

The Profile Analysis of Job Satisfaction – Reliability, Validity and Benefits of a new Measurement

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- **Why a new instrument for Job satisfaction?**
- **Cybernetic Model of Job Satisfaction**
- **Profile Analysis of Job Satisfaction (PAJS)**
- **Reliability and Validity**
- **Discussion and Future Directions**

Why a new instrument?

Job satisfaction has influences on ...

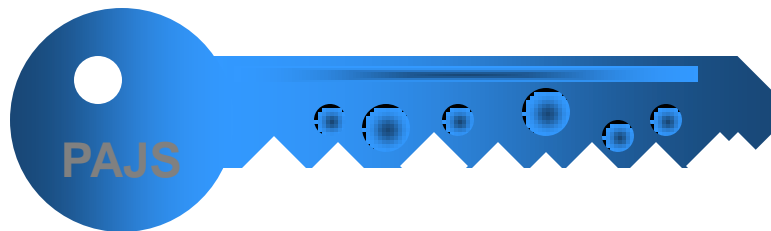


(e.g. Spector, 2000)

What we have – what we want

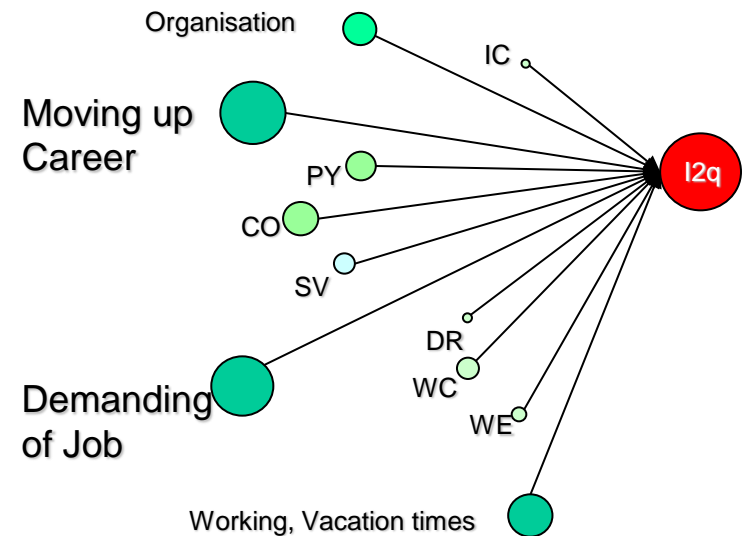


JS measured by one global variable is very unspecific

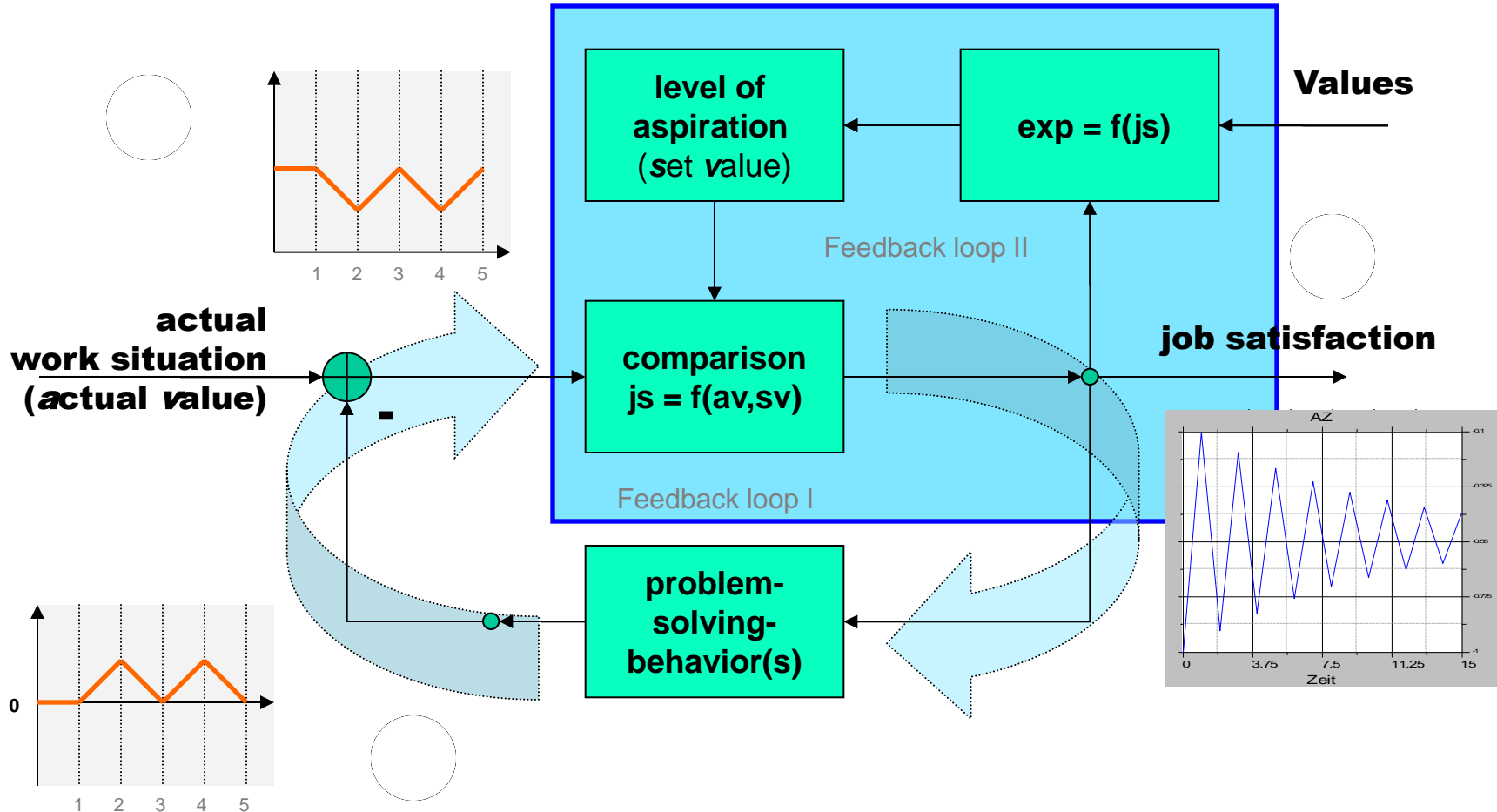


PAJS measures more specific with several scales
– this gives us more opportunities

