

Measuring Cognitive Job Satisfaction - Job Attributes to be Included : A Literature Review

* *M. A. Sanjeev*

Abstract

Job satisfaction is one of the most widely studied job attitudes due to its influence on organizational performance. Like any attitude, it can be seen as a tripartite construct with cognitive, affective, and conative components. Though conative components have been clearly delineated in studies, it cannot be said so about the cognitive and affective components. Researchers have measured job satisfaction levels that have included the cognitive and affective components, often mixing up the two. This paper delineated the cognitive and affective components and considered cognitive job satisfaction to be an objective assessment of the various job attributes. Affective job satisfaction, on the other hand, is considered as an overall assessment of liking towards one's job. The paper reviewed available literature to prepare an exhaustive set of job attributes to be included while studying cognitive job satisfaction. It also proposed three different approaches to decide on which job attributes are to be included while studying cognitive job satisfaction of a particular group of employees.

Key words : cognitive job satisfaction, affective job satisfaction, job attributes, behavioural intentions, selection approaches

JEL Classification : M12, M54, M59

Paper Submission Date : May 15, 2016 ; **Paper sent back for Revision :** December 7, 2016 ; **Paper Acceptance Date :** March 22, 2017

There has been an increased interest, among managers and researchers, in measuring job satisfaction and its impact. This has been primarily due to the positive impact job satisfaction has, as a whole, on organizational effectiveness (Ostroff, 1992). The relation between job satisfaction and organisational effectiveness has been empirically proven. Job satisfaction also positively impacts desirable work place behaviour which includes life satisfaction (Judge & Watanabe, 1993), attendance at work (Smith, 1977 ; Scott & Taylor, 1985), turnover decisions & withdrawal behaviours (Carsten & Spector, 1987; Hom, Katerberg, & Hulin, 1979; Muralidharan, Venkataraman, & Krishnaveni, 2013), organizational citizenship behavior (Bateman & Organ, 1983 ; Farrell, 1983 ; Kaur, Kaur, & Dhar, 2015) and job performance (Judge, Thoresen, Bono, & Patton, 2000). Robbins and Judge (2007) found empirical evidence to conclude that an organization with a greater number of satisfied employees performed better than those with less number of satisfied employees.

Definitions

The definition and measurement of job satisfaction has been related to evaluations of the job, beliefs about the job, and the affective experiences on the job. In one of the earliest definitions by Hoppock (1935), job satisfaction was defined as any combination of psychological, physiological, and environmental circumstances that causes a person to truthfully say he/she satisfied with his/her job. The definition indicates job satisfaction to be a personal construct influenced by psychological, physiological, and environmental factors. Locke (1976) defined job

* *Assistant Professor*, Narsee Monjee Institute of Management Studies, Kalkere Post, Bannerghatta Main Road, Bangalore - 560 083. E-mail : ma.sanjeev@nmims.edu

satisfaction as “pleasurable positive emotional state resulting from an appraisal of one's job or job experiences” (p. 1300). Vroom (1964) defined job satisfaction as an affective orientation on the part of individuals towards the work role which they are presently occupying and treated it as an affective reaction to one's job roles. Similarly, Brief, Burke, and Robertson (1995) defined job satisfaction as a positive emotional reaction to a particular job. However, Brief (1998) also defined job satisfaction as an attitude towards one's job. Spector (1997) opined that job satisfaction is related to how people feel about their job and its various attributes and the like or dislike they have about these aspects, resulting in satisfaction or dissatisfaction in a given work situation. Spector treated job satisfaction from a cognitive angle whereby the author evaluated the different attributes of the job and then made an overall opinion (which may be considered as the affect) in the form of satisfaction or dissatisfaction. Affective job satisfaction is thus widely used interchangeably with terms like overall or global job satisfaction. Cognitive job satisfaction “is based on a more logical and rational evaluation of . . . job conditions” (Moorman, 1993). Davis and Nestrom (1985) linked job satisfaction to expectations and behaviours at the work place ; when expectation meets reality, it is expressed as satisfaction with the job or the lack of it. According to Armstrong (2006), job satisfaction is feelings and attitudes people have towards their work; satisfaction indicates positive, favorable attitudes and dissatisfaction negative ones. George and Jones (2008) treated job satisfaction in two parts; one in its totality and then in parts like coworker, supervision, job content, subordinates, etc. This corresponds to the affective and cognitive portions of the job, respectively. Mullins (2005) opined that job satisfaction is a complex concept with individual differences and multiple faces. According to him, job satisfaction is an attitude associated with personal feelings of achievement from the job.

Job satisfaction is also considered as the degree to which the work environment fulfills a worker's needs and aspirations, thus influencing his/her emotions towards the organization (Dawis & Lofquist, 1984 ; Tsigilis, Koustelios & Togia, 2004). This definition includes the cognitive and affective elements of the job and considers the cognition, with fulfillment of one's aspiration, as the precursor to the affection. Scott and Judge (2006) opined that job satisfaction reflects a worker's self identity through emotional and cognitive evaluation of the job. Job satisfaction is an indication of the need fulfillment and acceptance of the fact that the job defines him/her. Cranny, Smith, and Stone (1992) suggested that job satisfaction is an affective (that is, emotional) reaction to one's job resulting from the incumbent's comparison of actual outcomes with those that are desired. Job satisfaction is an employee's reaction towards his or her profession or organization. Under such circumstances, job satisfaction can vary with the job, organization, or person and is highly contingent in nature. Ellickson and Logsdon (2002) considered job satisfaction as the degree to which an employee is attracted towards his/her work. However, it is not clear whether the attraction is cognitive or affective in nature. Thus, job satisfaction has been defined and studied widely as an attitude (which consists of cognition about the job, affection towards the job, and the conative intent on the job) and also in individual parts as the cognition towards various job attributes, affection towards the job, or the behavioural intent (generally as a result of the former two and studied along with the former two only).

