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# SCALE FOR MEASURING JOB SATISFACTION – A REVIEW OF LITERATURE

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## ABSTRACT

*J*ob satisfaction as employees emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. In this paper, an attempt is made to review the facets of job satisfaction and measuring instruments which are used by the scholar for measuring the facets of job satisfaction and the job satisfaction in general.

**KEYWORDS:** *Emotional, Expectations, Instruments, Job, Job Satisfaction*

## CONCEPT AND DEFINITION OF JOB SATISFACTION

Job satisfaction is the way an employee feels about his or her job. It is a generalised attitude towards the job based on evaluation of different aspects of the job. Job satisfaction indicates the satisfaction derived from the being engaged in a piece of work. It is essentially related to human needs and their fulfilment through work. Job satisfaction is the resulting feeling of satisfaction which the employee gains from the job following the fulfilment of his needs and desires. By working on a job, most men gratify many of their needs. Work in this regard, is a potent source of need gratification of all types such as physical, security, social and ego needs.

The term Job satisfaction has been given different connotation by different authorities on the subject. Job satisfaction referees to an individual's subjective experience, on one's work situation –one's responses and feelings towards different facets of his work role. Hoppock (1935) was the first industrial psychologist to provide the concept "job satisfaction ", a logical definition. He defined job satisfaction as any combination of psychological, physiological and environmental circumstances, which cause a person to truthfully say "I am satisfied with my job".

According to Cranny, Smith and Stone (1992) define job satisfaction as employees emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job.

According to Locke (1969) who defines job satisfaction as feelings of contentment derived from the appraisal of one's job and the understanding that the

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job is assisting in achieving one's goals. Job dissatisfaction is the unpleasant affections that one feels if one appraises the job as a barrier in achieving one's values. Locke (1969) states that three factors exist in any appraisal process of the job: the perception about the facet of the job, a value system, and an evaluation of the relationship between the perception and the value system. People have set goals and values in mind. If their job assists them in achieving those goals, they are satisfied.

Robbins (2005) defines job satisfaction as a set of emotions that one feels about one's job. Smith, Kendall and Hulin (1969) define job satisfaction as "feelings or affective responses to facets of the situation."

In words of Smith et al. (1969) state that those feelings are caused by the difference between what is expected from the job and what is actually experienced, and comparing this difference to alternative jobs. Agho, Mueller and Price (1993) define job satisfaction as the extent to which workers are happy with their jobs.

"An attitudinal variable that reflects how people feel about their jobs overall as well as various aspects of them." He defines job satisfaction as an attitude, and considers different aspects of the job in addition to the overall feeling that one may have about one's job. Considering different aspects of the job creates a better understanding of how employee feels about the job, because one may be satisfied with one aspect, not satisfied with another, and overall satisfied (Spector P. , 1996).

In words of Bullock (1952) "job satisfaction is an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job. According to (Locke E. , 1976) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or experience.

Victor Vroom (1978) viewed job satisfaction as "the positive orientation of an individual towards all aspects of the work situation". Grunberg (1997) defines job satisfaction as an individual's emotional reactions to a particular job.

In the view of Luthans (2005) Job satisfaction as an emotional/cognitive response claims that it is intangible and can only are inferred.

Dawis (2004) suggests two basic components of the term 'satisfaction': a cognitive or evaluative component (the perception that one's needs are being fulfilled), and an affective or emotional component (the feeling that accompanies the cognition).

Mosadeghrad and Yarmohammadian (2006) argue that the key to understanding job satisfaction is to consider the difference between what a worker experiences on the job and what he or she wants or expects to find.

Vroom (1964) suggests, job satisfaction is a function of a perceived difference between what was expected as a fair and reasonable return and what was experienced. Therefore, the higher the expectations of individuals, the more likely they are to be less satisfied with their jobs, all other things being constant. Indeed, changes in expectations can have a profound impact on the perceived satisfaction of employees.

Porter and Steers (1973) argue that the extent of employee job satisfaction reflects the cumulative level of 'met worker expectations'. That is, employees expect their job to provide a mix of features (for example, pay, promotion, autonomy), but when the accumulation of unmet expectation becomes sufficiently large, there is less job satisfaction (Field, 2005) . For these expectations, each employee has certain preferential values and these preferences vary for different individuals.

