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Minnesota Satisfaction Questionnaire - Psychometric Properties and Validation in a Population of Portuguese Hospital Workers

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MINNESOTA SATISFACTION QUESTIONNAIRE – PSYCHOMETRIC PROPERTIES AND VALIDATION IN A POPULATION OF PORTUGUESE HOSPITAL WORKERS

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Abstract

Job Satisfaction is usually treated as a collection of feelings or affective responses associated with the job situation, or “simply how people feel about different aspects of their jobs” (Spector, 1997: 2).

In 1967, Weiss et al. developed the short version of the MSQ - Minnesota Satisfaction Questionnaire, a 5-point Likert-type scale with 20 items. This scale has been widely used in the literature being a well-known and stable over the time instrument with previous researches yielding excellent coefficient alpha.

In this study we developed an exploratory factor analysis to assess the factor structure of this scale in a Hospital Workers sample, with N=140, recurring to IBM – PASW and encountered a 2-factor structure. Following this procedure, we conducted a Confirmatory Factor Analysis using AMOS, where our exploratory structure was compared with other structures found in previous studies.

This work aims at improving our understanding of the nature and assessment of Job Satisfaction in the Portuguese healthcare context, providing a more stable ground for future research in this area.

Keywords: Job Satisfaction, Confirmatory Factor Analysis, Healthcare context

JEL - Code: J28

1. INTRODUCTION

This paper describes a study to further develop and test the psychometric properties of the Minnesota Satisfaction Questionnaire – Short Version (Weiss et al., 1967) including reliability, in a Hospital Workers Population,.

Numerous scales have been developed to measure Job Satisfaction. We chose to study this particular scale since it presents several advantages: it is a well-known and stable over the time instrument; previous researches yielded excellent coefficient alpha values (ranging from .85 to .91); with 20 items, it is a parsimonious scale (in comparison with the 72 items of the Job Descriptive Index, for example). Moreover, the MSQ has been widely studied and validated (Fields, 2002).

For this study, a convenience sample of 140 hospital workers completed the MSQ-Short Version. Exploratory and Confirmatory Factor analysis were used for the evaluation and refinement of the theory-based assignment of items to constructs. Reliability was assessed using Cronbach's internal consistency coefficient. The data were collected in May/June of 2011.

1.1 Job Satisfaction

Job satisfaction can be defined as positive affect towards employment (Mueller and McCloskey, 1990) and it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants, or expectations (Fisher, 2003). In research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression, supervisor, etc. (Fisher, 2003).

Job Satisfaction has been playing a protagonist role in management research, namely regarding the job satisfaction-job performance relationship (Petty et al., 1984; Fisher, 2003). The search for a relationship between job satisfaction and job performance has been referred to as the 'Holy Grail' of organizational behavior research (Weiss and Copranzano, 1996).

This notion that satisfied employees will perform their work more effectively is the basis of many theories of performance, reward, job design and leadership (Shipton et al., 2006). Managers and lay people are thought to believe in what has been called the 'happy-productive worker hypothesis' (Fisher, 2003).

Regardless of the success (or lack thereof) scholars might have had in proving the connection between Job Satisfaction and Performance, the latter remains one of the most prominent variables in study in business science and organizational behavior (Spagnoli et al., 2012). This subject seems to be relevant for scholars, managers and employees alike. It is relevant for scholars interested in the subjective evaluation of work conditions; for managers and researchers regarding organizational outcomes (e.g. organizational commitment, extra-role behavior); for employees, job satisfaction has implications for subjective well-being (Judge and Hulin, 1993) and life satisfaction (Judge and Watanabe, 1993), and it is assumed to have major implications as it is a prevailing construct covering all professions, work, jobs and contexts (Spagnoli et al., 2012).

Job satisfaction is an attitude that relates to overall attitudes towards life, or life satisfaction (Illies et al., 2009) as well as to service quality (Schneider and Bowen, 1985).

1.2 JS in the Healthcare Context

In the healthcare context, studies have emerged demonstrating the relationship between job satisfaction and quality of care. Evidence suggests that nurses' job satisfaction affects patient satisfaction and the quality of patient care (Aiken et al., 1994; Aiken et al., 1997); that good human resources management make a difference in the hospital setting (Buchan, 2004) and even reduce mortality (West et al., 2006). The positive correlation between nurses' job satisfaction and retention is well established (Leveck and Jones, 1996; Molassiotis and Haberman, 1996).