– which has to be proved



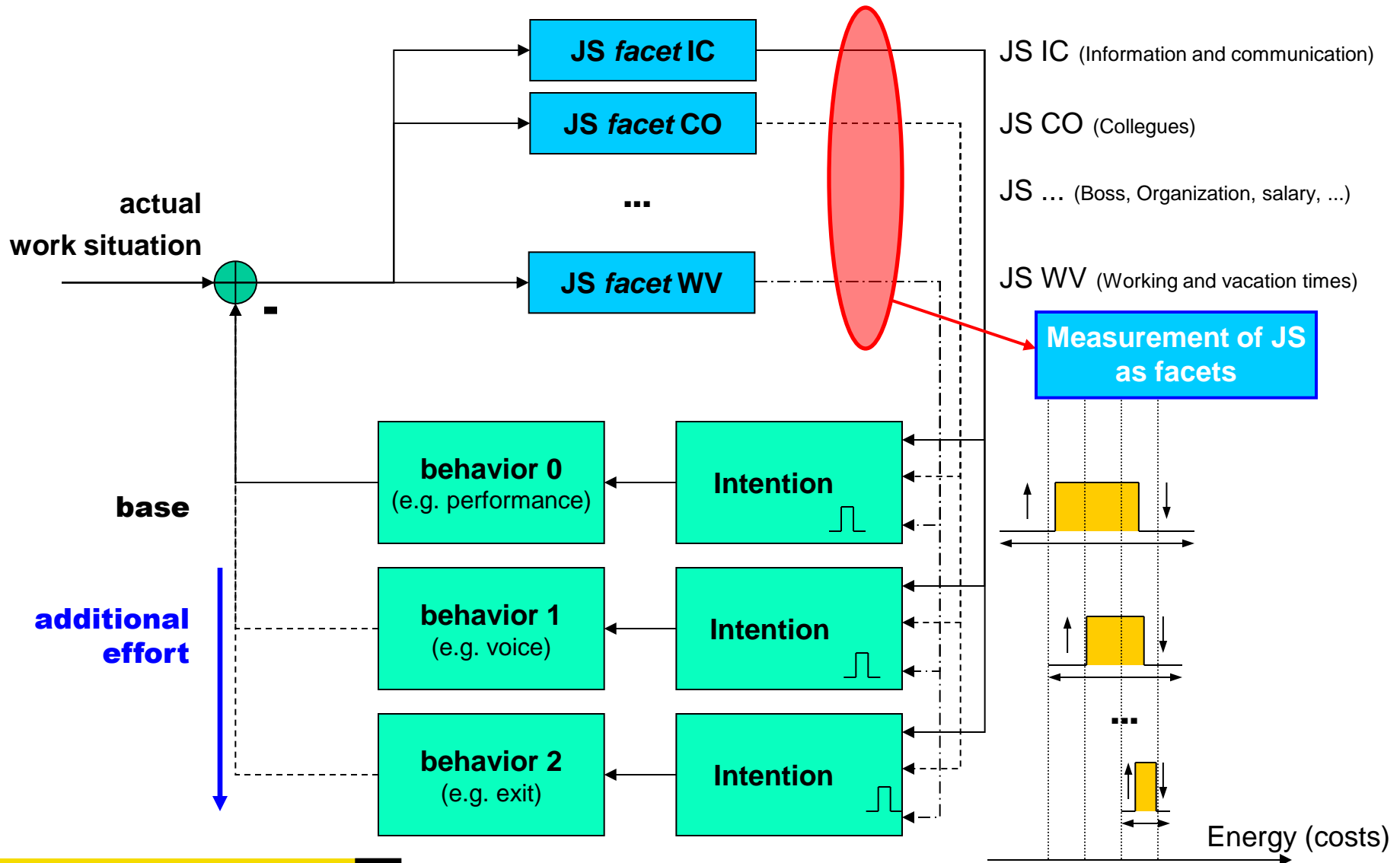
Cybernetic Model of Job Satisfaction



Cybernetic Model of Job Satisfaction



Behavior resulting from different facets of js



Profile Analysis of Job Satisfaction



- **11 facets / 53 items (core items)**

- **Information and communication**

I am ... with the ways how I learn about new changes in my company.

- **Organisation and management**

I am ... with the manner in which my company cares about its co-workers.

- **Chances of moving up/making my career**

I am ... with my chances of making the career of my dreams in the company.

- **Payment**

I am ... with my payment compared to my colleagues.

- **Contact to my colleagues**

I am ... with the coherence between colleagues.

- **Relationship to my nearest boss**

I am ... with the openness of my boss concerning my problems.

- **Demanding of job**

I am ... with the range of tasks in my job.

- **Decision range**

I am ... with the possibility of influencing decisions regarding my work.

- **Working conditions**

I am ... with my working materials.

- **General working environment**

I am ... with the private sphere I have at my working place.

- **Working and vacation times**

I am ... with the organization of my breaks.

... very satisfied
... satisfied
... neither satisfied/
nor dissatisfied
... a little dissatisfied
... dissatisfied

Satisfaction with...

