

## JOB SATISFACTION: A SCALE DEVELOPMENT STUDY

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**ABSTRACT:** In this study, a "Job Satisfaction Scale" has been developed to determine the characteristics of job satisfaction in businesses/institutions operating in all sectors and to measure job satisfaction using a reliable and valid measurement tool based on scientific methods. The research was conducted using data obtained from three different sample groups: health, banking/finance sector, and universities. A draft scale consisting of 17 items prepared in a 5-point Likert scale format was used as the data collection tool by the study group. The collected data were analyzed using statistical software programs. Confirmatory and exploratory factor analyses (CFA and EFA) were conducted for validity and reliability studies. According to the analysis findings, the "Job Satisfaction Scale" consists of two sub-dimensions and 13 statements. Additionally, reliability analyses indicate that the scale is highly reliable. It is believed that the "Job Satisfaction Scale," with its two-dimensional structure named "Internal Satisfaction" and "External Satisfaction," will meet an important need in determining and measuring employees' job satisfaction in future research, thus filling this gap in the field. **The scale items are presented in both English and Turkish at the end of the study.**

**Key Words:** Job Satisfaction, Internal Satisfaction, External Satisfaction, Scale Development,

**Article type:** Research article

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## İŞ TATMİNİ: BİR ÖLÇEK GELİŞTİRME ÇALIŞMASI

**ÖZ:** Bu çalışmada, tüm sektörlerde faaliyet gösteren işletme/kurumlarda iş tatmininin özelliklerini belirlemek ve iş tatminini bilimsel yöntemlere dayalı, güvenilir ve geçerli bir ölçüm aracı kullanarak ölçmek amacıyla bir "İş Tatmini Ölçeği" geliştirilmiştir. Araştırma; sağlık, bankacılık/finans sektörü ve üniversiteler olmak üzere üç farklı örneklem grubundan elde edilen veriler kullanılarak gerçekleştirilmiştir. Çalışma grubu tarafından veri toplama aracı olarak 5'li Likert ölçek formatında hazırlanmış 17 ifadeden oluşan taslak ölçek kullanılmıştır. Toplanan veriler istatistiksel yazılım programları kullanılarak analiz edilmiştir. Doğrulayıcı ve açıklayıcı faktör analizleri (DFA ve EFA) ile geçerlik ve güvenilirlik çalışmaları yapılmıştır. Analiz bulgularına göre " İş Tatmini Ölçeği" iki alt boyut ve 13 ifadeden oluşmaktadır. Ayrıca güvenilirlik analizleri ölçeğin oldukça güvenilir olduğunu ortaya koymaktadır. "İçsel Tatmin" ve "Dışsal Tatmin" olarak adlandırılan iki alt boyutlu yapısıyla " İş Tatmini Ölçeği"nin, gelecekte yapılacak araştırmalarda çalışanların iş tatmininin belirlenmesi ve ölçülmesinde önemli bir ihtiyacı karşılayacağı ve böylece alandaki bu boşluğu dolduracağı düşünülmektedir. Ölçek maddeleri çalışmanın sonunda hem İngilizce hem de Türkçe olarak sunulmaktadır.

**Anahtar Kelimeler:** İş Tatmini, İçsel Tatmin, Dışsal Tatmin, Ölçek Geliştirme,

**Makale Türü:** Araştırma makalesi

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## INTRODUCTION

In today's world, with the enhancement of production and service capacities, the concept of job satisfaction among employees in organizations is increasingly drawing attention. The overall success and growth of organizations, which are fundamentally based on the human factor, largely depend on the job satisfaction of their employees. This, when combined with technological advancements and other external factors, affects the performance of the employees and thus the overall performance of the organization (George and Zakkariya, 2018).

Job satisfaction expresses the positive feelings of employees towards their jobs and the outcomes they achieve, stemming from the alignment between an individual's personal values, norms, expectations, and the conditions and performance of the job. High job satisfaction positively influences employees' attitudes towards the organization, managers, and colleagues, as well as their productivity. Therefore, job satisfaction in organizations is increasingly becoming a focus and is considered an important factor for overall success and well-being (Söyler, 2018).

Hence, job satisfaction is emerging as a critical factor for overall success and efficiency in organizations, beyond just an individual matter. It is essential for organizations to not ignore this factor and to take necessary steps to enhance their employees' job satisfaction for sustainable success (Çalışkan and Bekmezci, 2019).

For organizations, job satisfaction is not only an ethical obligation but also a strategic necessity and a source of competitive advantage. Organizations that center their employees' satisfaction and well-being, the significance of the job satisfaction concept, which holds an effective place in achieving higher performance, innovation, and sustainable success, has increased along with contemporary management approaches that focus on the human element (Şimşir and Seyran, 2020). In addition to establishing job satisfaction in organizations, numerous theoretical and applied studies have been conducted to understand job satisfaction, identify the factors that affect it along with its antecedents and consequences, improve and sustain it, and discuss its effects (Özpehlivan 2018).