Considering that job satisfaction is the most widely studied job attitude; there needs a proper delineation of the components. Eagly and Chaiken (1993) defined attitude as “a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour” (p.1). Another definition is “a relatively enduring organization of beliefs, feelings, and behavioural tendencies towards socially significant objects, groups, events or symbols” as proposed by Hogg and Vaughan (2005, p.150). Rosenberg and Hovland (1960) proposed the ABC model of attitudes and considered attitude to be a tripartite construct with three distinct components, that is, cognitive, affective, and behavioural (conative).

In the current literature review, where job satisfaction is the attitudinal object being studied, job satisfaction is clearly considered to have a tripartite construction as proposed by Rosenberg and Hovland. The three components are as following.

✎ **Cognitive :** Evaluation about various attributes of the attitude object (Job Attributes).

✍ **Affective** : Emotional feeling about the attitude object (Overall Job).

✍ **Behavioural** : Behavioural intent regarding the attitude object (like organisational citizenship behaviour & turnover intention).

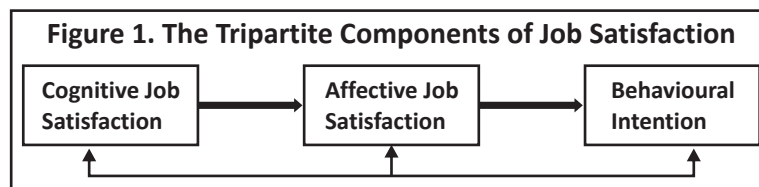
Thus, it becomes imperative to decide what is being measured while the attitude of job satisfaction is being studied. Though the three components may be influencing each other, they are not the same. Thus, they need to be defined separately and measured separately. The three components can be defined as following :

✍ **Cognitive Job Satisfaction** : Satisfaction with various attributes of one's job.

✍ **Affective Job Satisfaction** : An overall positive emotional state resulting from appraisal of one's job attributes and related experiences.

✍ **Behavioural Intention** : Employee's intent regarding his/her job related behaviour based on his/her affective job satisfaction that include, but are not restricted to, job involvement, absenteeism, organizational citizenship, and turnover intention.

The word job attribute also is referred to as job facets, job characteristics, job factor or job parameters. However, this review uses the standardized term job attribute. The relation between the three components of job satisfaction, that is, cognitive, affective, and conative can be represented as in Figure 1. However, the relation may not be linear as represented and bi-causal in practice. An employee with an unfavourable behavioural intent, like turnover intention, may unfavourably evaluate a new organizational policy in comparison to an employee exhibiting a favourable behavioural intent like organizational citizenship.



Measures : Job Satisfaction

Various job satisfaction measurement tools have been developed and widely used since the 1960s and even before. Most of these tools are self reported, multi item measurements. They measure the satisfaction level with the various job attributes (cognitive job satisfaction) or the job overall (affective job satisfaction). Most of these tools are well demarcated on whether they are measuring cognitive or affective job satisfaction. MSQ (Minnesota satisfaction questionnaire) is one of the oldest and most widely used. MSQ measures the cognitive satisfaction with 20 job attributes. There are two versions of MSQ widely in use. There is a long form with 100 items (1967 & 1977 versions are available) and a shorter version of 20 items. The general job satisfaction is measured as the total of all 20 items total in the shorter version and in the long version, it is the total of 20 selected items from the total 100 items. The overall job satisfaction in this context has to be considered as cognitive satisfaction and not affective satisfaction with the job. MSQ uses a 5- point Likert scale to measure satisfaction levels with the different job attributes.

JDI (job descriptive index) is another widely used scale. JDI measures cognitive job satisfaction with five attributes of the job which include pay, promotion, co-worker, supervision, and the job itself. The JDI consists of 72 items. Compensation and promotion have a nine item subscale and the other three attributes have 18 item sub scales. The responses are marked as Yes, Uncertain, or No for each of the items. The scale uses both positive and

negative sentences to measure the satisfaction level with the job attributes.

BIAJS (brief index of affective job satisfaction), as the name indicates, is a measurement of affective job satisfaction. The BIAJS scale has been widely tested and validated, in various types of jobs across different geographies, and accepted as a reliable measure of affective job satisfaction. BIAJS is a four item scale that measures the satisfaction on a 5- point agreement type Likert scale. The scale uses three dummy items, to attenuate method variance, between four measurement items, which are removed from analysis. Another widely used job satisfaction measurement scale is the JSS (job satisfaction survey) developed by Spector. The JSS is a 36 item scale that measures nine attributes of the job that include pay promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. JSS uses a 6-point agreement type Likert scale to measure the satisfaction with the job attributes. JSS has expanded some job attributes into multiple attributes. Pay is separated in JSS into pay and separate fringe benefits.