According to Spector (2008) job satisfaction as an attitudinal variable that reflects how people feel about their jobs. Armstrong (2004) opines that job satisfaction as "the attitudes and feelings people have about their work. Such feelings towards work are often evaluated via measures of job satisfaction. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction.

Purohit (2004) indicates that job satisfaction is a specific subset of attitudes held by organisational members. It is the attitude one has toward specific factors, such as wages, security of employment and conditions of work.

Spector (2008) and Kreitner and Kinicki (2006) state that job satisfaction encompasses a global feeling about the job and includes a related constellation of attitudes about various facets of the job (such as pay, supervision and co-workers) to which the employee responds effectively. This definition implies two approaches to job satisfaction, namely, the global approach, which is used when the overall attitude is of interest, and the facet approach, which is used to find out which parts of the job produce satisfaction or dissatisfaction. This definition implies two approaches to job satisfaction, namely, the global approach, which is used when the overall attitude is of interest, and the facet approach, which is used to find out which parts of the job produce satisfaction or dissatisfaction.

In view of Spector (1997) indicates that the concept of job satisfaction has shifted in the last 30 years from need fulfilment to job satisfaction as an attitudinal variable. For instance, employees can have an attitude of being engaged with or disassociated from their organisation. Schermerhorn et al. (2005), who define job satisfaction as "the degree to which people feel positively or negatively about a job and its various facets"

Job satisfaction as an overall emotional orientation of individuals toward the work roles that they are presently occupying (Kalleberg, 1977). Balzer et al. (2000) defined job satisfaction as "the feelings a worker has about his or her job or job experiences in relation to previous experiences, current expectations, or available alternatives".

Eagly and Chaiken (1993) defined job satisfaction as "an internal state that is expressed by affectively and/or cognitively evaluating an experienced job with some degree of favour or disfavour.

Benge and Hickey (1984) recognized job satisfaction as a collection of different attitudes of an employee at a given time. "Brief (2002) describes job satisfaction as an internal state that is expressed by affectively and/or cognitive evaluating an experienced job with some degree of favour or disfavour" (Huff & Yeoh, 2008).

Weiss (2002) contended that job satisfaction is an attitude, as "a positive (or negative) evaluative judgment one makes about one's job or job situation". According to Kovack (1977), job satisfaction is a component of organisational commitment.

Job satisfaction, according to McCormick and Ilgen (1985), is an association of attitudes held by an organisation's members. The way each employee responds towards their work is an indication of the commitment towards their employers. Many employees are of the opinion that downsizing; rightsizing and reengineering give employers an opportunity to dispose of those workers who are a liability to the organisation.

Evans (1969) refers to the following four combinations to use to denote job satisfaction:

a) Overall job satisfaction is the sum of job facet satisfaction (JFS) JS= Facets " (JFS)

b) Overall job satisfaction is the sum of the product of facet satisfaction and job facet importance (JFI) JS= facets " (JFS*JFI)

c) Overall job satisfaction is the sum of difference between goal aspiration (GASP) and goal attainment (GATT) JS= Goal " (GASP-GATT)

d) Overall job satisfaction is the sum of the product of goal importance and the difference between goal aspiration and goal attainment JS= Goals "( GASP-GATT)

Keith and Davis (1977) considered job satisfaction as" the favourableness or unfavourableness with which employees view their work.it results when there is a fit between job characteristics and wants of employees. It expresses the amount congruence between one's expectations of the job and the rewards that the job provides".

According to Blum and Naylor (1968)"job satisfaction is the result of many attitude possessed by an employee. It is a general attitude which is the result of many specified attitudes in three areas namely (i) job factors; (ii) individual characteristics; and (iii) group relations outside the job".

Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. The author emphasises that likely causes of job satisfaction include status, supervision, co-worker relationships, job content, remuneration and extrinsic rewards, promotion and physical conditions of the work environment, as well as organisational structure.

Similarly, Mc Namara (1998) points out that job satisfaction refers to an individual's feeling or state of mind giving heed to the nature of the individual's work. The author further explains that job satisfaction can be influenced by a diversity of job dimensions, inter alia, the quality of the employee's relationship with their supervisor, the status of the physical environment in which the individual works, degree of fulfilment in work.

According to Rue and Byars (1992) job satisfaction as an individual's mental state about the job. Robbins et al. (2003) add that an individual with high job satisfaction will display a positive attitude towards their job, and the individual who is dissatisfied will have a negative attitude about the job. This definition is expanded by Greenberg and Baron (1995) who define job satisfaction as an individual's cognitive, affective and evaluative reactions toward their jobs.