When conducting a literature review that includes the above-mentioned job satisfaction scales, various studies have been conducted to determine employees' perceptions of job satisfaction (Weiss et al., 1967; Smith et al., 1969; Churchill, 1974; Hackman and Oldam, 1975; Celucci and De Vries, 1978; Rusbult and Farrell, 1983; Rabinowitz et al., 1983; Camman et al., 1983; Spector, 1985; Comer et al., 1989; Vitell and Davis, 1990; Bacharach et al., 1991; Günbayı, 2000; Harvey, 2000; Diener et al., 2002; Lawrence, 2003; 2005; Ackfeld and Coote, 2005; Jones et al., 2007).

The need to develop a new job satisfaction scale may arise to overcome certain limitations of existing scales and to better adapt to changing business world conditions. This study aims to develop a "Job Satisfaction Scale" for employees in health, education, and industrial sectors, which can be applied across all sectors, based on the fundamental reasons behind this need.

## 1. CONCEPTUAL FRAMEWORK

### 1.1. Job Satisfaction

The concept of job satisfaction is closely related to Victor Vroom's Expectancy Theory developed in 1964, and the Expectancy Value Theory put forth by Daniel Kahneman and Amos Tversky in 1979. Vroom's theory explains how individuals' expectations that their efforts will lead to a certain level of performance and that this performance will be followed by desired rewards influence their job motivation. Kahneman and Tversky's theory deals with how individuals evaluate the values of potential outcomes and the likelihood of these outcomes occurring during decision-making processes. Both theories emphasize that individuals' levels of satisfaction with their jobs are based on the likelihood of achieving expected outcomes and the evaluation of these outcomes.

Job satisfaction is a concept that expresses the general feelings of employees about their jobs, states of well-being and happiness related to performance (Spector, 1997; Klussman et al., 2021). It is defined as the sum of positive feelings that employees show towards their job and the outcomes they obtain from it (Yücekaya and Dönmez Polat, 2020). This stems from the alignment between an individual's personal values, norms, expectations, and job conditions and performance, and is a significant factor affecting employees' attitudes towards the organization, managers, and colleagues, as well as their productivity (Smith et al., 2020; Paais and Pattiruhu, 2020; Riyadi, 2020).

Job satisfaction, in its classical definition, is the emotional or personal attitude of an employee towards their job (James and Jones, 1980) or the general attitude of an employee towards their job or certain aspects of it (Knoop, 1985). Job satisfaction has been defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976).

As a result of an employee's satisfaction with their job, work environment, and the facilities provided, job satisfaction directly affects a person's job performance and motivation (Unterrainer et al., 2013). The level of job satisfaction can vary depending on the employees' satisfaction with their jobs, which is seen as a source of happiness for employees and means increased productivity for organizations (Walga, 2018).

Furthermore, job satisfaction expresses the emotional state experienced by an employee when the job and the results obtained match their material and spiritual needs and personal values. This alignment can increase an employee's commitment to their job and overall satisfaction (Negri et al., 2021).

As Locke and Latham (1990) indicated, job satisfaction encompasses an individual's evaluations and emotional responses related to their job, which is closely linked to job performance. These outcomes include not only variables related to job satisfaction but also antecedents and consequences that affect employee satisfaction, which are frequently examined in management and organization research, such as motivation, commitment, performance, intention to leave, etc.

### 1.2. Dimensions of Job Satisfaction

Job satisfaction expresses the degree of satisfaction that employees derive from their jobs and can vary depending on various factors (Smith, Kendall, and Hulin, 1969). These factors are generally divided into Internal and External. Job satisfaction is the overall emotional state that employees feel about their jobs and is examined in various dimensions.

These dimensions help us understand individuals' attitudes towards their jobs and the satisfaction they derive from them (Locke and Latham, 1990).

Internal dimensions of job satisfaction are factors stemming from the job itself that reinforce an individual's internal motivation. These dimensions are typically related to an individual's performance at work, the satisfaction provided by the job itself, and opportunities for personal development. Satisfaction with the job itself, satisfaction with colleagues, satisfaction with the attitudes and behaviors of managers, the sense of achievement (Hackman and Oldham, 1976) and motivation (Herzberg, 1968) that employees derive from the content of their jobs and the challenges it presents are expressions of this. Satisfaction with coworkers is related to the social relationships established in the work environment and the quality of these relationships (George and Jones, 199). Satisfaction with management is based on perceptions of managers' leadership styles, communication skills, and whether they are fair to their employees (Bass, 1990). Transparent, fair, and supportive management practices and policies increase employee satisfaction (Peters and Waterman, 1982). Authority and responsibility allow employees to have decision-making power and responsibility in their own work, making their jobs more meaningful (Deci and Ryan, 1985). Opportunities for personal development and learning, which support the professional skills and career development of employees, increase job satisfaction (Noe, 1986).

External dimensions of job satisfaction are factors that stem from the external environment of the job and are generally associated with the physical and organizational conditions of the job. These factors include salary, material rewards, promotion opportunities, working conditions, job security, and organizational policies. Salary satisfaction evaluates the fairness of the salary employees receive and its compatibility with market conditions (Judge et al., 2010). Promotion satisfaction is based on employee perceptions related to access to promotion opportunities and the fairness of the promotion process (Rusbult, 1980). Working conditions, such as flexible working hours, the physical work environment, workplace safety, and ergonomics, can affect employees' satisfaction (Smith, 1976). Job security, the long-term assurance, and stability of the job, plays a critical role in employee job satisfaction (Greenhalgh and Rosenblatt, 1984).