Kunin's faces scale, also known as the one question scale, is a very simple job satisfaction measurement scale. The participants respond to a visual scale which shows faces that represent a range of emotions like happy, sad, angry, etc. The participant chooses a facial expression that best represents his/her feelings for his/her job. Though easy to administer and easy to comprehend, in terms of the respondents' attitude towards the job, Kunin scale is not helpful in telling managers what to do about it. Researchers have also developed/ adapted various ad hoc scales to measure job satisfaction to suit their research requirements. Depending on the research need, they may measure certain attributes of the job or the satisfaction with the job as a whole. There are scale adaptations, done to suit the requirements of certain organisations or jobs types that have been mostly used for managerial decision support. Whichever the job satisfaction scale, they either measure affective job satisfaction with certain attributes of the job or affective satisfaction with the job as a whole or a mixture of the two.

Research Gaps

A review of the common and current literature indicates a research gap in two areas. The first is a need to delineate the cognitive and affective components of job satisfaction. The behavioural component of job satisfaction seems to be well delineated and treated separately in most studies. The second research gap is in the job facets included in the study of cognitive job satisfaction. Most studies differ in the job attributes considered (depending upon the measurement instrument used) and vary from a few to many (about 20 attributes, in case they have used an instrument like MSQ). However, there seems to be no consensus on how many job attributes can be or should be considered for such a study. There are also no clear guidelines on how to choose these attributes considering the context of the study (for example, study of job satisfaction among bankers vs among teachers). The current study is an attempt to address these gaps and has been done during the academic years of 2014 - 2016.

Measuring Cognitive Job Satisfaction

Cognitive job satisfaction deals with the evaluation of the job attributes and is a precursor to the affective satisfaction with the job. Most studies in job satisfaction and the instruments used in these studies measure some attributes or the other of the job. There is no standardized list of parameters to be measured though measurement tools like MSQ measures a large number of job attributes. This literature survey aims to extensively search available literature to create an extensive, if not exhaustive, list of job attributes to be measured while studying cognitive job satisfaction. One of the earliest models of job satisfaction, the job characteristics model, measured five characteristics of the job that included skill variety, task identity, task significance, autonomy, and feedback. The model calculated the motivating potential of the job using these five attributes. However, it should be noted that motivating potential, though resulting in job satisfaction, may not be the same. While measuring cognitive job satisfaction, researchers have interchangeably used the words job attributes, characteristics, and parameters. This

review uses 'attributes' as the standardized term. Since the job characteristics model, many more job attributes were included in the study of job satisfaction (some even before that).

Perceived *skill utilization*, one's chance to use one's abilities on the job, is one of the most widely studied correlates of job satisfaction. The relation has been widely exploited in job designs where improved skill utilization has been resulting in increased job satisfaction. Kornhauser (1965) opined that "the strongest influence on the job related mental health is exerted by the feeling that the job does or does not give them a chance to utilize their skills" (p.129). Feldman and Bolino (2000) studied internship satisfaction among MBA students and found perceived skill utilization and ability to acquire new skills to be the most important factors in maximizing internship satisfaction. Parker (2003) demonstrated that reduction of skill utilization opportunities, as in case of a lean manufacturing set up, significantly reduced job satisfaction.

The stress on *ethical behaviour* and resultant job attitudes gained traction in the last decade of the 20th century that was fraught with corporate frauds. Viswesvaran and Deshpande (1996) found ethical behaviour to be one of the most important determinants of job satisfaction among supervisory staff in India. Schwepker (2001) demonstrated the impact of ethical climate on positive job attitudes like satisfaction among sales managers. Organizational justice is a term used to describe the role of fairness as it directly relates to the workplace (Al-Zu'bi, 2010) and determines the employee perception of fair treatment at work (Moorman, 1991). Justice has three distinct dimensions of procedural, interactional, and distributive justice. According to Greenberg (1990), organizational justice potentially influences many job attitudes and outcomes.

Workplace Friendship (WF), according to Fehr (1996), is a voluntary relationship typically providing intimacy and assistance at the workplace. WF assumes significance due to the fact that most productive years of an employee are spent at the workplace. Empirical relation has been conclusively established between WF and job attitudes like satisfaction, organizational commitment, job performance, and turnover behaviour (Riordan & Griffeth, 1995; Ross 1997). Mintzberg (1973) described *communication* as the lifeblood of management practices. Though communication takes different forms and directions, the objective of the communication function is to provide timely and relevant information to the stakeholders. Though Herzberg started the research on communication and its impact on job satisfaction, it was Pincus (1986) and Muchinsky (1977) who demonstrated positive empirical relationship between communication and job satisfaction.

The use of rewards to motivate and satisfy employees has been used since the early days of human history. The rewards are generally classified into intrinsic or extrinsic. Extrinsic rewards like pay, promotion, fringe benefits, etc. have external comparison and intrinsic rewards like autonomy authority, recognition, etc. have no external comparisons. The study of rewards has been done separately by researchers in context of job satisfaction. *Creativity*, one of the intrinsic rewards, involves according to the employees' freedom to contribute novel ideas to organization's business practices. Gallivan (2003) found a correlation between creativity and job satisfaction, while studying software employees, with creative workers being more satisfied with their work. Shalley, Zhou, and Oldham (2004) found evidence for creativity and job satisfaction, when complemented with suitable environment.

Compensation, also widely referred to as remuneration, salary, etc. is the sum total of all tangible benefits derived from an employment (Bernadin, 2007) and is an extrinsic reward. Compensation has been found to be a critical factor for satisfying and retaining of nurses in studies by Cowin (2002). Even in services like armed forces, highly influenced by nationalistic feelings, pay has been found to influence satisfaction (Yang, Miao, Zhu, Sun, Liu, & Wu, 2008). However, Herzberg considered pay to be a hygiene factor and a not a motivating factor in his two-factor theory of motivation. *Job autonomy* is the liberty the employee has in scheduling the work and deciding the means of achieving it and is an intrinsic reward. The basic purpose of autonomy has been to provide responsibility for work outcomes, which in turn improves motivation and efficiency (Langfred & Moya, 2004).