...the information and communication

...the organisation and management

...chances of moving up/making my career

...my payment

...the contact to my colleagues

...the relationship to my nearest boss

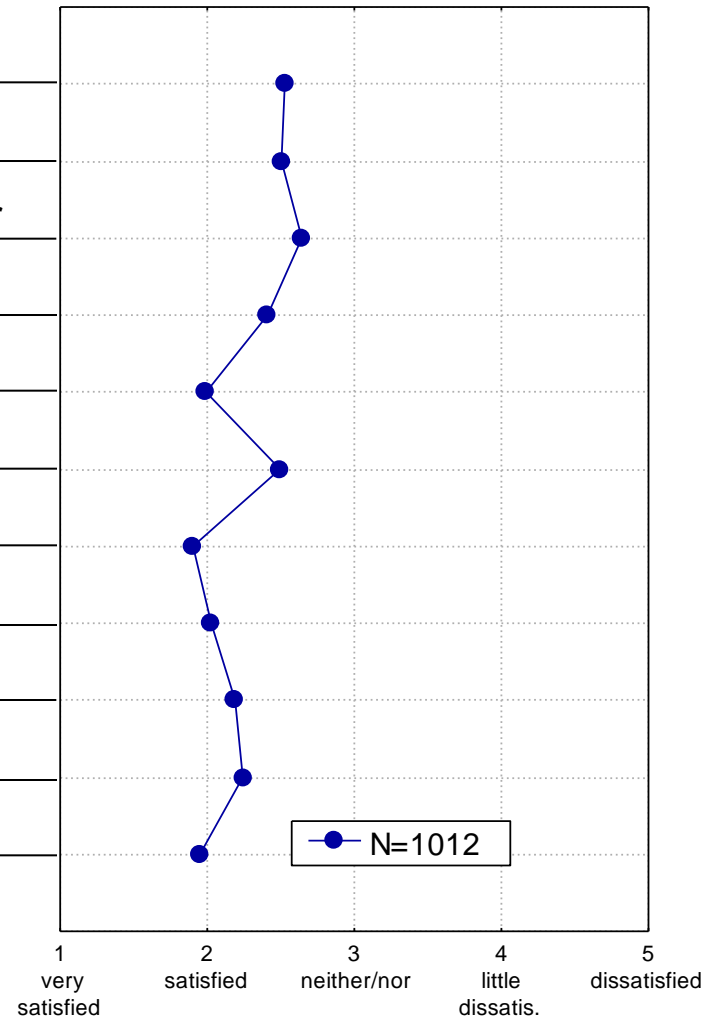
...how demanding my job is

...my decision range

...the working conditions

...the general working environment

...the working and vacation times



- **Applied: > 25.000 persons**
