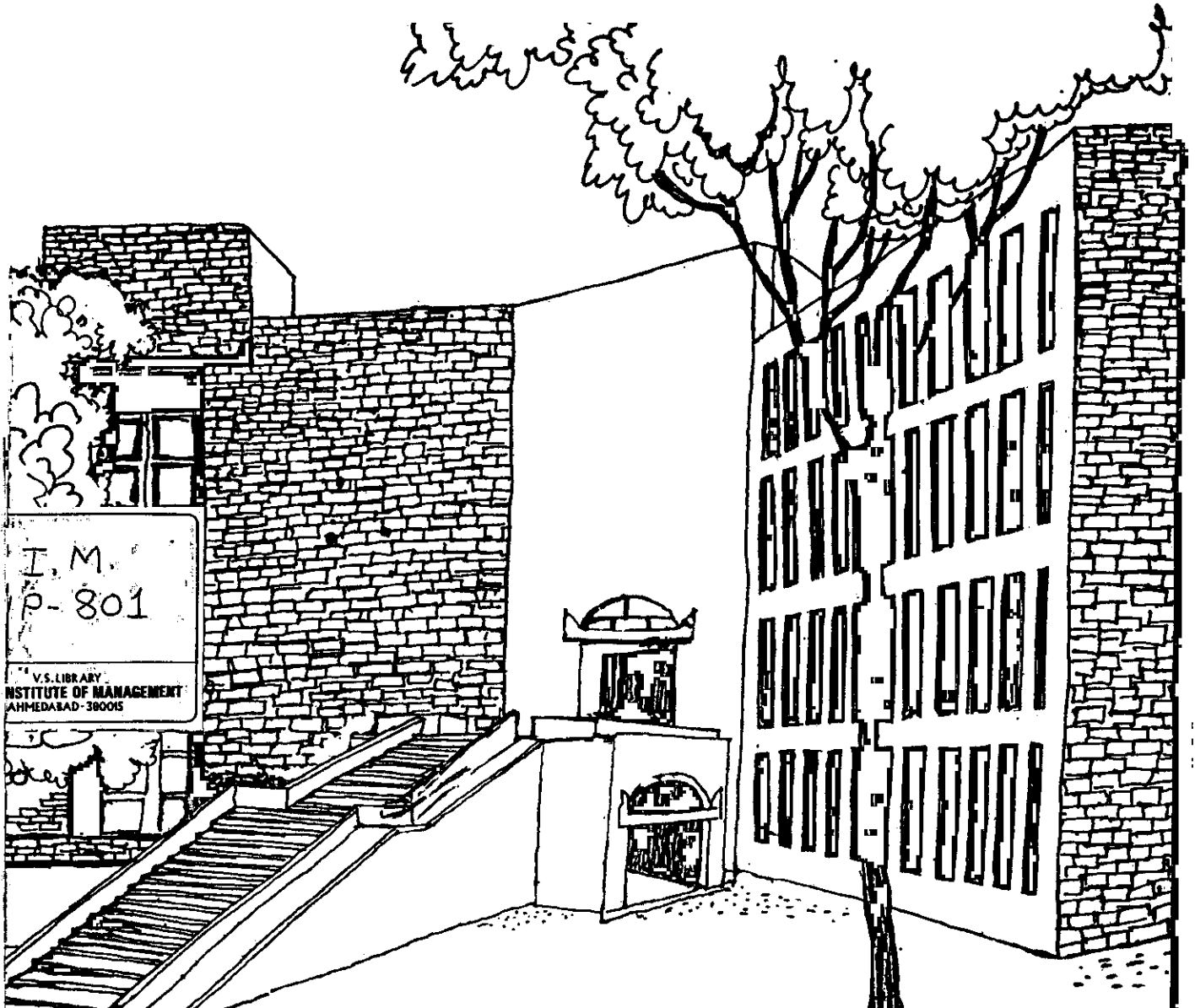


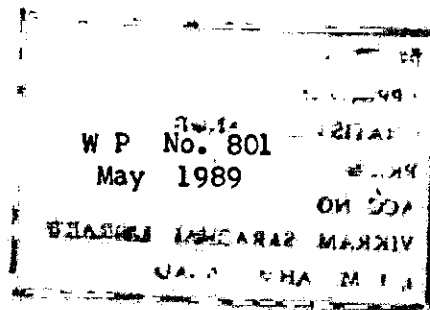
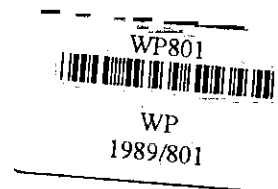
Working Paper



THE ACTION TENDENCY MEASURE OF JOB
SATISFACTION: A CROSS CULTURAL VALIDATION

By

Jagdeep S. Chhokar



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**The Action Tendency Measure of Job Satisfaction:
A Cross Cultural Validation**

Jagdeep S. Chhokar

Running head : Action Tendency Measure

The Action Tendency Measure of Job Satisfaction:
A Cross Cultural Validation

ABSTRACT

Job satisfaction has been of interest to organizational researchers for a long time. However, success in measuring it has been limited. There have been suggestions that its assessment through "action tendencies" may be more useful than the usual descriptive measures of job satisfaction. An Action Tendency Measure (ATM) of job satisfaction was developed earlier in a series of studies conducted in the US and in Europe. The validation of the ATM with a sample from India is reported in this study. The ATM is found to possess satisfactory reliability and factor structure with the Indian sample. It has also demonstrated significant convergent and discriminant validity when compared with a traditional measure of job satisfaction.