Reskin and Padavic (1994) opined that workers value autonomy in its own right and having autonomy increases workers job satisfaction. *Responsibility* is an employee's involvement with work related events and

outcomes. Employee participation techniques, like power sharing, increases the employee's responsibility and motivates them. Blau (1999) demonstrated that increasing task responsibilities among medical technologists increased their job satisfaction levels. Kirkman and Rosen (1999) demonstrated the same in team settings where teams with enhanced production and service responsibilities had increased overall job satisfaction. Authority is the formal power, accorded by a position, over others. Authority exerts a great influence on job satisfaction, and studies have shown that as authority increases, job satisfaction also increases (Sorensen, 1967; Schroeder & Imdieke, 1977). As position increases, authority also increases and so does job satisfaction. While studying accountants, Schroeder and Dole (2001) found that job satisfaction increased with an increase in decision making authority of accountants. Autonomy, authority, and Responsibility are all rewards that are intrinsic in nature.

Working conditions are conditions under which a job is performed and widely varies with the profession. Robbins (1998) found preference of pleasant and safe working conditions among employees. Hawthorne experiments, by Elton Mayo, were one of the earliest attempts to investigate the impact of working conditions on employee performance. The relation between working conditions and job satisfaction has since been proven by many researchers (Brill, Weidemann & BOSTI Associates, 2001; Newsham, Brand, Veicht, Aries, & Charles, 2009). The employer-employee relation has passed and ended up in the current liberal labour laws with contractual relationship denoting the end of job security. Though, beneficial for both, this, however, has a negative effect imparting a sense of insecurity among the employees which Harrison (1998) termed as the 'darker side' of the labour market. Blanchflower and Oswald (1999) found U.S. workers in secure jobs to be more satisfied than those in contractual jobs. Kaiser (2002), in a multinational investigation, found the same impact of job security on job satisfaction.

Role clarity is the availability of role relevant information and role ambiguity is its opposite. Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) found subjective role ambiguity to be associated widely with tension and reduced job satisfaction. Lyons (1971), while studying nurses, found a clear relation between role clarity and job satisfaction and other job attitude. *Role conflict* is a lack of compatibility between roles played by an employee and arises when an employee performs multiple roles in a job or many perform the same role in a job. Empirical investigations have conclusively established negative relation between role conflict and job satisfaction (Greene & Organ, 1973; Rizzo, House, & Lirtzman, 1970). While studying military civilians, Johnson & Stinson (1975) found a negative correlation between role conflict and intrinsic and overall job satisfaction.

Leader - member exchange (LMX), the one-to one relation between the employee and the leader/ manager, can significantly affect job and life satisfaction. Tepper (2000) found that the working for poor bosses can significantly reduce employee satisfaction levels. Leadership was not only important for job satisfaction but also for employee retention among Generation Y workers in India (Ramakrishnan & Maran, 2016). A supervisor's exchange with his subordinates can be considered either at an interpersonal or technical level (ability to professionally assist the subordinate). The Kansas workforce initiative evidence review (2010) found supervision to significantly affect job satisfaction. Satisfied employees consider their supervisors to be competent, warm, and friendly (Yankeelov, Barbee, Sullivan, & Antle, 2008). Social status of a job is the respect accorded to an employee, by the society, because of his/her job. Some jobs like that of a teacher have been accorded a higher social status. The socioeconomic classification itself, in many countries, is based on social status of the job. Sales and House (1971) found social status to widely affect job satisfaction and which in turn impacted the health of the employees. Lower social status jobs lower self esteem, which in turn lowers job satisfaction (Taylor & Brown, 1988).

Social service opportunity is the opportunity provided by the job for social interaction and service. The opportunity begets better social recognition and acceptance for the profession and the employee. Huxely (2005) considered social non-recognition to be one of the most important reasons for the work-related dissatisfaction. A study of social workers, in Norway, by Jessen (2010) found helping others is the most important intrinsic reward employees derived from the job. Policy is the decision making protocol that guide decision making in an

organization and can influence among employees. Poor policies are associated with a negative appraisal of one's job and resultant job dissatisfaction (Utely, Westbrook, & Turner, 1997). Study of government employees proved that policy and administration ranked high as job dissatisfier (Leach & Westbrook, 2000).

Use of *promotions* as a motivational tool has been wide to enhance effort and attain continuance of employees. Most human efforts are towards achieving more than what we already have. Promotions are one of the universal aspirations of all employees as it lets one achieve growth. Shields and Ward (2001) found promotion and training opportunity to be important correlates of job satisfaction among nurses. The impact of promotions on job satisfaction is often enduring and extents for years as proven by the study of Kosteas (2007). *Achievement*, also referred to as sense of accomplishment, is a strong intrinsic motivator. A strong job satisfaction factor, especially among service oriented jobs like teaching and medicine, it is a sense of accomplishment one derives from doing one's job. Gazioglu and Tanselb (2006) found workers, from education and health sectors, more satisfied with their sense of achievement than other parameters. A cross cultural study by Jeanine, Leanna, Martin, and Peter (2014) of job satisfaction found that sense of achievement was one of the most important facets affecting job satisfaction across cultures.