Job satisfaction research in healthcare has been conducted mainly accordingly to different professions, studying nurses, doctors, therapists, etc. separately. Therefore there seems to lack a global approach to healthcare, namely at hospitals, envisaging all employees as an important part of the healthcare service. Bearing in mind that Healthcare is a service industry where the overall service experience is important for customer satisfaction and quality of care (even if in different extents according to the professional at stake) and that the literature has been bringing about the pertinence of such a holistic approach (e.g. Veld et al., 2010), this research was conducted within this perspective.

1.3 Minnesota Satisfaction Questionnaire

Several approaches have been considered assessing and evaluating job satisfaction in both theoretical and practical researches.

Operationally, one of the greatest difficulties in assessing job satisfaction is that it is possible to be satisfied with some aspects of a job and at the same time be dissatisfied with others (Spagnoli et al., 2012).

The literature endorses two main approaches to measuring job satisfaction: an overall measure of job satisfaction or one regarding several aspects of job satisfaction.

The first approach takes a macro perspective and consists in asking the respondent directly about his or her overall feelings about the job, being frequently build up with only one item (Wanous et al., 1997); the second approach emphasizes different aspects of the job. It is the extent to which an individual is satisfied with the several facets of the job that determines the overall degree of job satisfaction, frequently adopting a facet-sum approach. Some of the most popular measures in the field, e.g. the Job Descriptive Index (Smith et al., 1969), the Minnesota Satisfaction Questionnaire (Weiss et al., 1967), the Job Satisfaction Survey (Spector, 1985) adopt this perspective.

One presumable advantage of multidimensional measures of job satisfaction is that components may relate differently to other variables of interest contributing to a deeper understanding on the subject, advancing science and practice of industrial-organizational psychology (Hirschfeld, 2000).

The Minnesota Satisfaction Questionnaire was one of the outputs from the “Work Adjustment Project” at the University of Minnesota; the underlying theory is based on the assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al., 1967). This is a self-reporting measure, suitable for individuals of all school levels that can be administrated separately or individually.

The 20 MSQ-short version items are rated on a 5-point Likert scale (1 “very dissatisfied with this aspect of my job”, 2 “dissatisfied with this aspect of my job”, 3 “can’t decide if I’m satisfied or dissatisfied with this aspect of my job”, 4 “satisfied with this aspect of my job” and 5 “very satisfied with this aspect of my job”). Item responses are summed or averaged to create a total score – the lower the score, the lower the level of job satisfaction.

The MSQ “long form” consists of 100 questions that make up 20 subscales assessing satisfaction; twenty of these items make up a frequently used measure of general job satisfaction and are referred to as the short version of the MSQ (Fields, 2002).

The MSQ “short form” includes only 20 of the 100 original items, namely, the ones that better represented each of the 20 original subscales (Ahmadi and Alireza, 2007).

Moorman (1993, cit. in Fields, 2002) factor analyzed the MSQ and found two factors: one assessing satisfaction with intrinsic aspects of the job and the other assessing satisfaction with the extrinsic aspects. Schriesheim et al. (1993) found a structure of 3 subscales: intrinsic, extrinsic and general satisfaction. In Mathieu (1991), an exploratory factor analysis of the MSQ yielded four factors. These four subscales included satisfaction with working conditions, leadership, responsibility and extrinsic rewards. Confirmatory factor analysis performed by Igalens and Roussel (1999, cit. in Fields, 2002) showed that a four factor analysis fit the data best. The four factors were; intrinsic satisfaction, extrinsic satisfaction, recognition and authority/social utility.

2. METHOD

2.1 Sample

The present study is based on a sample of 140 individuals, pertaining to a Hospital of small dimension in Portugal. This Hospital is a public sector institution, with over 200 years of existence, employing circa 200 workers in the center of Portugal.