Each of these dimensions is key to enhancing employee satisfaction and overall morale in the workplace. Job satisfaction has the potential to increase commitment and efficiency at both the individual and organizational levels (Mathieu and Zajac, 1990).

## **2. DEVELOPMENT OF THE SCALE AND METHOD**

### **2.1. Question of The Study**

Raising employees' job satisfaction is becoming increasingly important in today's world (Hartika et al., 2023; Robert, 2023; Aung et al., 2023). Measuring individuals' job satisfaction can provide a range of significant advantages for both organizations and employees. Regular measurement of job satisfaction enables understanding of employees' needs and concerns, as well as identifying opportunities for workplace improvements. This is a crucial step for the long-term success and sustainability of organizations (Dodanwala et al., 2023; Suprpto et al., 2023; Camelie et al., 2023; Fütterer et al., 2023). This study aims to develop a new scale for measuring job satisfaction. The purpose of this scale is to objectively assess individuals' job satisfaction and contribute to the adoption of values related to job satisfaction in organizations. The significance of this study lies in its focus on measuring job

satisfaction at a time when debates about the importance of job satisfaction for contemporary organizations are increasing. By focusing on sectors such as health, banking/finance, and education, which are considered to have job satisfaction characteristics within their cultural structure, the study aims to identify the characteristics of job satisfaction in individuals working in businesses/institutions across all sectors. Additionally, the study aims to develop a "Job Satisfaction Scale" with high validity and reliability based on scientific methods. Furthermore, this study aims to contribute to the literature of management and organizational behavior disciplines by addressing topics such as the measurement, control, and improvement of significant variables within organizations, including job satisfaction, which serves as both a precursor and an outcome of numerous desired variables within organizations.

## 2.2. Sample and Scale Development

In order to determine expressions related to the measurement of job satisfaction, characteristics for measuring the concept of job satisfaction were identified through interviews with approximately 20 experienced academicians in the field of organizational behavior. Initially comprising 26 items, a draft form of the "Job Satisfaction Scale" was developed, containing 17 items through modifications, deletions, and additions based on the feedback received from 14 academicians.

**Table 1: Job Satisfaction Scale (Draft)**

1.	I enjoy doing my job.
2.	I like my colleagues.
3.	I am satisfied with the attitude and behavior of my managers towards me.
4.	I have the opportunity to use all my skills at work.
5.	<i>I believe my job is meaningful to me. *</i>
6.	<i>I think I have enough career development opportunities in my job. *</i>
7.	I am satisfied with the success I achieve in my job.
8.	<i>I am satisfied with the responsibilities given to me at work. *</i>
9.	I feel motivated when doing my job.
10.	I am satisfied with the salary and benefits related to my job.
11.	I am satisfied with the promotion opportunities at my workplace.
12.	I find the reward system at my workplace fair.
13.	<i>I believe the work environment is suitable for me. *</i>
14.	I am satisfied with the working conditions at my workplace.
15.	I feel safe at my workplace.
16.	The working hours and flexibility at my workplace make me feel free.
17.	I am satisfied with the social status provided by my job.

*\*These items were removed from the scale as a result of subsequent analysis.*

## 2.3. Data Collection and Statistical Analysis

The survey designed for the research consists of three sections. The first section includes an informed consent note to provide participants with information about the study. The second section comprises five questions related to demographic variables (age, gender,

marital status, organization worked for), and the third section contains the final version of the draft "Job Satisfaction Scale," consisting of fourteen items. Participants' responses to the survey were collected using a 5-point Likert scale (1: "Strongly Disagree" - 5: "Strongly Agree"). A statistical analysis software package was employed for data analysis. Initially, descriptive statistics were conducted to determine the demographic characteristics of each of the three study groups. Subsequently, validity and reliability analyses of the Job Satisfaction Scale were performed, followed by analyses pertaining to criterion-related validity.

#### 2.4. Universe and Sample

For the research, three different sample groups were determined using convenience sampling method from academic and administrative personnel working in public and foundation-owned higher education institutions, as well as personnel working in healthcare and industrial sectors in the provinces of Mersin, Adana, and Gaziantep. The aim of conducting the study with three different sample groups is to increase the generalizability of the findings obtained at the end of the study. In determining these sectors, industries where the effects of job satisfaction perception can be significantly felt were prioritized, and hence, the education, healthcare, and industrial sectors, which are considered to fall within this scope, were chosen. **The survey forms were distributed to participants between December 1, 2023, and January 1, 2024, and data regarding the study were collected.** Detailed information regarding the sample groups is provided below.