Market opportunity widely affects satisfaction with one's job. Availability of better opportunities often propels employees to feel dissatisfaction with current job and decide to seek alternate employment. Kirschenbaum and

Table 1. Job Attributes and their Functional Definitions

Job Factor/Characteristics & Definition
Ability Utilization : Chance to use one's skills & abilities on the job.
Achievement : The sense of achievement/ accomplishment you get from your job.
Work - Life balance : Ability to optimally balance one's time between professional & personal life.
Growth Opportunity : Chances of advancement in the current job.
Independence : Freedom to do make & execute your business plans on the job.
Authority : Formal control that you have over others in your profession.
Policy : Perceived fairness of a company's policies regarding employees.
Compensation : Feeling adequacy of the financial remuneration for the job performed.
Co-worker relation : How you feel about your relation with colleagues and work teams.
Creativity : Opportunity to try new ways of doing things on the job.
Job Security : A feeling that you will not be removed unreasonably from employment.
The Social Service Opportunity : Opportunity to be of help to others (that the job provides).
Social Status : What others think of your work?
Morality : Feeling of fit between personal moral values and values demanded by the job.
Recognition : Appreciation received in return of a job well done.
Supervision (Interpersonal) : The way manager treats/ interacts with you.
Supervision (Technical) : Manager's ability to guide and train me on the job various aspects of the job.
Work Pressure : The physical & mental impact of the job.
Communication Satisfaction : Satisfaction with relevancy & timeliness of communication within the organization.
Justice : Transparency & fairness in implementing the company policies.
Clarity of Role & Responsibility : Clarity of what needs to be done on the job and what results you are accountable for.
Role Conflict : Chances that your work role is overlapping with a colleague's/ your own job leading to frequent conflicts.
Organizational Stability & Prospects : The perception about the financial stability and future prospects of the organization.
Opportunity : Perception about availability of suitable alternative employments.

Mano - Negrin (2002) found that perception of external opportunities triggered turnover behaviour among certain occupational groups. Work-life balance is an ability to strike a balance between professional and personal life. U.S. Bureau of Labour Statistics opined that one of key trends of the 21st century would be to accomplish work-life balance (Clark, 2001). Kanwar, Singh, and Kodwani (2014) found a positive correlation between work-life balance and job satisfaction among IT & ITES sector employees in India. In another study by Jnaneswar (2016) among IT workers in Kerala, work-life balance was considered important for employee satisfaction and retention. While studying job satisfaction, among pharmaceutical sales & marketing professionals, an exhaustive list of 24 job attributes were included by Sanjeev (2016) based upon extensive indepth interviews conducted among the research subjects and review of literature. The job attributes studied and their functional definition developed for the study are depicted in the Table 1.

Which Attributes to Measure?

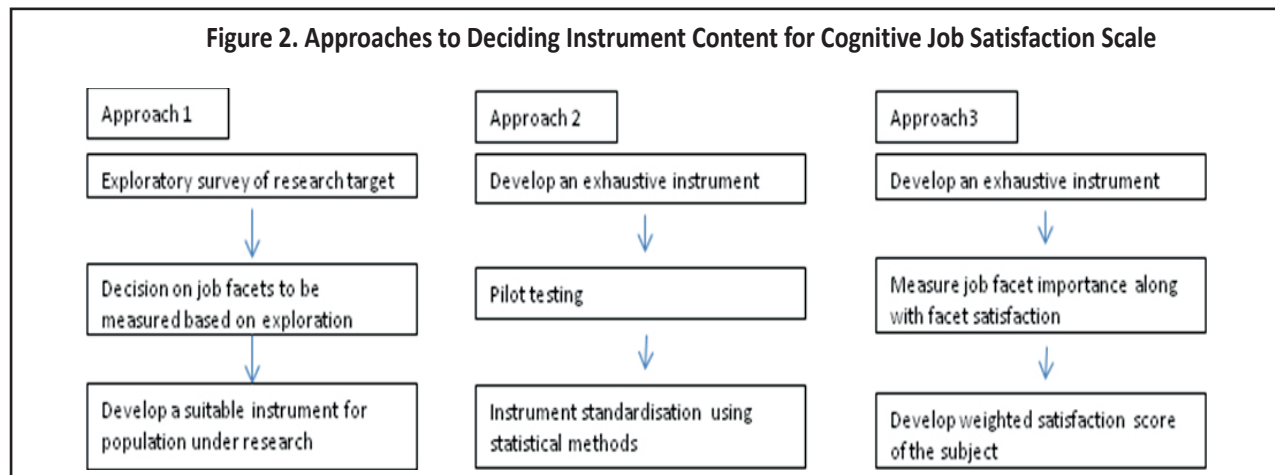
There is no consensus among researchers on which of the job attributes to be measured while studying job satisfaction. Most of the job satisfaction measurements, conducted by practicing managers, include a long list covering most of these attributes. The same is done by some of the widely used measurement instruments like the MSQ. However, it may not be advisable to/ or always practical to measure such a large number of job attributes while studying job satisfaction because personal/ professional preference for job attributes differ widely. Under such circumstances, it would be good to look at the factors that affect a person's preference for certain job facet over the other. Personality is one of the most important influencers of job facet preference. A creative person may prefer creativity and autonomy over other attributes while choosing a job. He might be happier in a job that allows creative freedom and autonomy even if it pays less to a job that may pay more but does not allow creativity and autonomy.