Ages of respondents vary between 22 and 74 years old (mode= 53 years and mean= 43.4 years; standard deviation= 10.5); most respondents are female (79.3% female respondents; 16.4% male respondents; 4.3% did not answer this question). In terms of the job, the distribution of staff per job group is shown in Figure 1, where nursing staff represents 23% of the total staff, medical doctor take up about 11%, helpers, that is to say the operational assistants for nurses and doctors, are about 29%, other health related staff (such as physical therapists, speech therapists, psychologists, etc.) represent 17%, administrative/support staff (employees with clerical functions) take up 14% and finally 7% are support jobs, related to maintenance and other logistics.

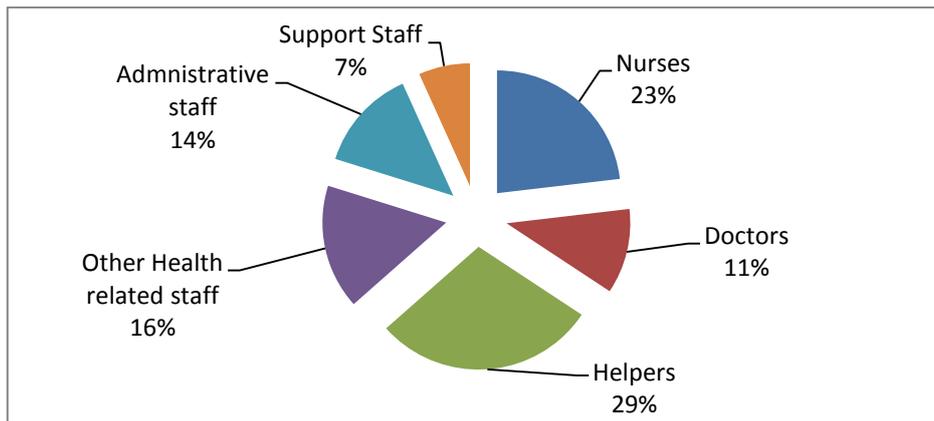


Figure 1. Percentages of staff in different job functions in our sample

In terms of seniority, values range between less than a year to up to 43 years (mode=3 years and mean= 16.2 years, standard deviation= 11.6), where a significant amount of workers (50%) have an effective contract (hired with no predetermined ending date of the bond with the organization). When it comes to schooling, 22% of subjects have a school level inferior to the mandatory Portuguese level (9th year), 22.9% attended or graduated from middle school, 42.9% attended or graduated from College and 9% have post-graduate schooling (Specializations, Masters Degree, etc.).

In the present sample, descriptive statistics for each item revealed that the answers to almost all items ranged between the minimum and the maximum (Table I). The frequency's analysis in each response option revealed an acceptable distribution in all the items, with no percentages above 50% in a single response alternative. This indicates the existence of response variety and a reasonable discriminative power of the items.

In most items, means and medians are similar; skewness and kurtosis values are acceptable, indicating that its distribution approximates the normal distribution.

Table I – Content, means and standard deviations of the items

Items	Mean	Standard Deviation
1. Being able to keep busy all the time.	4.04	0.78
2. The chance to work alone on the job.	4.18	0.84
3. The chance to do different things from time to time.	3.57	0.96
4. The chance to be “somebody” in the community.	4.10	0.74
5. The way my boss handles his/her workers.	3.75	1.00
6. The competence of my supervisor in making decisions.	3.78	0.90
7. Being able to do things that don’t go against my conscience.	3.99	0.82
8. The way my job provides for steady employment.	3.52	1.06
9. The chance to do things for other people.	4.25	0.76
10. The chance to tell people what to do.	3.59	0.80
11. The chance to do something that makes use of my abilities.	4.10	0.80
12. The way company policies are put into practice.	3.07	0.90
13. My pay and the amount of work I do.	2.61	1.12
14. The chances for advancement on this job.	3.00	1.16
15. The freedom to use my own judgment.	3.62	0.90
16. The chance to try my own methods of doing the job.	3.69	0.86
17. The working conditions.	3.75	0.95
18. The way my co-workers get along with each other.	3.60	0.95
19. The praise I get for doing a good job.	3.66	1.05
20. The feeling of accomplishment I get from the job.	3.99	0.91

2.3 Data collection

Data were collected by a researcher on the premises. Questionnaires were given to all workers listed in the hospital’s sheet that were *in loco* during June of 2011. When a subject couldn’t complete the questionnaire for the researcher to collect it promptly, a sealed box was available at the head nurse’s office and at the hospital’s bar for depositing answered surveys, thus conserving the confidentiality and anonymity of the respondents.