##### 2.4.1. First Sample Group

The first sample group of the study consists of employees from public and private healthcare institutions located in the provinces of Mersin, Adana, and Gaziantep. There are approximately 15,000 healthcare workers in this population. The sample size was calculated as 375 individuals with a 95% confidence interval (Sekaran, 1992). Survey forms regarding the research were distributed to approximately 1,000 individuals identified through convenience sampling method among those working in public and private healthcare institutions within the research population. Out of the completed surveys, 686 were deemed suitable for analysis.

The first sample group comprises a total of 686 healthcare workers, consisting of 172 males (25.1%) and 514 females (74.9%) employed in both public and private healthcare institutions. Within the first sample group, 350 individuals are married (51.0%), while 336 are single (48.8%). Moreover, 446 participants (65.0%) work in public healthcare institutions, while 240 (35.0%) work in private healthcare institutions. The average age of participants employed in both public and private healthcare institutions is determined to be 31.65 years.

##### 2.4.2. Second Sample Group

The second sample group of the study consists of employees from banking/finance sector businesses located in the Mersin and Adana regions. There are approximately 5,000 personnel in this population. The sample size was calculated as 357 individuals with a 95% confidence interval (Sekaran, 1992). Survey forms regarding the research were distributed to a total of 600 individuals identified through convenience sampling method among those working in banking/finance sector businesses within the research population. Out of the completed surveys, 383 were deemed suitable for analysis.

The second sample group comprises a total of 383 employees from banking/finance sector businesses, consisting of 177 males (46.2%) and 206 females (53.8%). Within the second sample group, 214 individuals are married (55.9%), while 169 are single (44.1%). The average age of participants employed in banking/finance sector businesses is determined to be 28.04 years.

### **2.4.3. Third Sample Group**

The third sample group of the study consists of academic and administrative personnel from public and foundation-owned higher education institutions. There are approximately 1,200 individuals in this population. Survey forms regarding the research were distributed to a total of 1,200 individuals identified through convenience sampling method among those working in universities within the research population. Out of the completed surveys, 587 were deemed suitable for analysis.

The third sample group comprises a total of 587 academic and administrative personnel from public and private education institutions, consisting of 377 males (64.2%) and 210 females (35.8%). Within the third sample group, 291 individuals are married (49.6%), while 296 are single (50.4%). Moreover, 379 participants (64.6%) work in public higher education institutions, while 208 (35.4%) work in foundation-owned universities. The average age of participants employed in both public and private education institutions is determined to be 39.2 years.

## **2.5. Construct Validity**

Validity refers to the extent to which a scale serves its intended purpose, measuring the desired characteristic accurately without being confounded by any other variables (Ercan & Kan, 2004; Urbina, 2014). In this study, structural validity analyses were conducted for the "Job Satisfaction Scale" under development. Structural validity assesses the extent to which the relationships between dimensions are consistent with theory, and how accurately the items included in the scale measure the intended characteristics (Westen & Rosenthal, 2003; Kartal and Bardakçı, 2018). Exploratory and confirmatory factor analyses were employed to determine whether the Job Satisfaction Scale exhibits structural validity.

### **2.5.1. Exploratory Factor Analysis**

Exploratory Factor Analysis (EFA) is a multivariate statistic that aims to identify fewer unrelated but conceptually consistent variables by combining numerous related variables (Büyüköztürk, 2016; Gürbüz & Şahin, 2018). In this research, EFA was conducted for the data collected from the first and second sample groups, which consisted of personnel in the healthcare sector and employees in banking/finance sector businesses, respectively. However, before proceeding to EFA, it is necessary to assess whether the collected data are suitable for this analysis. This suitability can be examined through the Kaiser-Meyer-Olkin (KMO) test and Bartlett's sphericity test. The KMO test provides information about the suitability of the dataset for factor analysis and the appropriateness of the data structure for factorization. According to Kaiser's (1974) classification, the suitability degree of the dataset based on KMO test results is indicated as follows: 0.90-1.00: Excellent, 0.80-0.89: Meritorious, 0.70-0.79: Adequate, 0.60-0.69: Marginal. Thus, for both of these aspects, a KMO coefficient above 0.60 is desirable. On the other hand, Bartlett's sphericity test analyzes the presence of interrelationships among variables along the partial correlation

axis. A significant result of this test indicates the suitability of the dataset. Moreover, it is also an indicator of the dataset's normality (Büyüköztürk, 2016).

According to the obtained results, the KMO coefficient for the first Sample Group was found to be 0.956, and Bartlett's Test of Sphericity yielded a chi-square value of 19647.44 ( $p < .0001$ ). Similarly, for the second Sample Group, the KMO coefficient was found to be 0.918, and Bartlett's Test of Sphericity yielded a chi-square value of 3375.29 ( $p < .0001$ ). Based on these results, it was determined that the data set is suitable for EFA (Kalaycı, 2006; Hair et al., 2010).

During the EFA, the principal component analysis was used as the extraction method, and the varimax rotation method was preferred as the rotation method. The factor loadings, eigenvalues, and explained variances for the scale items are presented in Table 2.