The Action Tendency Measure of Job Satisfaction: A Cross Cultural Validation

The importance of job satisfaction has long been recognized. It has been linked with a large number of organizational outcome variables such as absenteeism, turnover, accidents, mental and physical health, motivational level, productivity, and general life satisfaction. Interest in the topic is indicated by the estimate that 3,350 articles (or dissertations) had been written on job satisfaction by 1972 (Locke, 1976). Its continued importance to management practice is highlighted by Mitchell's observation that "job satisfaction is the most important and frequently studied job attitude" (1982, p.153). Even with this widespread interest in the topic, problems about the concept and its measurement still remain (Nord, 1977; O'Connor, Peters, and Gordon, 1978; Yeager, 1981). To overcome some of these problems, it has been suggested that job satisfaction be measured through behavioral intentions (Fishbein and Ajzen, 1975; Parasuramen, 1982) and action tendencies (Locke, 1976; DuBrin, 1984).

The rationale for measuring job satisfaction through action tendencies is that positive and negative emotional experiences associated with the job will evoke, respectively, approach and avoidance action tendencies. The respondent is asked how he/she "feels like acting" in regard to various aspects of the job rather than attempting to directly measure cognitive beliefs or affect. Locke (1976) has argued that the action tendency approach may require less self-knowledge than instruments such as

Action Tendency Measure

the Minnesota Satisfaction Questionnaire [MSQ] (Weiss, Dawis, England, and Lofquist, 1967) which ask the respondent to estimate the existing level of job satisfaction. In addition, action tendency items may provide respondents a more absolute frame of reference than evaluative scales such as the Job Descriptive Index [JDI] (Smith, Kendall, and Hulin, 1969). It was with this background that an attempt to develop an action tendency measure of job satisfaction was made (Chhokar and Grigsby, 1982). Encouraged by the results, a series of five studies were conducted and a 23 - item Action Tendency Measure (ATM) of job satisfaction was developed (Hartman, Grigsby, Crino, and Chhokar, 1986). The ATM demonstrated satisfactory internal consistency, factorial stability, and convergent and discriminant validity.

While the five studies reported for the development of the ATM covered subjects from a wide range of occupations, they were not so diverse in terms of cultural spread. Four of the studies were conducted in the U.S. and one in Europe. The present study was, therefore, designed to assess the cross cultural validity of the ATM by using it in India.

METHOD AND RESULTS

Sample

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The 23-item ATM and the JDI were administered simultaneously to a sample of 243 managers of a very large transport organization

Action Tendency Measure

in India. The respondents were attending programs at the organization's in-house training facility and participated in the study voluntarily and anonymously. Most of the respondents (94%) were male. While 37.5% of the respondents were below 30 years of age, 40.6% were between 40-50 years. Almost 60% had studied upto bachelors level and 35% had obtained masters degrees. Three-fourths of the respondents were married. About one-third of the sample had work experience of five years or less and about 44% had between 16 to 30 years of experience. Diverse functional areas of management were represented in the sample.

Analysis

The factor structure of the 23-item ATM was examined using principal components analysis with varimax rotation. Following Hartman et al. (1986), a four-factor solution was tried. The results are in Table 1.

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Table 1 about here

The structure of the four factors seemed very similar to the one obtained in the developmental studies. Eighteen of the 23 items satisfied the criterion of loading more than 0.5 on the appropriate factor (Nunnally, 1978). Of the remaining five, two had loadings of more than 0.4 and three of more than 0.3. The four factor solution accounted for 44.4% of the total variance.

Action Tendency Measure

Estimates of reliability were computed for each of the four subscales and for the entire instrument following Winer (1971). The reliability of the complete instrument was 0.827, for the pay/promotion subscale (Factor 1), 0.772; for the work itself subscale (Factor 2), 0.64; for the coworker subscale (Factor 3), 0.618; and for the supervision subscale (Factor 4), 0.568. The factor structure of the four individual subscales was also examined. The variance accounted for by the first component ranged from 53.31% for the work itself subscale to 33.06% for the coworker subscale.

