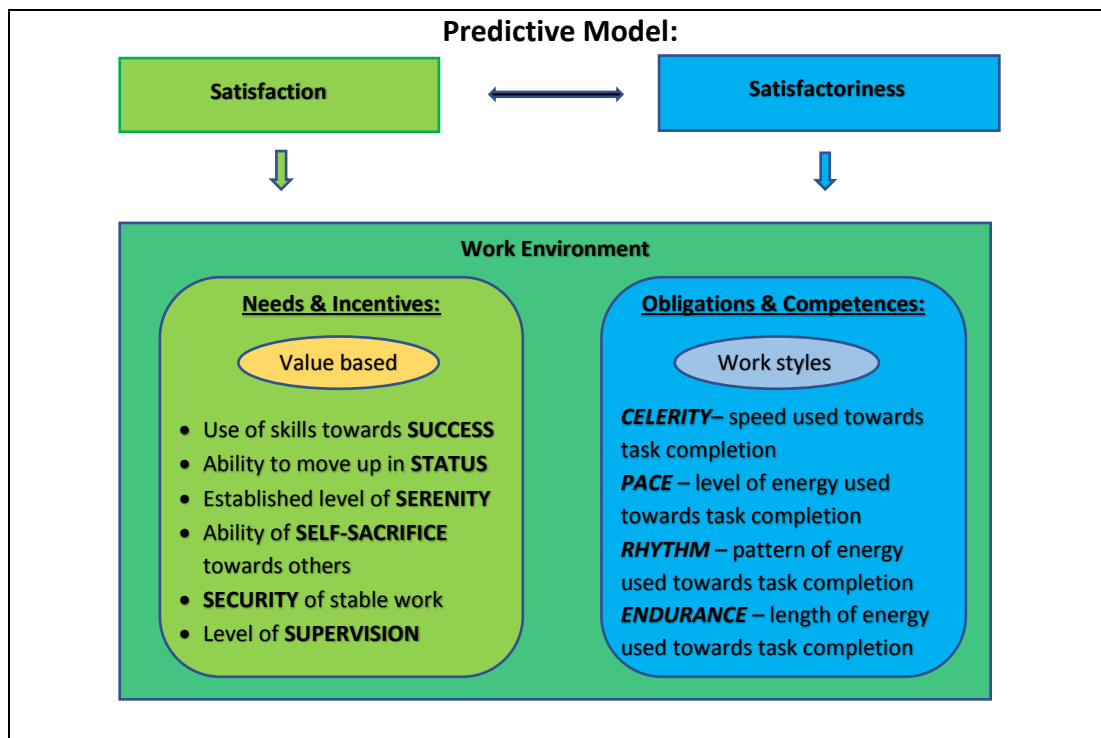
Theory of Work Adjustment: Seeking and Maintaining Satisfaction and Satisfactoriness

This theory was originally developed by Lloyd H. Lofquist and Rene V. Dawis during the 1960's in partnership with David J. Weiss. Together, by the 1970's they were able to move this theory into being a developmentally oriented model that better described the interactions between individuals and their work environments, and how each continuously influences the other to maintain correspondence and how it may influence one's career choice through time.

Two components of this theory are the **Predictive Model** and **Process Model**:

In the **Predictive Model**, the term *satisfaction* is used to describe *correspondence* relating to the needs of an individual in their work environment and what incentives the work environment offers the individual in return. In addition, a person's needs are determined by identifying their **values** (left diagram).

