

Job Satisfaction Scale: JSS-18 Revised Hindi Version

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ABSTRACT

This study was conducted to prepare a scale in Hindi to measure job satisfaction among employees in Indian context. The scale is named 'Job Satisfaction Scale: JSS 18'. The JSS 18, Hindi version is based on the job satisfaction index by Brayfield and Rothey. This scale is in Likert format and it has positive and negative items in equal numbers. Items of the scale are rated on a 5 point scale, namely strongly agree, agree, undecided, disagree and strongly disagree. The positive items are scored on the pattern of 5, 4, 3, 2 and 1, successively, while the negative items are scored in reverse order. The positive and negative affect can also be computed based on the scores of an employee on positive and negative items. The higher scores on this scale indicate higher level of job satisfaction and vice versa. Norms are also provided to compare an employee from the point of view of job satisfaction as experienced by him or her in his or her present job context. However, a researcher can develop his or her own norms keeping in view the nature of the sample and area of a study, if required so. JSS-18 is a very convenient tool to measure job satisfaction among employees and the responses of the employees can also be easily scored. The reliability and validity coefficients have been obtained to be high, indicating the suitability of the JSS-18 for multi-occupational Indian samples.

Keywords: Job satisfaction, Brayfield & Rathey, JSS-18, Positive and Negative affect, Likert format

There are some very important elements of the organizations which determine their performance and efficiency. Among such elements, employees are highly valuable and their satisfaction with the job being performed by them is even more important because the mission of any enterprise is realized by the devoted efforts of its employees. It is of course one of the major reasons that job satisfaction has been one of the exhaustively researched and debated concepts in the area of industrial and organizational psychology since the beginning of this discipline. As a result of it, a number of scholars have attempted to explain this concept and also made attempts to determine its antecedents as well as estimate its consequences. This variable has been tapped in studies as an independent as well as the dependent variable. The scholars working in this area are of the view that job satisfaction is one of the central variables affecting the performance of employees and also determining the organizational efficiency (Luthans, 2011). It is an accepted view that a

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satisfied employee is devoted to his job, performs better, and takes own care and also of the others (Dziuba, et al., 2020).

Two classical theories of employee motivation known as need hierarchy theory by Maslow (1943) and two factor theory by Herzberg (1959, 1964) emphasized on enhancing job satisfaction among employees to motivate them for optimal performance and inducing the sense of willingness to remain in the organizations in which they are working at present. The modern theories of job satisfaction and scholars working in this area also emphasize on job satisfaction as this employee attitude is one of the most important variables motivating the employees for increased performance and also enhanced well-being (Robbins, et al., 2009; Luthans, 2011).

Defining Job Satisfaction

Job satisfaction is generally defined as the feeling and perception of an employee about his or her job. It indicates the positive or negative feelings about the job being performed by an employee. Every organization needs to enhance it to increase the productivity of the organization and also make the employees feel happy and satisfied with the job he or she is performing (Hoppock, 1935). It indicates the extent of contentment an employee possesses about his or job. Locke (1976) defined job satisfaction as a pleasant emotional state which results from the appraisal of the job. Spector (1997) explained job satisfaction as the extent to which people like or dislike their jobs. Robbins et al (2009) state that job satisfaction is a general attitude of an employee towards the job being performed by him or her. Thus, it becomes obvious that job satisfaction has been defined in varied ways, but the essence is that it is an attitude possessed by an employee towards his or her job. It's a very important employee attitude as it affects all the aspects of organizational behaviour including productivity, turnover intention, absenteeism, job involvement, organizational citizenship behavior, and also the well-being of employees (Muwanguzi, 2022; Hackman & Oldham, 1975).

According to Hulin and Judge (2003), job satisfaction includes multi-dimensional responses to the job being performed by an employee and responses can be classified into cognitive or evaluated, affective or emotional and behavioural components. The cognitive and affective components actually determine the perception of an employee about the job. In view of the above job satisfaction can be explained as the reflection of pleasure or happiness as experienced by an employee about his or her job (Moorman, 1993; Kalleberg, 1997).

