

# Chapter 11

## Measuring Moderating Effect of Power Distance Between Facets of Job Satisfaction and Overall Decision of Job Satisfaction

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### **ABSTRACT**

*The aim of this chapter is to measure employees' total job satisfaction, using Spector's job satisfaction survey and its nine facets in Pakistani public and private sector organizations and whether cultural variable power distance moderate relationship between job satisfaction facets and total job satisfaction. On the basis of research findings, it is recommended that Spector's nine job satisfaction facets also be used as factors in determining the overall job satisfaction, in addition to Spector's own 36 items total satisfaction, in future studies. The attempt to seek whether cultural dimension "power distance" moderates each of the nine job satisfaction facets and the employees' overall job satisfaction did not succeed; the results indicate that the interaction terms in all nine job satisfaction facets cases have turned out statistically insignificant ( $p > 0.10$ ), suggesting that power distance does not moderate between job satisfaction facets and overall job satisfaction. It is also recommended that cultural dimension power distance be retried as a moderator in future research to check validity of the present findings.*

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## **INTRODUCTION**

Employees' Job satisfaction is generally referred to as the employees' position which reflects how content or satisfied employees are with their positions or jobs. Ivancevich et al. (1997) define job satisfaction as the feeling and perception of an employee regarding his work and how he feels himself well in an organization. Spector (1997), while referring job satisfaction, mentions as to how simply the workers feel about their jobs and different aspects of their jobs and the extent to which workers like (satisfaction) or dislike (dissatisfaction) their jobs.

Researchers also talk about the job satisfaction related outcomes. The often referred outcomes include employees' commitment (Meyer & Allen, 1997; Francesso & Chen, 2002), absenteeism and turnover (Yousef, 2000; Ali, 2008) and work motivation (Ayub, 2011). Satisfied employees are believed to perform their work more effectively (Shipton et al., 2006).

Employees' job satisfaction is generally measured using one of the two common methods: (i) Facets measures; and (ii) Global measures. Facets measure measures employees' job satisfaction through specific facets of a job, and such measures include Job Satisfaction Survey (JSS) (Spector, 1985), Minnesota Satisfaction Questionnaire (MSQ; Weiss et al., 1967) and Job Descriptive Index (JDI; Smith, Kendall, & Hulin, 1969). Global measures do not concentrate on facets and sub-facets of a job, but focuses on the overall appraisals of a job; such measures include Kunin's (1955) Faces Scale and Job in General (JIG; Ironson et al., 1989) scale.

Spector (1985) has proposed measuring job satisfaction through nine facets of job satisfaction, including pay, promotion, supervision, benefits, rewards, operation procedure, co-workers relations, work itself and communication. His measure is generally referred to as Job Satisfaction Survey (JSS).

Spector's (1985) Job Satisfaction Survey (JSS) is being used for this study to measure the nine job satisfaction facets, as well as, total satisfaction. This Job Satisfaction Survey (JSS) scale is considered one of the well developed job satisfaction instruments (Giri & Kumar, 2010; Yelboga, 2009; Watson et al., 2007). This measure contains 36 items, and is an economical scale as compared to the 72 items of the Job Descriptive Index (JDI), which covers only five main factors out of the nine facets covered in Spector (1985, 1997).

One of the cultural dimensions - power distance - is generally defined and referred to as the situation of social acceptance of unequal distribution of the power, based on the prestige, wealth and power (Hofstede 2001). This situation is defined as 'the extent to which less powerful members of a society accept and expect that power is distributed unequally'. In large power distance cultures, everyone has his or her rightful place in a social hierarchy. In an earlier Hofstede's (1991) work, 'power distance' was referred to the relationship between a boss and subordinates, where less

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