Job satisfaction is defined by Arnold and Feldman (1986) as the amount of overall positive affect (or feelings) that individuals have towards their jobs. In view of Robbins (1996), Job satisfaction is the difference between the amount of rewards employees receive and the amount they believe they should receive.

Mobey and Lockey (1970) opined Job satisfaction and dissatisfaction are function of the

perceived relationship between what one expects and obtains from one's job and how much importance or value one attributes to it.

Porter (1961) defines Job satisfaction as a one-dimensional contract; that is, one is generally satisfied or dissatisfied with one's job. In contrast, Smith, Kendall and Hulin (1969) argue that Job satisfaction is multidimensional; that is one may be more or less satisfied with one's supervisor, pay or workplace etc.

Luthan (1998) posited that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen. It can only be inferred.
- Job satisfaction is often determined by how well outcome meets or exceeds expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and co-workers.

Sharma and Jyoti (2006) mention that job satisfaction is a function of the degree to which an employee's needs to be satisfied. Bruce and Blackburn (1992) stated that enriched jobs contain the presences of five work dimensions: (a) task identity, (b) task significance, (c) skill variety, (d) autonomy, and (e) feedback. "The presence of these psychological states leads ultimately to: motivation, high quality performance, low absenteeism and turnover, and high job satisfaction"

Sudhir Kakar (1974) used the word "work satisfaction "and referred to it as is "an individual's subjective experience of his work situation-his responses, the level of feelings, towards different facets of his work role".

D.Sinha (1972) opines "job satisfaction covers both the satisfaction derived from being engaged in piece of work or in any pursuit of a higher order. It is essentially related to human needs and their fulfilment through work. In fact, job satisfaction is generated by individual's perception of how well his job on the whole is satisfying his various needs".

Pestonjee (1991) defined job satisfaction as "summation of employees' feelings in four important areas, namely, job, management, personal adjustment and social relations. The first two areas encompass factors directly connected with the job (intrinsic factor) and the other two include factors not directly connected with job but which are presumed to have a bearing on job satisfaction (extrinsic factors)".

According to Katzel (1964) job satisfaction was the verbal expression of an incumbent's evaluation of his job. The verbal evaluation was made operational by some form of attitude questionnaire or scale by means of which the incumbent rates his job on a continuum of "like-dislike", or approximate synonyms, such as satisfied-dissatisfied.

Job satisfaction indicates the satisfaction derived from being engaged in a piece of work. It was essentially related to human needs and their fulfilment through work. In fact job satisfaction was generated by the individual's perception of how his job on the whole was satisfying his various needs (Sinha D. , the satisfaction and Job Behaviour , 1972). According to Srivastava (1974) job satisfaction may be defined as the attitude, people hold towards their job, positive attitudes towards the job connote satisfaction and negative attitude towards the job connote dissatisfaction, with it.

Job satisfaction is either a global feeling about the job or a related constellation of attitude about various aspects of facets of the job. The facet approach is used to find out which parts of the job produce satisfaction or dissatisfaction. For most employees, work also fills the need for social interaction and so, friendly, supportive employees also lead to increased job satisfaction (Drago, Wooden, & Sloan, 1992).

There are three major approaches proposed to understand the concept of job satisfaction. They are (1) attitudinal approach (Herzberg, The Motivation to Work, 1959) (2) need gratification approach (Maslow A. H., 1954) and (3) factorial approach (Vroom V. , 1964; Lawler, Pay and Organisational Effectiveness : A Psychological View, 1971).

The attitudinal approach of job satisfaction interprets job, in terms of a generalised affective orientation, to all aspects of the job resulting from many specific affective orientations in the area of individual adjustment, specific job factors and group interaction.

Need gratification approach was presumed to closely relate to job satisfaction. In the process of seeking adjustment with were of significance to them, they were expected to develop to develop positive attitudes towards their job and this reveals higher job satisfaction in them. In other words, job satisfaction can act as an index of need gratification in this approach. But the factorial approach has attempted to discover the determinants of job satisfaction, by taking into account the underlying sources of job satisfaction. To understand these approaches, it is fit and proper to go through the different theories of work motivation.