2.4 Portuguese Version of the Instrument

The translated version of Weiss and colleagues (1967) 20 item scale proposed by Martins (2008) was used. Martins (2008) started with the translation of the instrument to Portuguese, followed by a backtranslation by an Englishman proficient in the Portuguese language, so to compare the original and the back translated items, therefore ensuring the reliability of the adaptation. After this process, a pilot study was conducted with a small group of workers of an industrial company, where the talked reflection around the scale leads to small final adjustments in terms of language.

2.5 Data analysis

Construct validity estimates the ability of an instrument to measure the underlying construct of interest (Ellenbecker and Byleckie, 2005). Exploratory factor analysis (EFA) has traditionally been employed by researchers as a tool to determine the number of underlying dimensions in a data set by grouping variables that are correlated (Tabachnick and Fidell, 2007).

The technique of Confirmatory Factor Analysis analyzes *a priori* measurement models in which both the number of factors and their correspondence with the indicators are explicitly specified (Kline, 2011).

Questionnaires were returned to the researchers and data were coded and entered into PASW 18 for Windows; for CFA, AMOS 18 software was used.

The degree and pattern of missing data were observed for each variable and case. It was determined that data were missing randomly (Tabachnick and Fidell, 2007). The amount of missing data on the MSQ items varied from 0,7% to 5,9%, with an average 2,6% missing data per case. To prevent the potential of bias due to missing cases (Kneipp and McIntosh, 2001), missing data were replaced by imputed data using a mean estimation procedure provided by the missing value analysis command (MVA) in PASW.

3. RESULTS

3.1 Exploratory Factor Analysis

A principal components analysis (PCA) was conducted on the 20 items with oblique rotation (oblimin) using PASW software. The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis, $KMO=0.85$ (“meritorious”, according to Sharma,

1996) and all KMO for individual items (measures of sample adequacy) were >0.7, which is well above the acceptable limit of 0,5 (Field, 2009). Bartlett's test of sphericity $\chi^2_{(45)}=685.67$, $p < 0.001$, indicated that correlations between items were sufficiently large for PCA.

Table II - Oblimin rotated component matrix based on correlations among the items of the MSQ and communalities (h^2).

	Component 1	Component 2	h^2
MSQ 19 – The praise I get for doing a good job	.81	.21	.71
MSQ 3 – The chance to do different things from time to time	.78	.14	.62
MSQ 10 – The chance to tell people what to do	.76	.23	.59
MSQ 11 – The chance to do something that makes use of my abilities	.75	.18	.64
MSQ 16 – The chance to try my own methods of doing the job.	.72	.16	.55
MSQ 15 – The freedom to use my own judgment	.70	.31	.59
MSQ 5 – The way my boss handles his/her workers.	.15	.86	.75
MSQ 6 – The competence of my supervisor in making decisions	.21	.81	.70
MSQ 2 – The chance to work alone on the job	.32	.66	.53
MSQ 4 – The chance to be “somebody” in the community	.14	.65	.44
% of Variance accounted for	46,62%	14,56%	

Items 1, 3, 15, 17, 18 and 19 were eliminated from the analysis due to low communalities and items 2, 9 and 14 were dropped due to multiple component loading.

Two components had *eigenvalues* over Kaiser's criterion of 1 and an analysis of the scree plot indicated the existence of two components as well. Table II shows the factor loadings after the rotation. The items that cluster on the same components suggest that component 1 represents satisfaction with task enrichment and component 2 satisfaction with leadership and empowerment.

Internal consistency was estimated using Cronbach's alpha. The two factors that we found showed a good internal consistency, with alpha values above 0.70 (Nunnally, 1978): $\alpha = .87$ for factor 1 (satisfaction with task enrichment, 6 items), $\alpha = .78$ for factor 2 (satisfaction with leadership and empowerment, 4 items) and $\alpha = .87$ for the global scale.