Culture is another important correlate of human behaviour. Culture shapes our value & belief system thus, influencing our behaviour. Hoefstead's study on culture has proven the difference between various cultures, especially between that of the East and West. An employee from the Eastern culture, with collective orientation, may prefer jobs that offer good co-worker relation and social recognition, but less salary, to jobs that offer more pay but less of the other two. These have been empirically proven through cross cultural studies on job satisfaction. Personal background may be another influence. Even when two employees are from the same culture, their personal back ground may differ widely. This influences their personality, and the resulting difference may impart difference in their behaviour and preferences. The profession itself will have an influence on what an employee values in his job. The use of psychometrics to recruit candidates with certain personality traits is a common practice. This is a clear indication of the personality difference among professionals which will impart differences in their preferences on what they expect from a job. A teacher or nurse may prefer the social service opportunity and the social recognition more than the monetary rewards of the profession. An investment banker, on the other hand, may prefer autonomy and monetary pay off more than the other things. It is clear that the preferences of job attributes are not going to be very similar, and the same may add difficulty in developing a suitable instrument while measuring cognitive job satisfaction.

Approaches : Deciding the Instrument Content

This makes it imperative to have a clear-cut approach while developing an instrument to measure cognitive job satisfaction for a given study population. Three different approaches may be adapted while developing a cognitive job satisfaction instrument (Figure 2).

The first approach is to do a thorough exploration of the research subjects to understand their preferences.



Qualitative techniques like DI & FGD may be done; data analysis on an inductive mode (grounded theory) and selection of suitable job attributes to be measured among the research subjects. Based on the exploratory findings, an instrument can be developed and used. A second approach may be to develop an instrument measuring an exhaustive list of job attributes. Pilot test the instrument among the research population and then use statistical tools to standardize the tool by eliminating the unimportant attributes. A third approach may be to develop an individualized approach. Here again, the tool should measure an exhaustive list of job attributes. Alternatively, the individual's perceived importance of the facet is also a measure. Then a weighted score using the facet satisfaction and facet importance may be calculated. For example, an employee rates satisfaction with remuneration 4/5 and the importance he/she accords to remuneration is a 3/5. Hence, the weighted score for remuneration satisfaction would be $(3 \times 4)/5$, which is 2.4 on a scale of 5. This method will help develop a highly personalized score of cognitive job satisfaction and may have a universal applicability irrespective of profession, population, or personalities. However, the trouble may be actionability on the information for practising managers who generally want HR strategies with universal applicability.

Managerial Implications

Practicing managers need to create motivated and satisfied employees to achieve the organizational objectives. However, the job attributes that motivate and satisfy an employee or a group of employees may be contextual and widely influenced by professional, cultural, and personal characteristics. Under such circumstances, it is imperative that a manager identifies these job attributes that are important to the person/ profession. This will help in developing suitable human resource strategies to motivate and retain the talent resulting in organizational performance. A practicing manager can use one of the three mentioned approaches above to choose the right job attributes that are relevant to his/her employees and include the same while designing the jobs.

Limitations of the Study and Scope for Further Research

The study is limited to currently available literature on job satisfaction and includes job attributes studied widely in common literature. However, there is always a chance that newer job attributes may emerge in the course of time and become important influencers of affective job satisfaction. Thus, there arises a need to constantly upgrade the job attributes included in job satisfaction studies in future research.

References

- Al-Zu'bi, H. A. (2010). A study of relationship between organizational justice and job satisfaction. *International Journal of Business and Management*, 5 (12), 102-109.
- Armstrong, M. (2006). *A handbook of human resource management practice* (10th ed.). London : Kogan Page Publishing.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26 (1), 587-595. doi: 10.2307/255908
- Bernadin, H.J. (2007). *Human resource management: An exponential approach* (4th ed., pp. 253 - 277). New York : McGraw-Hill Irwin.
- Blanchflower, D., & Oswald, A. (1999). *Well-Being, insecurity and the decline of American job satisfaction* (Working Paper). University of Warwick, UK.
- Blau, G. (1999). Testing the longitudinal impact of work variables and performance appraisal satisfaction on subsequent overall job satisfaction. *Human Relations*, 52 (8), 1099 - 1113. doi:10.1023/A:1016987725663
- Brief, A. P., Burke, A. H., & Robertson, L. (1995). Cookies, disposition, and job attitudes: The effects of positive mood-inducing events and negative affectivity on job satisfaction in a field experiment. *Organizational Behavior and Human Decision Processes*, 62 (1), 55- 62. doi/abs/10.1177/014920639802400405
- Brief, A.P. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA: Sage
- Brill, M., Weidemann, S., & BOSTI Associates. (2001). *Disproving widespread myths about workplace design*. Jasper : Kimball International.
- Carsten, J. M., & Spector, P. W. (1987). Unemployment, job satisfaction, and employee turnover: A meta-analytic test of the Muchinsky model. *Journal of Applied Psychology*, 72 (1), 374 - 381. DOI : <http://dx.doi.org/10.1037/0021-9010.72.3.374>
- Clark, S. C. (2001). Work cultures and work/family balance. *Journal of Vocational Behavior*, 58 (3), 348-365.
- Cowin, L. (2002). The effects of nurses job satisfaction on retention: An Australian perspective. *Journal of Nursing Administration*, 32 (5), 283-291.
- Cranny, C. J., Smith, P. C., & Stone, E. F. (1992). *Job satisfaction : How people feel about their jobs and how it affects their performance*. New York, NY : Lexington Books.
- Davis, K., & Nestrom, J.W. (1985). *Human behavior at work : Organizational behavior* (7th edition). New York : McGraw Hill.
- Dawis, R., & Lofquist, L. (1984). *A psychological theory of work adjustment*. University of Minnesota Press, Minneapolis.
- Eagly, A. H., & Chaiken, S. (1993). *The psychology of attitudes* (p.1). Orlando, Florida: Harcourt Brace Jovanovich College Publishers.
- Ellickson, M. C., & Logsdon, K. (2002). Determinants of job satisfaction of municipal government employees. *Public Personnel Management*, 31(3), 343 - 358.