The need hierarchy theory of Maslow (1954) explains that individual is concerned with the basic needs of food, shelter, clothing etc. When these are fulfilled they seek security and safety. When these needs are satisfied, individuals become concerned with the next higher level needs of affection, belongingness etc. Next in order, are the esteem needs. Individual look for recognition and regard from their peers. When these are met, individual move to self-actualization needs. This explanation of human motivation is simple and easy to understand. Therefore, it has become very popular. Some empirical support may also be found. However, there are some serious and important questions, which this theory does not satisfactorily explain. For, example, the question: "when an individual reaches the ultimate level of motivation (self-actualization) will he cease to be motivated?" Maslow's theory assumes that self-actualization is a process that is sustained by it. The most problematic aspect of Maslow's theory is the concept of "need" itself. Does it have a physiological and/or psychological base? Does it arise from the deficiency only or does it always exist?

Alderfer (1972) slightly modified the need hierarchy theory of Maslow. He added to the "fulfilment-progression" process, the "frustration-regression "component. Alderfer differs from Maslow both in content and process. For Maslow, there are five needs and for Alderfer, three needs. For Maslow, there is a progression from a lower level need to a higher level one. For Alderfer besides this progression there is also regression from the higher level to a lower level need. The most celebrated Herzberg's two-factor theory popularly known as "Motivation-Hygiene "theory of job satisfaction basically assumes the need for satisfaction of two types of needs. The hygiene, which are essentially maintenance needs, which provide conductive environment for work, include such thing as pay, security, co-workers, general working conditions etc. The motivator needs are higher order or growth needs, which are unique to humans. Things that are part of human nature itself satisfy these needs. They are autonomy, variety, creativity and the like. Herzberg leaves one in the dark, concerning the source of the needs.

From the above literature review it is found that job satisfaction is not a Uni-dimensional aspect it is the result of multiple factors are too caused satisfaction and dissatisfaction. The preferences of satisfaction and/or dissatisfaction factors are difference with the individual.

## MEASUREMENT OF JOB SATISFACTION

Measuring job satisfaction has often been the focus of attention of researchers and organisational management interested in identifying the determinants of job satisfaction (Ellickson & Logsdon, 2001; Jamieson & Richards, 1996). However, one of the major obstacles facing researchers is the need for an adequate measure to assess job satisfaction. The first contemporary measure of job satisfaction, published by Hoppock in 1935, was a 4-item measure of general job satisfaction. Dozens of measures to assess job satisfaction followed (Cook, Hepworth, Wall, & Warr, 1981).

Not only have many definitions of job satisfaction been used, but also many different scales of measurement. The importance of these scales for measuring job satisfaction stems from the fact that if unreliable scales are used in measuring job satisfaction the result will consequently be incorrect (Hinkin, 1995).

It has been argued that no single desirable measurement exists since job satisfaction is related directly to the complexity of human feelings (Wanous & Lawler III, 1972). In reviewing the literature, it becomes apparent that different methods have been used to assess job satisfaction, such as (1) asking supervisors or observers, (2) questionnaires, (3) interviews and (4) critical incident analysis (a procedure for measuring job satisfaction in which employees describe incidents relating to their work they found especially satisfying or dissatisfying) (Greenberg & Baron, 2000). The problem is, asking supervisors or observers to estimate the satisfaction of other employees will not give accurate results because only the observed employee knows about his or her own attitude (Spector P. , 2008). However, researchers, in general, seem to favour questionnaire techniques to measure job satisfaction rather than other data collection methods due to the demands of time (Spector P. , 2008).

The measurement technique most commonly utilised regarding job satisfaction is the Likert scale (Locke E. A., 1976; Arnold, Silvester, Patterson, & Robertson, 2005).Three major approaches have been used to measure job satisfaction: global measures, facet measures and a combination of global and facets measures (Spector P. , 2008; Fields, 2002). According to Spector (1997), sometimes both approaches can be used to obtain a complete picture of employee job satisfaction.