3.2 Confirmatory factor Analysis

3.2.1 Previous Factor Solutions

After the original Weiss et al.'s (1967) factor solution, Schriesheim and colleagues (1993) conducted a content adequacy assessment of the MSQ short-form intrinsic and extrinsic subscales. These subscales were initially constructed through an empirical approach that relied on factor-analytic results (Weiss et al., 1967). On the basis of their

content adequacy analysis, however, Schriesheim and colleagues (1993) concluded that the content adequacy of the original MSQ short-form subscales is questionable and proposed the factor structure displayed in Table III. Specifically, besides changing the allocation of some items from extrinsic to extrinsic and vice-versa, Schriesheim and colleagues's (1993) results indicated that two general satisfaction items (items assigned to neither the intrinsic nor the extrinsic subscale). These authors also recommended that appropriate revisions be made to the subscales' composition, placing some of the items differently from the original authors, attributing them to other subscales (cf. Table III).

In the Portuguese context, Martins (2008) developed the adaptation and validation study among Portuguese Industrial Workers (N=135) that originated the Portuguese version of the MSQ and is used in this study. The author found a 2-factor structure, naming them extrinsic and intrinsic job satisfaction respectively, using a principal axis factoring extraction method with varimax rotation. This factor solution has 14 items; 6 items were dropped due to low communalities and multiple factor loadings as reported by the author (Martins, 2008). The scale and its factors presented high levels of reliability, with α values of 0.88 for the MSQ global scale, 0.87 for the internal satisfaction factor and 0.77 for the external satisfaction factor.

Also in the Portuguese context, in 2011, Sousa and colleagues developed a research with Pharmacists and Pharmacy Workers, building on the same version of the adapted scale by Martins (2008). Authors used a sample of N=291 and found a 2 factor structure for the scale, using principal components analysis extraction and a varimax rotation naming the components extrinsic and intrinsic job satisfaction, according to the content of the items and following a tradition of research in this area (cf. Fields, 2002, for more details). A solution with 11 items emerged where 9 items were dropped due to low communalities and multiple factor loadings as reported by the author (Sousa et al., 2011). In this research scale reliability estimated through Cronbach's alpha presented good results: global scale $\alpha= 0.91$; extrinsic satisfaction $\alpha= 0.88$ and intrinsic satisfaction $\alpha = 0.86$.

Table III – Summary of previous factor solutions found in the literature.

	Original	Schriesheim et al., 1993	Martins, 2008	Sousa et al., 2011	Present Study
1. Being able to keep busy all the time.	Intrinsic	Intrinsic	Extrinsic	*	*
2. The chance to work alone on the job.	Intrinsic	Intrinsic	Intrinsic	Intrinsic	Supervisor/ Empowerment
3. The chance to do different things from time to time.	Intrinsic	Intrinsic	*	*	Task enrichment
4. The chance to be “somebody” in the community.	Intrinsic	General	Intrinsic	Intrinsic	Supervisor/ Empowerment
5. The way my boss handles his/her workers.	Extrinsic	Extrinsic	Extrinsic	Extrinsic	Supervisor/ Empowerment
6. The competence of my supervisor in making decisions.	Extrinsic	Extrinsic	Extrinsic	Extrinsic	Supervisor/ Empowerment
7. Being able to do things that don’t go against my conscience.	Intrinsic	Intrinsic	*	*	*
8. The way my job provides for steady employment.	Intrinsic	Extrinsic	*	*	*
9. The chance to do things for other people.	Intrinsic	Intrinsic	Intrinsic	Intrinsic	*
10. The chance to tell people what to do.	Intrinsic	Intrinsic	Intrinsic	*	Task enrichment
11. The chance to do something that makes use of my abilities.	Intrinsic	Intrinsic	Intrinsic	Intrinsic	Task enrichment
12. The way company policies are put into practice.	Extrinsic	Extrinsic	Extrinsic	Extrinsic	*
13. My pay and the amount of work I do.	Extrinsic	General	Extrinsic	Extrinsic	*
14. The chances for advancement on this job.	Extrinsic	General	Extrinsic	Extrinsic	*
15. The freedom to use my own judgment.	Intrinsic	Intrinsic	Extrinsic	*	Task enrichment
16. The chance to try my own methods of doing the job.	Intrinsic	Intrinsic	Intrinsic	*	Task enrichment
17. The working conditions.	General	Extrinsic	Extrinsic	Extrinsic	*
18. The way my co-workers get along with each other.	General	Extrinsic	*	*	*
19. The praise I get for doing a good job.	Extrinsic	General	*	*	Task enrichment
20. The feeling of accomplishment I get from the job.	Intrinsic	Intrinsic	*	Intrinsic	*

* Items marked * were dropped in the analysis due to low communalities or multiple factor loadings.