For the first sample, EFA started with a total of 17 items. As a result of EFA, it was observed that the scale's eigenvalue was gathered under two factors larger than 1. The two factors explained a total variance of 71.21%. The determinant in the correlation matrix was found to be 0.001. In the generated matrix, it was observed that there were no expressions exceeding the threshold value, no expressions with cross-loads, and no expressions with anti-image correlation matrix below the threshold value of 0.5. However, the factor loading for item JS5 ("I think my job is meaningful to me.") was 0.111, for JS8 ("I am satisfied with the responsibilities given to me in my job.") was 0.271, and for JS13 ("I think my work environment is suitable for me.") was 0.299. Since the general rule is that factor loadings should be at least above 0.32, and when it is desired that the factors consist of as strong items as possible, it is recommended that the loading value be at least above 0.5 (Meyers et al., 2005; Gürbüz & Şahin, 2018; Çalışkan, 2022). **Therefore, items 5, 8, and 13 were removed from the scale at this stage.** The factor loadings of the other items being above 0.6 indicate that they have high factor loadings.

After this stage, exploratory factor analysis was conducted again with 14 items belonging to the data of the second sample. As a result of EFA with data from the second sample, it was observed that the scale's eigenvalue was gathered under two factors larger than 1. The two factors explained a total variance of 79.33%. The factor loading for item JS6 ("I think I have enough career development opportunities in my job.") was 0.252. Since this value was lower compared to the other items in the scale, item JS6 was removed from the scale. As a result of EFA, the scale became two-dimensional and consisted of thirteen items. Additionally, all items having factor loadings above 0.7 indicate that the analysis results are at a good level (Meyers et al., 2005).

At this point, the two sub-dimensions resulting from EFA were named for the developed Job Satisfaction Scale: the first dimension consisting of 6 items was named "**Internal Satisfaction**," and the second dimension consisting of 7 items was named "**External Satisfaction**."

**Table 2. Exploratory Factor Analysis Results**

Dimensions					
Sample 1 (Health Institutions)			Sample 2 (Banking/Finance Sector)		
	1. Factor	2. Factor		1. Factor	2. Factor
<b>Eigen value</b>	10.77	1.34	<b>Eigen value</b>	6.64	1.31
<b>Explained Variance</b>	63.34	7.86	<b>Explained Variance</b>	60.39	11.93
<b>Item Code</b>	<b>Factor Loadings</b>		<b>Item Code</b>	<b>Factor Loadings</b>	
JS2	.826		JS3	.872	
JS4	.816		JS4	.838	
JS1	.810		JS2	.813	
JS9	.740		JS7	.736	
JS7	.719		JS1	.712	
JS3	.717		JS9	.709	
JS6	.707		JS16		.863
JS12		.821	JS17		.856
JS10		.796	JS10		.833
JS15		.790	JS12		.819
JS16		.736	JS11		.812
JS11		.717	JS14		.793
JS14		.706	JS15		.781
JS17		.705	JS6		<del>.252</del>
JS5		<del>.111</del>			
JS8		<del>.271</del>			
JS13		<del>.299</del>			
<b>Total Variance Explained</b>		<b>71.21%</b>	<b>Total Variance Explained</b>		<b>72.33%</b>

At this stage, a discriminant validity analysis was conducted to ensure that the dimensions in the measurement instruments could be valid on their own, as they need to be distinct from each other. Discriminant validity explains the extent to which one dimension within the scale differs from another dimension (Fornell & Larcker, 1981). The correlation coefficients between the dimensions of the Job Satisfaction Scale are provided in Table 3. For the differentiation between dimensions to be significant, the correlation coefficients should be below 0.85 (Schweizer, 2014; Stieler, 2017). The analysis results revealed that the differentiation between dimensions was at an appropriate level.

**Table 3. Job Satisfaction Scale Discriminant Validity Analysis**

Job Satisfaction Scale	Sample 1 (Health Institutions)		Sample 2 (Banking/Finance Sector)	
	Internal Satisfaction	External Satisfaction	Internal Satisfaction	External Satisfaction
Internal Satisfaction	1.00	.696**		
External Satisfaction			.779**	1.00

\*\*p<0.001.

### 2.5.2. Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is conducted to test and confirm the structure of a measurement instrument or a previously developed, widely used, and accepted measurement tool with a solid theoretical foundation using a new dataset (Gürbüz & Şahin, 2018; Çalışkan et al., 2019). To test the structural validity of the "Job Satisfaction Scale" developed on two different sample groups consisting of academic and administrative staff working in public and foundation universities and personnel working in the healthcare sector, a CFA was performed on a different third sample group, such as the education sector. Necessary analyses were conducted using statistical software, and the goodness-of-fit indices obtained are presented in Table 4. In CFA, for the fit of the study model, it is expected that the values of AGFI, GFI, CFI, and NFI are 0.90 or above, and the RMSEA value is less than 0.10 (Steiger, 1990; Byrne, 1994; Schermelleh-Engel et al., 2003; Schumacker & Lomax, 2004; Çalışkan, 2019). The goodness-of-fit indices obtained from CFA indicated "good fit" values for AGFI, GFI, CFI, and NFI, and an "acceptable fit" value for RMSEA (Meydan & Şeşen, 2011; Ocak, 2020). Thus, it was observed that the structure proposed on two different samples through CFA was confirmed. This result indicates that the developed Job Satisfaction Scale is statistically validated and meaningful. The model obtained through CFA is presented in Figure 1 and Table 4.