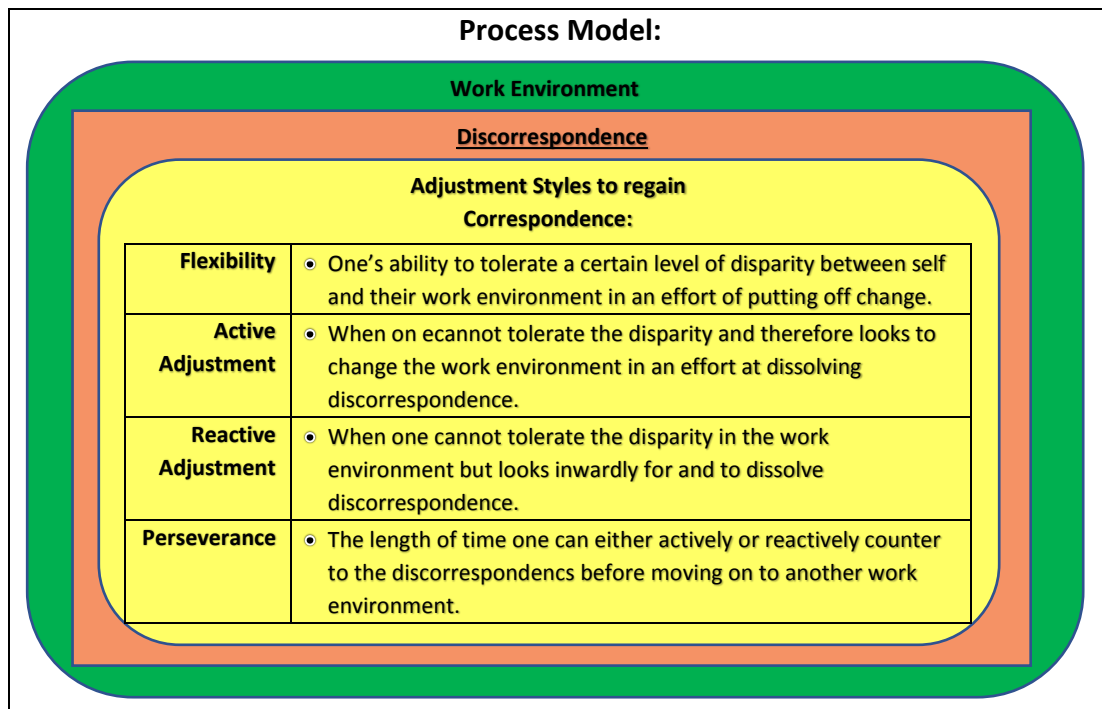
Satisfactoriness is described in this model as the *correspondence* between the **obligations** of the work environment in combination of the individual's **competences**; which means the level of cohesion between the job role and the individual's skills and abilities. Also, in further explaining the collaboration between individuals and their work environments, work styles are used to describe the dynamics involved based on how one might behave within their work environment and are broken down into four aspects (right diagram).



The model also focuses on the *correspondence* of *satisfaction* versus *satisfactoriness* in relation to how long someone will stay at their specific work environment. Which means, the longer an employee feels their needs are being met and the work environment can maintain the employees needs, TWA predicts the employee will remain in their work environment for a longer period.

The **Process Model** on the other hand, focuses on the **discorrespondence** between either the employee's needs and the ability for the work environment to meet those needs, or the opposite of the work environments needs and the employee's ability to satisfy the job requirements. Also, how the two can combine and create dissatisfaction to both the individual and the work environment.

Thus, possibly opening the door to change and adjustment; which usually only takes place when **discorrespondence** is occurring. The TWA breaks these adjustments down into four styles:



Benefits of Using TWA:

The aspects of this theory that are potentially beneficial to use when assisting a client is that by identifying an individual's personal requirements, what they value in a work environment together with their skill ability, will assist clients in determining specific work environments that will provide them with all around **correspondence**.

Should **discorrespondence** arise all the while **satisfaction** is prevalent, assisting clients in identifying strategies towards how they will respond using the adjustment styles or by identifying areas of skill development might be key in assisting clients towards maintaining job **satisfaction**. Should none of these components provide positive results, further exploration into their work styles and identifying industries or specific job postings that will give them a better state of **satisfaction** together with **satisfactoriness** will hopefully assist in achieving their goal of longer periods of career fulfillment.

Be Aware:

When implementing this theory with clients, be aware that some aspects of this theory will not be best suited to every client. If a client is at the beginning of their employment journey, the concepts of this theory might be inappropriate as this theory relates to those who are already working, have developed some level of their career and skill development and are trying to decide if they should stay at their current job.

Additionally, if a client is in a position of requiring quick employment as of yesterday. Sitting the client down and deciding to explore **correspondence** and **discorrespondence** may essentially put them in a position to walk out and never return. They may require services such as resume development, job search strategies, job starts or short-term certificate training; not to listen to someone dive into the components and explain a theory that does not fit into their current situation.