3.2.2 Comparison between the models

The two-dimensional model underlying this scale has gathered empirical support in several studies (cf. Fields, 2002), and is today a widely referenced and reputed model. However different structures have emerged in the studies developed by Sousa and colleagues (2011), Martins (2008) and the present study where samples of Portuguese Workers were used, suggesting that the original model might not be transversal to workers of different cultures or different sectors, as other authors had already pointed out (Fields, 2002).

Thus, a confirmatory factor analysis (CFA) was conducted with AMOS 18 software (Byrne, 2010) using Weighted Least Squares (WLS) estimation.

The data exploring accounted for global criteria (allowing the analysis of the sustainability of the hypothesized model as a whole) and specific criteria (centered in the analysis of the adequacy of individual parameters) (Ullman, 2007; Byrne, 2010; Kline, 2011). Concerning the first ones, there are several fit indices, turning to researchers the task of choosing the ones to base the analysis upon. According to the above mentioned authors, we used the Chi-Square test statistic, the CFI (Comparative Fit Index), the AGFI (Adjusted Goodness-of-Fit Index), and the RMSEA (Root Mean Square Error of Approximation) as well as its respective confidence interval. The use of these statistics is well supported by the literature (Byrne, 2010) and therefore are frequently referenced. For these indices and according to the generally recommended and accepted values by the authors, the following criteria was used to assess the fit between the data and the hypothesized models: non significant χ^2 or the ratio between its value and the corresponding degrees of freedom near or less than 2, due to the reputed sensibility of the Chi-Square test (e.g. Ullman, 2007); CFI values near or greater than .95 (Hu and Bentler, 1999); AGFI values near or greater than .90; and RMSEA values of less than .08 (Browne and Cudeck, 1993). Concerning the analysis of the individual parameters of the model, we considered the weight of its estimation and its statistical significance.

The goodness of fit indices values obtained for the model that posits this study's structure revealed a better fit than the previous tested structures, showing satisfactory values for all the estimated indices (Table IV).

Table IV

Goodness of fit indices obtained in the confirmatory factor analysis of the MSQ-Short form

	χ^2	df.	χ^2/df	AGFI	CFI	RMSEA	Confidence interval (90%)
Original model 20 items	453,507**	167	2,716	.681	.741	.111	.099-.123
Schriesheim et al. (1993) 20 items	406,093*	167	2,432	.705	.784	.104	.089 -.114
Model obtained by the present study 10 items	52,091*	33	1,579	.886	.969	.065	.027-.097
Model obtained by Martins (2008) 14 items	232.202**	76	3.134	.708	.741	.124	.106-.142
Model obtained by Sousa et al. (2011) 11 items	73.653**	42	1.754	.855	.908	.074	.045-.101

* $p < .05$; ** $p < .01$

As can be seen in Figure 2 – representing the present study’s factor structure – items present satisfactory factor loadings that vary between .37 and .90, and thus indicating the model’s convergent validity (Kline, 2011).