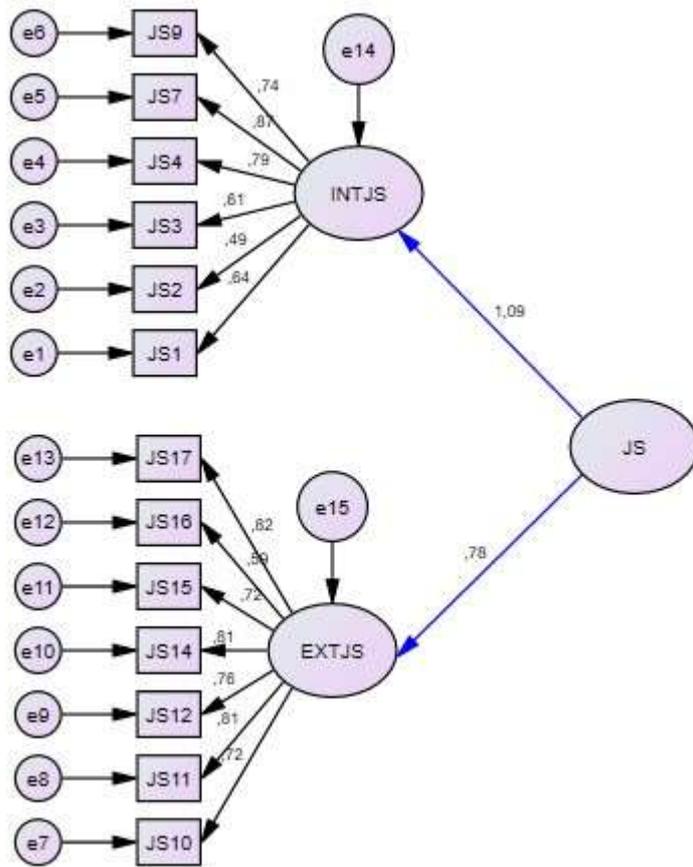


Figure 1. CFA Structure of the Third Sample Group

Table 4. Third Sample Group (Universities) CFA Results

Job SatisfactionScale	X <sup>2</sup>	df	X <sup>2</sup> /df	RMSEA	NFI	GFI	AGFI	CFI
Acceptable Fit			≤5df	≤0.10	≥0.90	≥0.90	≥0.85	≥0.95
Good Fit			≤3df	≤0.05	≥0.95	≥0.95	≥0.90	≥0.97
Sample 3 Second Level CFA	198.7	68.8	2.89	.059	.96	.96	.93	.97

n= 503; \*p<0.001.

**Note:** ΔX<sup>2</sup> =Normal Theory Weighted Least Squares Chi-Square, df = Degrees of Freedom, RMSEA= Root Mean Square Error of Approximation, NFI= Normed Fit Index, GFI= Goodness of Fit Index, AGFI= Adjusted Goodness of Fit Index, CFI = Comparative Fit Index.

### 2.5.3. Criterion Validity

In order to ensure the validity of the scale, exploratory and confirmatory factor analyses were carried out, and finally, criterion-dependent validity was examined by

analyzing the relationship between the data collected from all three sample groups and one or more external criteria (Büyüköztürk, 2016). Within this scope, the job performance scale was included in the research model for the second and third sample groups, used as a dependent variable, and the relationship with Job Satisfaction was examined. The reason for selecting this variable for criterion-dependent validity is that the relationship between Job Satisfaction and job performance has been frequently discussed in previous studies (Davidescu et al., 2020; Yang et al., 2021; Katebi et al., 2022; Almuayad and Chen, 2024; Rathi and Islam, 2024).

To measure the perceived job performance of individuals in the second and third sample groups, the job performance scale developed by Çalışkan ve Köroğlu (2022) was utilized. The scale consists of a total of 11 items, with questions such as " I understand and carry out work-related procedures." and " I contribute to the creation of a positive working environment in my institution.". The relationships between the Job Satisfaction Scale (JS) and the Job Performance Scale (JP) were analyzed for both sample groups, and the results are presented in Table 5.

**Table 5. Relationships Between Variables within the Scope of Criterion Validity**

Variables	Sample 2 n=383			Sample 3 n=587		
	Sample Mean	Sample standard deviation	JS	Sample Mean	Sample standard deviation	JS
JS Scale	4.07	.98	1	3.76	1.13	1
JP Scale	3.89	1.03	.71**	4.03	.91	.76**

\*\* p< .01

According to the results obtained, positive and significant relationships were obtained between job satisfaction and job performance in both sample groups.