Measurement of Job Satisfaction

As regards the measurement of job satisfaction, some scholars have done appreciable work in this area. For example, Brief index of affective job satisfaction (Thompson & Fua, 2012), Job descriptive index (Smith et al., 1969), Job satisfaction survey (Spector, 1985), Minnesota Satisfaction Questionnaire (1977), Facet-Specific Job Satisfaction (F-SJS) and the Faces scale of job satisfaction (developed in the 1950s measuring overall satisfaction using a single, nonverbal item (Kunin, 1955) are some of the important tools to measure job satisfaction among employees. The job satisfaction can be measured in overall way or in dimensions. The Brayfield and Rothey scale (1951) is a short but very useful scale to provide overall score for job satisfaction. In addition to it, the positive and negative affects, as experienced by an employee in the job context of an employee, can also be ascertained to see which type of affect is more prominent in an employee.

The Present Study: Job Satisfaction Scale (JSS-18)

Job satisfaction scale: JSS-18 (Hindi version) is based on Index of Job Satisfaction by Brayfield and Rothery's (1951). It was prepared in Hindi by Singh (1997) and revised by Singh and Singh (2022). It consists of 18 items in Likert format accompanied by five alternative responses namely, Strongly agree, Agree, Undecided, Disagree and Strongly disagree. It has 9 positive items (1,2,5,7,9,12,13,15, & 17) and 9 negative items (3, 4, 6, 8,10,11,14,16, &18). The positive items are scored on the pattern of 5, 4, 3, 3, 2 and 1 for the five successive categories, while the negative items are scored in reverse order, i.e., 1, 2, 3, 4 and 5 respectively. The total score for an employee is obtained by adding his or her scores on different items. The minimum score on this scale may be 18 and maximum possible score may be 90. The higher the score on this scale, higher the level of job satisfaction and vice - versa.

The positive and negative affects associated with the job of an employee can also be ascertained on the basis of responses to positive and negative items by an employee. The scores of an employee computed separately for positive and negative items indicate the positive and negative affects as experienced by an employee in the job context. For example

The higher level of positive affect indicates that the concerned employee is satisfied with his /her job and will like to continue in his or her present organization. It also indicates that an employee possessing higher positive affect is more likely to make committed efforts for increased performance. The negative affect indicates that the concerned employee is not well satisfied with his current job, and if this situation persists for a longer period of time, the interest of the affected employee in his or her job will gradually decrease, which will ultimately adversely affect his performance, and it would be detrimental for the organization concerned. He or she may also consider quitting the organization. So, the management must be active to address the problems of employees to enhance their level of job satisfaction (Bang, 2015).

Procedure of Preparing Hindi version of JSS-18

For preparing the Hindi version of the scale, first of all the original scale (Index of Job Satisfaction) was translated into Hindi language by two independent bilingual experts and thus two Hindi versions of the scale resulted, named version 1 and 2 of the scale. The two bilingual experts were asked to discuss each item with the subject experts and thus version 3 was obtained. The version 3 was then back-translated into English by two other linguistic experts which led to version 4 of JSS-18. This 4th version was then compared with the original scale (IJS) and point of disagreement, if any, was discussed with experts of the related subject. If the subject experts suggested any change, that change was incorporated in the contents and thus the 5th version of the draft was finalized leading to the Hindi version of the JSS-18. In the case of any typical word in the original scale, specific attention was paid to translate and modify it keeping in view the Indian context.

As suggested by Brayfield and Rothery (1951) in their original scale regarding the criteria of selection of the items, due attention was paid to ensure that the items translated in Hindi are clear and indicate the personal feeling of the employees regarding their job satisfaction, not the various aspects of the job. Besides it, items were simple, fluent in communication and can be easily scored. The specific attention was paid to the following points.

1. The scale should be brief and related with feeling of job satisfaction only.
2. It should aim to provide overall job satisfaction score, not any specific aspect of the job.

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3. Scale should be useful for multi - occupational samples.
4. It should be sensitive to attitudinal variations.
5. Items should be interesting, varied and realistic to get cooperation from all cadres of employees.
6. The scale should be a reliable measure of job satisfaction.
7. Its validity should be high.