A multitrait - multimethod matrix was used to study the convergent and discriminant validity of the ATM by comparing it with the JDI (Campbell and Fiske, 1959). The JDI was used for comparison not only because it had been used in the developmental studies but also because (a) the reliability and validity of its subscales have been adequately demonstrated in previous studies (Dunham, Smith, and Blackburn, 1977), and (b) it is considered to be "the most widely used measure of job satisfaction" (Yeager, 1981).

Table 2 about here

The multitrait-multimethod matrix shown in Table 2 contains Pearson product moment correlations for the four subscales of the ATM and those of the JDI (the pay and promotion subscales of JDI were

Action Tendency Measure

combined to develop a scale corresponding to the pay/promotion subscale of ATM).

Convergent validity of the subscales of the ATM with the subscales of the JDI is shown by the values lying on the validity diagonal of the matrix. All these values are significantly different from zero ($p < 0.005$) indicating convergent validity of the ATM's subscales with the corresponding subscales of the JDI.

Discriminant validity is demonstrated by three criteria (Campbell and Fiske, 1959). First, each validity diagonal value should be higher than values lying in its column and row in the heterotrait-heteromethod triangles. This requires that the validity value for a variable be higher than correlations between that variable and any other variable having neither the trait nor the method in common. Three of the four validity diagonal values (pay/promotion, work, and supervision) satisfy this criterion fully and the fourth satisfies it for four out of six possible comparisons. The second criterion is that validity diagonal values be higher than corresponding values in the heterotrait-monomethod triangles. This means that the correlations between measures of the same trait using different methods be higher than the correlations between measures of different traits using the same method. This criterion is satisfied for ten of the twelve possible comparisons. The pay/promotion and supervision values satisfy it fully whereas two

Action Tendency Measure

comparisons out of the possible three satisfy it for each of the remaining two scales. The final criterion is that the patterns of inter correlations be replicated within all heterotrait - monomethod and heterotrait-heteromethod triangles. Though this criterion is difficult to demonstrate, visual inspection reveals a fair degree of uniformity among the correlation coefficients in the four triangles.

DISCUSSION

The Action Tendency Measure (ATM) was originally developed using samples from the US and Europe. The validation of the ATM with a sample from India is reported in this study. The ATM has been found to possess satisfactory reliability and factor structure with the Indian sample. The ATM and its subscales have also shown sufficient convergent and discriminant validity when compared with the Job Descriptive Index (JDI). This cross cultural validation suggests that the ATM might be an instrument to measure job satisfaction which not only (a) relies less heavily on value judgments, and (b) provides respondents with a more absolute frame of reference than descriptive measures (Locke, 1976); but can also be used with reasonable confidence for populations substantially different from the ones with which it was developed. However, since all instruments are subject to variations unique to different populations and cultures, it is suggested that reliability and factor structure checks be performed before using the ATM with entirely new populations.

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Action Tendency Measure

TABLE 1

Results of Principal Components Analysis

FACTOR 1			FACTOR 2			FACTOR 3			FACTOR 4		
Item No.	Loading	Type	Item No.	Loading	Type	Item No.	Loading	Type	Item No.	Loading	Type
1	0.534	pay	4	0.742	work	3	0.683	cowork	2	0.508	sup
5	0.368	pay	7	0.676	work	6	0.411	cowork	9	0.372	sup
8	0.651	pay	22	0.525	work	11	0.502	cowork	13	0.652	sup
10	0.641	promo				15	0.473	cowork	19	0.536	sup
12	0.711	promo				18	0.646	cowork	20	0.622	sup
14	0.618	promo							23	0.374	sup
16	0.700	pay									
21	0.675	pay									

Eigenvalue = 3.946	Eigenvalue = 2.438	Eigenvalue = 1.766	Eigenvalue = 2.078
% Var Acctd for: 17.155	% Var Acctd for: 10.564	% Var Acctd for: 7.678	% Var Acctd for: 9.835

n = 243

Action Tendency Measure

TABLE 2

Multitrait-Multimethod Matrix for the Action Tendency Measure (ATM) and the Job Descriptive Index (JDI)

Traits (Subscales)	Method I (ATM)				Method II (JDI)					
	AI	BI	CI	DI	AII	BII	CII	DII		
Method I (ATM)										
AI Pay/Promo										
BI Work									.181	
CI Coworkers									.033	.011
DI Supervision									.225	.384
Method II (JDI)										
AII Pay/Promo	<u>.405</u>	.171	.008	.015						
BII Work	.282	<u>.381</u>	.073	.262						
CII Coworkers	.256	.186	<u>.189</u>	.202						
DII Supervision	.110	.329	.096	<u>.383</u>						

n = 243

Notes: Validity diagonals are underlined. Heterotrait-monomethod triangles are enclosed by solid lines. Heterotrait-heteromethod triangles are enclosed by broken lines.

Action Tendency Measure

NOTES

¹
The complete instrument is available on request from the author.

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