## 2.6. Reliability Analysis

Finally, analyses concerning the reliability of the Job Satisfaction Scale were conducted. The reliability of internal consistency expresses whether the items within the scale are consistent with each other (Bayık and Gürbüz, 2016). One of the most widely used methods in determining the reliability of scales is the Cronbach Alpha test, which derives a correct and stable method by taking into account all the items within the scale when measuring the concept to be measured (DeVellis, 2003; Pekkan and Çalışkan, 2020). The Cronbach Alpha coefficient is a measure of the internal consistency and homogeneity of the items within the scale (Tezbaşaran, 1996). A Cronbach Alpha coefficient greater than 0.70 indicates that the scale is highly reliable (Gürbüz and Şahin, 2018). To measure the internal consistency of the Job Satisfaction Scale, the internal consistency of the scale was calculated for all three sample groups and shown in Table 6. Additionally, it was determined that all of the corrected item-total correlations of the scale were higher than the assumed threshold value (0.20) (Büyüköztürk, 2006; Çalışkan, 2021). As a result, these findings indicate that the proposed scale's internal consistency is ensured and the scale is highly reliable.

**Table 6. Job Satisfaction Scale Internal Consistency Results**

Variables	Number of Items	Cronbach's $\alpha$		
		Health	Bank/Finance	Universities
Job Satisfaction Scale	13	.799	.801	.895
Internal Job Satisfaction	6	.841	.837	.911
External Job Satisfaction	7	.772	.792	.883

## DISCUSSION AND CONCLUSION

Nowadays, the impact of job satisfaction on employees and organizations is more important than ever. Job satisfaction has a significant effect on behaviors, employee satisfaction, corporate culture, societal development, and many other factors. Therefore, discussions about the importance of job satisfaction are increasing (Susanto et al., 2022; Tatlıcioğlu et al., 2024; Choi et al., 2021; Genedy et al., 2024; Gollagari et al., 2024). Employees with high levels of job satisfaction enhance organizational performance and this increase is critical for the competitive strength that is very important for organizations. Therefore, organizations are in need of high-performance employees (Stajkovic and Luthans, 1998; Wang and Netemeyer, 2002; Avey et al., 2011; Putra et al., 2024; Ain et al., 2023; Cropanzano et al., 2024).

For this purpose, this study, which is considered to be closely related to the detection, exploration, successful, and effective conceptualization, measurement, and determination of individuals' job satisfaction perceptions within the organization, has tried to identify the characteristics of job satisfaction for individuals in businesses/institutions using qualitative and quantitative research methods and has developed a scale for measuring these characteristics. A 13-item "Job Satisfaction Scale Draft Form" was distributed to three separate samples composed of individuals working in universities, health, and industrial sectors, which are considered sectors where the effects of low/high job satisfaction can be intensely felt, data were collected and analyzed.

To test the structural validity of the scale, CFA was initially conducted. The first sample group consisted of academic and administrative staff working in public and private higher education institutions. The second sample group consisted of personnel in the health sector. Upon examining the CFA results for both samples, a two-factor structure with eigenvalues greater than 1 was obtained. **The analysis resulted in a scale consisting of a total of 13 items and two dimensions. Considering the contents of the expressions in the dimensions, the sub-dimension consisting of the first 6 items has been named "Internal Satisfaction," and the sub-dimension consisting of the next 7 items has been named "External Satisfaction."** Enjoying one's work, affection towards colleagues, satisfaction with the attitudes and behaviors of managers, the opportunity to use all skills at work, demonstrated success, and motivation are reflections of internal satisfaction. External satisfaction, on the other hand, includes salary and allowances related to the job, promotion

opportunities, the fairness of the reward system, working conditions, feeling secure in the work environment, flexibility in working hours, and social status. These dimensions and measurements can be used to determine job satisfaction.

Subsequently, to determine whether the two-factor structure of the Job Satisfaction Scale obtained from the CFA would be validated in a different sector, a DFA was applied. The DFA confirmed the two-factor structure of the scale named Internal Satisfaction and External Satisfaction.

In terms of the validity of the scale, criterion-related validity was finally examined. Within this scope, the variable of job performance was included in the research model as a predictor variable, and the correlation with job satisfaction was examined. The reason for selecting job performance variable for criterion-related validity is due to the typically strong relationship between these two concepts and their mutual influence (Davidescu et al., 2020; Aydoğmuş, 2023; Rathi and Islam, 2024). Job satisfaction is a precursor to many desirable variables within an organization, such as employee motivation, commitment, performance. Perceptions related to job satisfaction are considered to affect the high performance of individuals within the organization. Dissatisfied or unhappy employees are usually less motivated in their jobs, which can negatively affect their performance. Those with high job satisfaction achieve positive developments in their activities and their performance improves (Yang et al., 2021; Katebi et al., 2022; Yılmaz and Çağatay, 2023; Almuayad and Chen, 2024). With this in mind, correlation analyses conducted with data obtained from the second and third sample groups resulted in positive and significant relationships between job satisfaction and job performance.

**All results obtained can be considered as evidence that the Job Satisfaction Scale is a valid measurement tool.**

To determine the reliability of the Job Satisfaction Scale, each of the three sample groups was subjected to a Cronbach Alpha test separately. The internal consistency of the Job Satisfaction variable as a whole and the sub-dimensions of Internal Satisfaction and External Satisfaction were calculated, and the **scale was found to be highly reliable**. Although the Job Satisfaction Scale was originally designed to be used as a whole, since the internal consistency values of the sub-dimensions related to the scale are quite high, **it may be possible to apply each sub-dimension separately**.