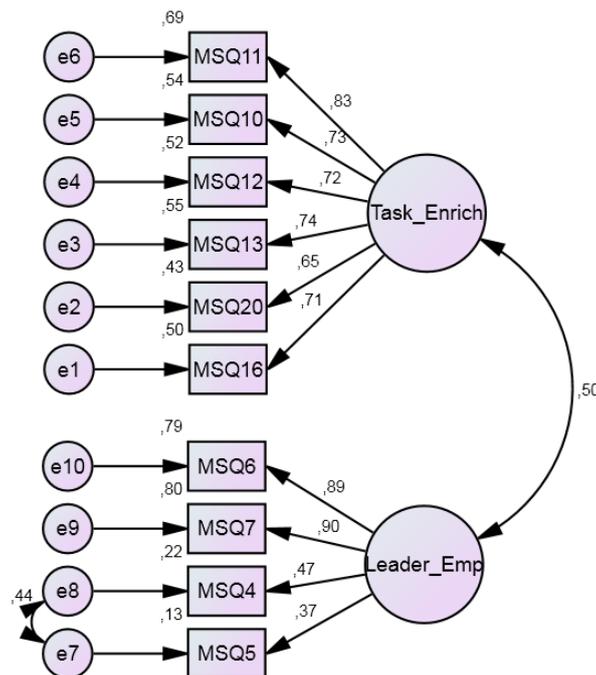


Figure 2 – Present study MSQ factor structure

The outcomes of the analyses revealed that the goodness of fit indices values obtained for the other models were lower than the values obtained for this study’s model, bearing statistically significant differences among the Chi-Square test statistic, and a decrement

in the CFI value larger than .01 (Cheung and Rensvold, 2002) for this model versus the other two models (Table IV).

4. DISCUSSION

The results of this study provide evidence that the MSQ-Short Version is a valid and reliable scale for the measurement of job satisfaction of hospital workers.

Construct validity of the MSQ was explored by factor analysis, which determined the convergent assignment of constructs to items within each subscale of the MSQ. The items show good communalities and strong factor loadings. The originally hypothesized subscales are different from the ones that emerged in this paper.

The factor structure we encountered in the Exploratory Factor Analysis is very interesting, since it presents a fresh perspective of Job Satisfaction. We knew from the start that this would be a hard task to handle since there is a lot of variety of staff included in the sample, with different views and job descriptions, from nurses to helpers, to IT technicians, to doctors, etc. There seem to be few studies on Hospitals as a whole, so the development of a factor structure that allows us to grasp how the ensemble of a Public Hospital in Portugal as a whole encompass job satisfaction, is of interest. That is to say, unlike previous studies where intrinsic and extrinsic job satisfaction emerged, for this population it seems to make more sense to speak of job enrichment and supervisor/empowerment satisfaction.

The absence of a dimension with extrinsic satisfaction (especially if we consider that in the previous studies we found extrinsic satisfaction to be dominant in terms of explained variance) may be related to traditionally very strict and clear rules of payment and career development in the Portuguese Public sector, where seniority was traditionally almost the sole factor that influenced career advancement. If the advancement in career and overall pay increase is not perceived as a result of one's effort, work or performance in any way, it is plausible to suggest that subjects may consider extrinsic factors as separate constructs from job satisfaction and possibly associate them with a different construct. Additionally, career advancement and pay raises have been frozen for years in the Portuguese public sector, increasing the perceived gap between what the subject does and what the subject gets in terms of extrinsic motivators.

Instead, these workers as a whole make sense of mostly intrinsic satisfaction items, where there seems to be two major latent constructs: how interesting and useful the job

is (“Task enrichment”) and how empowered and happy with their supervisor’s competency the workers are (“satisfaction with empowerment and leadership”).

5. CONCLUSION

For research on job satisfaction to be useful, it is imperative that job satisfaction scales are precise in measuring what they are designed to assess (Spector, 1997; Hirschfeld, 2000) and the understanding of the nature and specificities of contextual job satisfaction is an important first step in defining adapted and efficient managerial policies (Ferreira et al., 2009).

Based on the psychometric testing presented here, the MSQ is a valid instrument for measuring job satisfaction of global hospital workers.

5.1 Limitations and future research directions

This study presents some limitations, namely the fact that the data were collected from the same source, and that the sample is relatively small.

Future research should focus on verifying the external validity of the factor structure found in this study. It would be interesting to realize if this primal focus on intrinsic satisfaction items in the Factor Analysis remains across the Healthcare sector, pointing out to a rather interesting characteristic of this population: the importance of being able to do a good job (as shown by component 2 “satisfaction with empowerment and leadership”) as well as a strong commitment to their own personal and professional development (as shown by component 1 “Task enrichment”).

A larger data set will serve to confirm aspects of the current research, resolve interpretative issues, and elucidate any additional structure of responses through the application of expanded statistical procedures. Research activities should explore the subscale constructs, the stability of the constructs across the population of Hospital workers, and the MSQ as a total scale.

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