- Farrell, D. (1983). Exit, voice, loyalty, and neglect as responses to job dissatisfaction : A multidimensional scaling study. *Academy of Management Journal*, 26 (2), 596 - 607. doi: 10.2307/255909
- Fehr, B. (1996). *Friendship processes*. Thousand Oaks, CA: Sage.
- Feldman, D. C., & Bolino, M. C. (2000). Skill utilization of overseas interns : Antecedents and consequences. *Journal of International Management*, 6 (1), 29 - 47. [http://dx.doi.org/10.1016/S1075-4253\(99\)00013-7](http://dx.doi.org/10.1016/S1075-4253(99)00013-7)
- Gallivan, M. J. (2003). The influence of software developers' creative style on their attitudes to and assimilation of a software process innovation. *Information and Management*, 40 (5), 443 - 465.
- Gazioglou, S., & Tanselb, A. (2006). Job satisfaction in Britain : individual and job related factors. *Applied Economics*, 38 (2), 1163 - 1171.
- George, J.M., & Jones, G.R. (2008). *Understanding and managing organizational behavior* (Fifth Edition). New Jersey : Pearson/Prentice Hall.
- Greenberg, J. (1990). Looking fair being fair : Managing impressions of organizational justice. *Research in Organizational Behavior*, 12 (1), 57-111.
- Greene, C., & Organ, D. (1973). An evaluation of causal models linking the perceived role with job satisfaction. *Administrative Science Quarterly*, 18 (1), 95-103.
- Harrison, B. (1998). The dark side of flexibility. *Challenge*, 41 (1), 117-127.
- Hogg, M., & Vaughan, G. (2005). *Social psychology* (4th edition) London: Prentice-Hall.
- Hom, P. W., Katerberg, R., & Hulin, C. L. (1979). A comparative examination of three approaches to the prediction of turnover. *Journal of Applied Psychology*, 64 (2), 280-290. doi.apa.org/journals/apl/64/3/280.pdf
- Hoppock, R. (1935). *Job satisfaction*. New York : Harper and Brothers.
- Huxley, P. et al. (2005). Stress and pressures in mental health social work : The worker speaks. *British Journal of Social Work*, 35 (7), 1063-1079. doi:10.1093/bjsw/bch218
- Jeanine, K. A., Leanna, L., Martin, B., & Peter J. R. (2014). Cultural impact of human resource practices on job satisfaction: A global study across 48 countries. *Cross Cultural Management*, 21 (1), 55-77. doi : <http://dx.doi.org/10.1108/CCM-05-2012-0044>
- Jessen, J. T. (2010). Job satisfaction and social rewards in the social services. *Journal of Comparative Social Work*, 5 (1), 1-18.
- Jnaneswar, K. (2016). Relationship between work-life balance, turnover intention, and organizational support for work-life balance: A study in the IT Industry in Kerala. *Prabandhan : Indian Journal of Management*, 9 (5), 33 - 44. DOI: 10.17010/pijom/2016/v9i5/92569
- Johnson, T. W., & Stinson, J. E. (1975). Role ambiguity, role conflict, and satisfaction: Moderating effects of individual differences. *Journal of Applied Psychology*, 60 (3), 329- 333. doi: <http://dx.doi.org/10.1037/h0076752>
- Judge, T. A., & Watanabe, S. (1993). Another look at the job satisfaction-life satisfaction relationship. *Journal of Applied Psychology*, 78 (4), 939-948.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2000). The job satisfaction job performance relationship : A qualitative and quantitative review. *Psychological Bulletin*, 127 (1), 376 - 407. DOI: 10.1037//0033-2909.127.3.376