- **Reliability very high for scales (internal consistency, retest)**
- **Validity results for Intention to quit, Absenteeism, Fluctuation:**
 - homogenous results within groups of similar branches
 - different results for non-similar groups
- **Prediction with facets allows to identify important JS-aspects for interventions**

Reliability of PAJS – single scales

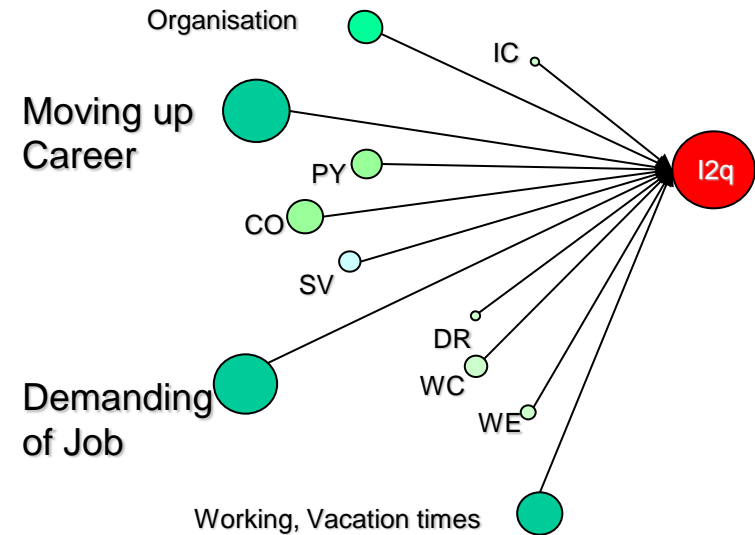
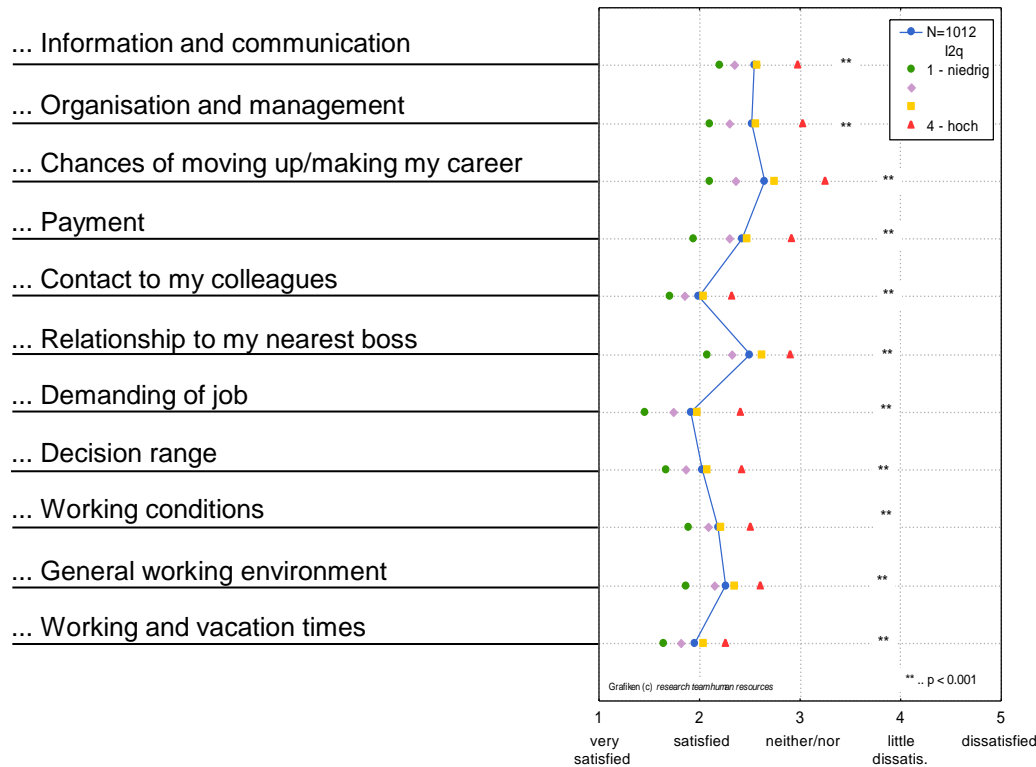