The findings of this study will enrich the literature on leaders' ethical behaviors and will increase research focusing on leaders' ethical behaviors. Organizations are expected to gain significant benefits by using this scale in terms of how to increase job satisfaction and how to benefit from this situation. **The developed scale is not only for health, banking/finance sectors and universities in the sample groups but can also be used in all other sectors, including public and private sector businesses/institutions**. Since no scale with such different sample groups has been found in the literature in terms of validation and reliability, the Job Satisfaction Scale is considered to fill an important gap for businesses and institutions in all sectors. Additionally, the scale development work has benefited from numerous foreign publications as well as domestic ones. This contribution strengthens the universal representativeness of the scale and suggests that the scale can be used in different cultures in other countries.

Furthermore, during one-on-one interviews with both expert scientists and some health and industry sector employees, it was found that the Job Satisfaction Scale is an easily

understandable and simple-to-apply scale, allowing participants to clearly express their perceptions related to the phenomenon of job satisfaction.

**It is evaluated that the two-dimensional structure of the Job Satisfaction Scale, which includes Internal Satisfaction and External Satisfaction features, will fill a gap in the field by meeting an important need for determining and measuring the job satisfaction variable in future research.** It can be said that in future research, applying the scale to different samples and examining its interaction with different variables will further strengthen the findings regarding the reliability and validity of the scale obtained in this study.

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## JOB SATISFACTION SCALE

### Internal Satisfaction

- ✚ I enjoy doing my job.
- ✚ I like my colleagues.
- ✚ I am satisfied with the attitude and behavior of my managers towards me.
- ✚ I have the opportunity to use all my skills at work.
- ✚ I am satisfied with the success I achieve in my job.
- ✚ I feel motivated when doing my job.

### External Satisfaction

- ✚ I am satisfied with the salary and benefits related to my job.
- ✚ I am satisfied with the promotion opportunities at my workplace.
- ✚ I find the reward system at my workplace fair.
- ✚ I am satisfied with the working conditions at my workplace.
- ✚ I feel safe at my workplace.
- ✚ The working hours and flexibility at my workplace make me feel free.
- ✚ I am satisfied with the social status provided by my job.

JOB SATISFACTION SCALE		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
ITEMS						
<b>First Dimension: Internal Satisfaction</b>						
1	I enjoy doing my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I like my colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I am satisfied with the attitude and behavior of my managers towards me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I have the opportunity to use all my skills at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I am satisfied with the success I achieve in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I feel motivated when doing my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Second Dimension: External Satisfaction</b>						
1	I am satisfied with the salary and benefits related to my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I am satisfied with the promotion opportunities at my workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I find the reward system at my workplace fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I am satisfied with the working conditions at my workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I feel safe at my workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The working hours and flexibility at my workplace make me feel free.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I am satisfied with the social status provided by my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**İŞ TATMİNİ ÖLÇEĞİ****İçsel Tatmin**

- ✚ İşimi severek yapıyorum.
- ✚ Çalışma arkadaşlarımı seviyorum.
- ✚ Yöneticilerimin bana karşı tavır ve davranışlarından memnunum.
- ✚ İşimde tüm yeteneklerimi kullanma fırsatı buluyorum.
- ✚ İşimde gösterdiğim başarıdan memnunum.
- ✚ İşimi yaparken kendimi motive olmuş hissediyorum.

**Dışsal Tatmin**

- ✚ İşimle ilgili maaş ve ödeneklerden memnunum.
- ✚ İş yerimdeki terfi olanaklarından memnunum.
- ✚ İş yerimdeki ödüllendirme sistemini adil buluyorum.
- ✚ İş yerimdeki çalışma koşullarından memnunum.
- ✚ İş yerimde kendimi güvende hissediyorum.
- ✚ İşyerimdeki çalışma saatleri ve esneklik beni özgür hissettiriyor.
- ✚ İşimin benim için sağladığı sosyal statüden memnunum.

İŞ TATMİNİ ÖLÇEĞİ		KESİNLİKLE KATILMAM	KATILMAM	KARASIZIM	KATILIRIM	KESİNLİKLE KATILIRIM
MADDELER						
<b>1. Boyut: İçsel Tatmin</b>						
1	İşimi severek yapıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Çalışma arkadaşlarımı seviyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Yöneticilerimin bana karşı tavır ve davranışlarından memnunum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	İşimde tüm yeteneklerimi kullanma fırsatı buluyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	İşimde gösterdiğim başarıdan memnunum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	İşimi yaparken kendimi motive olmuş hissediyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Boyut: Dışsal Tatmin</b>						
1	İşimle ilgili maaş ve ödeneklerden memnunum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	İş yerimdeki terfi olanaklarından memnunum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	İş yerimdeki ödüllendirme sistemini adil buluyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	İş yerimdeki çalışma koşullarından memnunum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	İş yerimde kendimi güvende hissediyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	İşyerimdeki çalışma saatleri ve esneklik beni özgür hissettiriyor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	İşimin benim için sağladığı sosyal statüden memnunum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>