# GENERAL JOB SATISFACTION MEASURE

A general measure is simply the measure of an individual's overall job satisfaction as seen in answers to questions such as 'Overall, how satisfied are you with your job?' The general measure suggests that job satisfaction is more than the sum of its parts, and individuals can express dissatisfaction with facets of the job and still be generally satisfied (Thierry, 1998) 1998). Nagy (2002) indicates that having just one question to measure global job satisfaction can be just as good because workers generally know how satisfied they are, and do not need a whole set of questions to express this. Similarly, Thierry (1998) criticises this measure on the premise that individuals may not attribute equal importance to each of the facets. Researchers argue that the use of global measures reflects individual differences in the construct rather than simply focusing on responses to specific items (Fields, 2002). Moreover, studies that have used global measures argue that the global measure is more inclusive (Scarpello & Campbell, 1983; Highhouse & Becker, 1993). Examples of popular survey instruments designed to measure overall job satisfaction, namely, the Job in General (JIG) scale and the Job Satisfaction Index (JSI), are presented as follows.

## (a) the Job in General (JIG) Scale

This scale was developed by Ironson *et al.* (1989) to assess overall job satisfaction, and consists of items that do not reflect the various facets of the job. The JIG uses 18 items to describe global job satisfaction. Each item is a short phrase about the job in general. It uses three response choices. For example, responses are obtained as 'YES' if the employee agrees that the item describes his/her job in general, 'NO' if the item does not and the '?' sign if the employee is undecided. The scale has good reliability and correlates well with other scales of overall job satisfaction (Spector P. , 2008). More specifically, Field (2002) reviewed many studies and found that the Coefficient alpha values of JIG ranged from .82 to .94

## (b)The Job Satisfaction Index (JSI)

This scale was developed by Brayfield and Rothe (1951) to measure global job satisfaction. It has sound psychometric properties and has been used extensively by researchers. The JSI comprises 18 items to measure overall job satisfaction (for example, 'Most days, I am enthusiastic about my work'). Responses follow a five-point Likert scale for each statement ranging from a value of 1 for 'strongly disagree' to 5 for 'strongly agree'. The JSI has good reliability with a value of Cronbach's alpha equal to .87 (Fields, 2002).

# FACET-SPECIFIC JOB SATISFACTION MEASURE

This second method of measuring job satisfaction involves looking at certain facets that make up a particular job, such as pay, supervision and promotion. Researchers like Howard and Frink (1996) and Porter and Steers (1973) emphasise that job satisfaction is a multifaceted construct, with various features or facets contributing to the construct as a whole. This kind of measurement is conducted to find out how workers feel about each aspect of the job and to identify areas of dissatisfaction that should be targeted for improvement (Spector P. , 1997). It is worth mentioning that the levels of facet satisfaction had different degrees of relationship with global satisfaction. For example, satisfaction with pay might have the largest positive correlation while satisfaction with supervision might have the lowest (Fields, 2002).

Researchers who have used the facet measure argue that the global approach is too broad and, therefore, responses cannot be effectively interpreted (Rice, McFarlin, & Bennet, Standards of comparison and job satisfaction, 1989; Morrison, 1996). Facet measures increase accuracy by including many different facets of the attitude concerned and by avoiding the possibility that a careless response to a single question will invalidate the measure (Arnold, Silvester, Patterson, & Robertson, 2005). Numerous standardised reliable and valid instruments are available for this type of measurement. The most important ones are described below

## The Job Descriptive Index (JDI)

This scale was developed by Smith *et al.* (1969) and it has become the most popular facet scale among organisational researchers. It also may be the most developed and validated scale (Spector P. , 2008).The JDI contains 72 items, which assess five facets of job satisfaction, namely, work, supervision, pay, co-workers, and promotional opportunities. Each item is a short

phrase that describes the job. The JDI uses three response choices: 'YES' if the employee agrees that the item describes his/her job in general, 'NO' if the item does not and the '?' sign if the employee cannot decide

Measures of strengths and weaknesses within each facet tell practitioners where improvements can be made. Cook *et al.* (1981) observed that some items in the JDI scale may not apply to all employee groups. Spector (2008) comments that this is true for all job satisfaction scales and states that the weakness of the JDI scale is that it has only five facets to assess job satisfaction. Although the actual scale tends to be lengthy, with 72 questions, it does not provide much information about issues such as recognition, autonomy and feedback. Therefore, using the JDI to measure satisfaction in any organisation that has problems with lack of recognition, autonomy or feedback would probably not serve the purpose required unless some adaptations were made. Another limitation is the lack of an overall satisfaction scale; the JDI scale does not allow for the collection of five facets into an overall view (Jex, 2002). Although some users incorporate the five facets into an overall measure of job satisfaction, this practice is not recommended by Ironson *et al.* (1989). However, this issue was solved by some researchers of JDI in developing the JIG scale. Hernández *et al.* (2004) suggest that the '?' category would be best eliminated from the responses format as it is unclear, and forces the respondents into a dichotomous choice.