	Austrian	English	Turkish	Croatian	Austrian	English
	workers				managers	
	933	224	86	102	259	14
information / communication	0.85	0.84	0.85	0.93	0.87	0.90
organisation / management	0.81	0.84	0.77	0.90	0.77	0.43
moving up / career	0.93	0.92	0.93	0.92	0.95	0.91
payment					0.94	0.78
contact to my colleagues	0.90	0.92	0.96	0.94	0.93	0.94
relationship to nearest boss	0.92	0.93	0.92	0.96	0.94	0.98
how demanding the job is	0.91	0.90	0.83	0.93	0.94	0.86
decision range	0.90	0.90	0.89	0.94	0.91	0.84
working conditions	0.87	0.89	0.88	0.93	0.89	0.92
general working environment	0.75	0.79	0.64	0.90	0.68	0.93
working and vacation times	0.89	0.91	0.91	0.94	0.87	0.95

Examples of studies in different companies, 2001 – 2002.

PAJS and Intention to quit

Satisfaction with...



Jimenez, P. (2002, März). Einflüsse von Arbeitszufriedenheit und Belastungen auf "Intention to quit" – eine Betrachtung unter dem kybernetischen Modell der Arbeitszufriedenheit, 5. Wissenschaftliche Tagung der Österreichischen Gesellschaft für Psychologie, Wien.

Validity studies: PAJS and I2q – DA (Jiménez, 2002)

Standardized coefficients for canonical variables	Study I	Study II	Study III	Study IV
	Root 1	Root 1	Root 1	Root 1
	information, communication	0.14	0.03	0.07
organisation, management	-0.10	0.07	0.08	-0.11
moving up, career	0.62	0.47	0.44	0.46
payment	0.09	0.12	0.13	0.13
contact to colleagues	0.04	0.12	0.01	0.01
relationship to nearest boss	-0.01	0.00	0.00	0.13
how demanding the job is	0.27	0.34	0.46	0.47
decision range	-0.08	0.02	-0.11	-0.07
working conditions	0.02	-0.02	0.08	-0.07
general working environment	0.24	0.15	0.14	0.28
working and vacation times	0.16	0.28	0.13	0.23
Eigenvalue	0.50	0.46	0.42	0.47
cum. %	0.94	0.97	0.88	0.95
Wilks' Lambda, p <	0.00	0.00	0.00	0.00

Validity studies: PAJS and absenteeism – DA (Jiménez, 2002)

Standardized coefficients for canonical variables	Study III	Study IV
	Root 1	Root 1
information, communication	-0.08	-0.01
organisation, management	-0.30	-0.16
moving up, career	0.52	0.17
payment	-0.15	0.13
contact to colleagues	0.57	0.58
relationship to nearest boss	0.01	0.10
how demanding the job is	0.25	0.35
decision range	0.25	0.08
working conditions	-0.09	0.02
general working environment	-0.18	0.06
working and vacation times	0.34	0.13
Eigenvalue	0.05	0.04
cum. %	0.64	0.62
Wilks' Lambda, p <	0.00	0.00

Advantages of PAJS

- **Practical usage** – strategy for IO and HR (high validity)
- **Short and differential message** – key for intervention
- **High reliability** – confidence in results
- **Simple and clear contents** – acceptability of users
- **Standardization and Expandability**
- **Easy administration** – short duration
- **Cultural independence** – prepared for translation
- **Direct measurements** – transparency for users
- **Online usage** – tested for pp and online applications

- **Cooperation welcomed – Invitation for use for scientific and practical purposes**
- **Cybernetic model of job satisfaction integrates other models**
- **Faceted view of job satisfaction theoretically based, facets needed for prediction**
- **Dynamic view leads to an other view of job satisfaction, first longitudinal studies**
- **Future: PAJS in Balanced Scorecards – JS is a variable in time**

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