The translated Hindi version of JSS-18 was administered on 60 employees working in banks and LIC. They were asked to indicate the ambiguity and difficulty in the items, if any. Thus, based on the feedback of the participants, modifications were done in the items, where it was needed. The final version of the inventory was prepared and administered on a variety of samples of employees to collect data for additional analysis. Due permission from the authorities were sought for administering the JSS-18 on the employees working under their control. After getting the responses of the employees, data analyses were done to determine the psychometric properties of the Hindi version of JSS-18.

Reliability and Validity- The split- half and test- retest methods were used to determine the reliability of JSS-18. A sample of 300 employee including teachers and bank staff was administered the JSS-18 and the analysis of data yielded 0.86 and 0.89 coefficients of correlation for the two methods indicating high reliability and suitability of JSS-18 for Indian samples. The criterion validity method was used to determine the validity of the JSS-18, as it is a suitable method to determine the validity of a translated version of an already existing test in another language (Guilford, 1973). So, the English version of 'Job index of satisfaction' and the Hindi version of JSS-18 were together administered on a sample. This procedure yielded a coefficient of correlation 0.88, indicating the high validity of JSS-18 and also indicating its suitability for measuring job satisfaction Indian context.

Norms

Norms for JSS-18 are provided in terms of mean and SD for different groups. Higher the mean on this scale, higher the level of job satisfaction and vice –versa. Table -1 shows the mean and SD values obtained for different samples.

Groups	N	Mean	SD
Engineers	180	75.32.	9.43
Bank employees	145	60.39	8.67
Nursing staff	135	58.41	8.30
Technical staff	155	63. 59.	9.04
Teachers	360	65. 29	10.72
Small organization	60	53.26	9.39
Medium organization	110	64. 17	8.56
Large organization	135	69.22	7.35

Interpretation of the score

The interpretation of a score of an employee or group of employees can be done on the basis of departure trend of their score from the mean score of the sample as shown in the table 1. The higher score of an employee or a higher mean of a group than the mean given in the table will indicate higher level of job satisfaction in the employee or the group of employees, whereas a mean lower than the mean given in the table will indicate the lower level of job satisfaction in the employee concerned or the group of employees. The raw scores can be

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converted into percentiles for comparing the employees from the job satisfaction point of view. In addition to its classification of job satisfaction in terms of categories (high, moderate & low JS) can also be done to discriminate employees from this point of view.

Scope - This scale has been administered on a variety of samples of employees, such as managers, civil services officers, employees, clerical workers, driver, nurses and college employees as well as on student population also, and it has been found to be very much effective in discriminating the employees/individuals from the point of view of their level of job satisfaction. This Hindi version of job satisfaction scale: JSS-18 has been found to be successful in discriminating the employees from the point of view of their level of job satisfaction by some previous researchers (Singh, 2005; Pandey, 2000; Singh & Singh, 2007; Kumkum et al., 2016). In some other recent studies also, the English version of 'Job satisfaction index' (Brayfield & Rothey) has been reported to be a good tool to measure job satisfaction among employees (Gazi et al., 2022; Gautam et al., 2006). The same conclusion is applicable in the case of JSS-18 also.

CONCLUSION

This study was conducted to prepare a Hindi version of Brayfield and Rothey's scale. It was found that the Job Satisfaction Scale: JSS-18 Hindi version is a reliable and valid measure which can be used to ascertain the level of job satisfaction among employees working in various types of organizations. Its reliability and validity are quite high and empirical evidences favouring it have also been reported which establish its suitability for the multi-occupational Indian samples.

Implications

JSS-18 is a very convenient tool to ascertain the level of job satisfaction in an employee or a group of employees. It is an easy tool; language is simple and the responses of the employees can very easily be scored. Besides it, the positive and negative feelings of employees about their job can also be ascertained and the problems of employees can be addressed by the management accordingly.

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Conflict of Interest

The author(s) declared no conflict of interest.

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