## The Minnesota Satisfaction Questionnaire (MSQ)

This scale was developed by Weiss *et al.* (1967) to measure the employee's satisfaction with 20 different facets or aspects of the work environment. These are activity, independence, variety, social status, supervision (human relations), supervision (technical), moral values, security, social service, authority, ability utilization, company policies and practices, compensation, advancement, responsibility, creativity, working conditions, co-workers, recognition, and achievement. The MSQ comes in two forms, one with 100 questions and one with 20 questions. Both the long and short forms were designed to measure the 20 job facets. Each of the MSQ items consists of statements about various facets of the job and the respondents are asked to indicate their level of satisfaction with each (Spector P. , 2008). The short form is used to assess either global satisfaction or intrinsic satisfaction and 'concerns aspects central to the job itself' and extrinsic satisfaction 'concerns aspects of the work situation'

(Spector P. , 2006). However, authors like Schriesheim *et al.* (1993) have questioned the way the items are classified into the intrinsic and extrinsic groups. The limitation of the MSQ scale is its length, as considerable time is required to complete it (Jex, 2002).

## The Job Satisfaction Survey (JSS)

This scale was developed by Spector (1997); it yields an overall satisfaction score and 9 facet-specific scores. The facet-specific scales include pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. The JSS utilizes a six-point Likert scale with 1 representing 'disagree very much' and 6 representing 'agree very much'. Respondents are asked to circle one of six numbers that corresponds to their agreement or disagreement about each item. Each of the nine facet subscales contains four items, and an overall measure of job satisfaction can be obtained by calculating the total from all 36 items. Compared to the other measures, the JSS is fairly typical in that the items represent statements about a person's job or job situation. Respondents are then asked to indicate the extent to which they agree with each item. Given this type of scaling, the JSS is more similar to the JDI than to the MSQ because it is more descriptive in nature (Jex, 2002). Unlike the JDI, however, overall satisfaction scores can be computed for the JSS by adding up the facet scores. Compared to the JDI and MSQ, not as much supporting data are available for the JSS, but the evidence supporting the psychometric properties of this scale is still impressive (Jex, 2002; Spector P. , Job satisfaction: Application, assessment, causes and consequences, 1997). A practical limitation of JDI and MSQ is that the questions are copyrighted by the developers and a fee is required for their use (Allen & Wilburn, 2002).

Both measurements, general and facet, have their strengths and weaknesses. Highhouse and Becker (1993) indicate that the relationship between the global and the facet measure of job satisfaction still needs clarification. Anderson (2002) believes that global and summed facets measures will yield equivalent results. However, Spector (2008) states that "*the sum of facets is an approximation of overall job satisfaction, but it may not exactly match the global satisfaction of individuals*". Researchers recommend combining both measurements because specific facet satisfaction measures may better reflect changes in relevant situational factors, whereas responses to a global measure are more likely to reflect individual differences

than are responses to specific items (Witt & Nye, 1992; Spector P. , Job satisfaction: Application, assessment, causes and consequences, 1997).

Another method of measuring job satisfaction is to measure the importance of each facet to workers along with facet measures of job satisfaction. More specifically, researchers like Rice *et al.* (1991) suggest that worker's overall job satisfaction is consisted of a total of the description of each facet multiplied by the importance of that particular facet to the worker. For example, facet measures of job satisfaction would have to include both descriptions of each facet and a measure or weight of how important the facet was to the worker. These scores would then be multiplied and added together in order to obtain an overall score of job satisfaction. However, Jackson and Corr (2002) have found that there is no increase in predictive ability using weighted versus unweighted job satisfaction measures. That is, workers do not process their levels of job satisfaction by multiplying each facet description by its corresponding facet importance, but instead evaluate each facet in terms of an overall have-want discrepancy, therefore, simplifying measures of facet satisfaction.

## CONCLUSION

The sum of facets is an approximation of overall job satisfaction, but it may not exactly match the global satisfaction of individuals". Researchers recommend combining both measurements because specific facet satisfaction measures may better reflect changes in relevant situational factors, whereas responses to a global measure are more likely to reflect individual differences than are responses to specific items.

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