- Kahn, R., Wolfe, D., Quinn, R., Snoek, J. D., & Rosenthal, R. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York : Wiley.
- Kaiser, L.C. (2002). *Job satisfaction: A comparison of standard, non standard, and self-employment patterns across Europe with a special note to the gender/job satisfaction paradox* (EPAG Working Paper 27). Retrieved from https://www.diw.de/documents/publikationen/73/diw_01.c.43898.de/dp537.pdf
- Kanwar, Y. P. S., Singh, A. K., & Kodwani, A. D. (2014). Work - Life balance and burnout as predictors of job satisfaction in the IT-ITES industry. *Vision: The Journal of Business Perspective*, 13 (2), 1-12.
- Kaur, M., Kaur, S., & Dhar, N. (2015). A study of job satisfaction as a predictor of organizational citizenship behavior. *Prabandhan : Indian Journal of Management*, 8 (1), 34 - 45. DOI: 10.17010/pijom/2015/v8i1/61266
- Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, 42 (1), 58 - 74. doi: 10.2307/256874
- Kirschenbaum, A., & Mano-Negrin, R. (2002). Past work experience, present opportunities and turnover decisions: The case of Israel's medical sector employees. *Personnel Review*, 31 (5), 518-539.
- Kornhauser, A. (1965). *Mental health of the industrial worker*. New York : John Wiley & Sons.
- Kosteas, V.D. (2007). *Job satisfaction and promotions*. Retrieved from http://academic.csuohio.edu/kosteas_b/Job%20Satisfaction%20and%20Promotions.pdf
- Langfred, C. W., & Moye, N. A. (2004). Effects of task autonomy on performance: An extended model considering motivational, informational and structural mechanisms. *Journal of Applied Psychology*, 89 (6), 934-945. DOI: 10.1037/0021-9010.89.6.934
- Leach, F. J., & Westbrook, J. D. (2000). Motivation and job satisfaction in one government and development environment. *Engineering Management Journal*, 12 (4), 3 - 9.
- Locke, E.A. (1976). The nature and cause of job satisfaction. In M. D. Dunnette (ed.), *Handbook of industrial and organizational psychology*. Chicago, IL : Rand McNally.
- Lyons, T. F. (1971). Role clarity, need for clarity, satisfaction, tension, and withdrawal. *Organizational Behavior and Human Performance*, 6 (1), 99 - 110.
- Mintzberg, H. (1973). *The nature of managerial work*. New York : Harper & Row.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behavior : Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76 (3), 845-855.
- Moorman, R. H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human Relations*, 6 (2), 759 - 776. doi:10.1177/001872679304600604
- Muchinsky, P. M. (1977). Organizational communication: Relationships, organizational climate and job satisfaction. *Academy of Management Journal*, 20 (4), 592- 607.
- Mullins, J.L. (2005). *Management and organizational behavior* (7th edition). Essex : Pearson Education Limited.
- Muralidharan, C., Venkatram, R., & Krishnaveni, R. (2013). Impact of job satisfaction on intention to quit : A study on customer service providers in commercial banks. *Prabandhan : Indian Journal of Management*, 6 (7), 15-25. DOI: 10.17010/pijom/2013/v6i7/60011

- Newsham, G., JayBrand, C. D., Veitch, J., Aries, M., & Charles, K. (2009). Linking indoor environment conditions to job satisfaction. *Building Research & Information*, 37 (2), 129-147.
- Ostroff, C. (1992). The relationship between satisfaction, attitudes and performance : An organizational level analysis. *Journal of Applied Psychology*, 77 (4), 963-974.
- Parker, S. (2003). Longitudinal effects of lean production on employee outcomes and the mediating role of work characteristics. *Journal of Applied Psychology*, 88 (4), 620 - 634.
- Pincus, J.D. (1986). Communication satisfaction, job satisfaction and job performance. *Human Communication Research*, 12 (3), 395 - 419.
- Ramakrishnan, S., & Maran, K. (2016). Analysis of generation Y's perceptions on leadership factors affecting retention in the beverage industry. *Prabandhan : Indian Journal of Management*, 9(8), 41- 49. DOI :10.17010/pijom/2016/v9i8/99779
- Reskin, B., & Padavic, I. (1994). *Women and men at work* (2nd ed.). Thousand Oaks, CA: Pine Forge Press.
- Riordan, C.M., & Griffeth, R.W. (1995). The opportunity for friendship in the workplace: An underexplored construct. *Journal of Business and Psychology*, 10 (1), 141-154.
- Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15 (1), 150-163.
- Robbins, S. P. (1998). *Organizational behavior : Concepts, controversies and applications* (8th ed.), New Jersey : Prentice Hall.
- Robbins, S., & Judge, T. (2007). *Organizational behavior*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Rosenberg, M.J., & Hovland, C. I. (1960). Cognitive, affective and behavioral components of attitudes. In M. J. Rosenberg & C. I. Hovland (eds.), *Attitude organization and change : An analysis of consistency among attitude components*. New Haven : Yale University Press.
- Ross, J.A. (1997). Does friendship improve job performance? *Harvard Business Review*, 75 (1), 8 - 9.
- Sales, S.M., & House, J. (1971). Job dissatisfaction as a possible risk factor in coronary heart disease. *Journal of Chronic Diseases*, 23 (3), 861-873.
- Sanjeev, M. A. (2016). *Job satisfaction and turnover intention among pharmaceutical sales & marketing professionals in India* (Unpublished PhD Thesis). Jaypee Institute of Information Technology, Noida, India.
- Schroeder, G. R., & Dole, C. (2001). The impact of various factors on the personality, job satisfaction & turnover intentions of professional accountants. *Managerial Auditing Journal*, 16 (4), 234-245.
- Schroeder, R.G., & Imdieke, L.R. (1977). Local-cosmopolitan and bureaucratic perceptions in public accounting firms. *Accounting, Organizations and Society*, 2 (1), 39-45.
- Schweper, C.H. (2001). Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the sales-force. *Journal of Business Research*, 54 (1), 39 - 52.
- Scott, B. A., & Judge, T. A. (2006). Insomnia, emotions, and job satisfaction: A multilevel study. *Journal of Management*, 32 (5), 622 - 645. DOI: 10.1177/0149206306289762

- Scott, K. D., & Taylor, G. S. (1985). An examination of conflicting findings on the relationship between job satisfaction and absenteeism: A meta-analysis. *Academy of Management Journal*, 28 (3), 599 - 612. doi: 10.2307/256116
- Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity : Where should we go from here? *Journal of Management*, 30 (6), 933 - 958.
- Shields, M., & Ward, M. (2001). Improving nurse retention in the National Health Service in England : The impact of job satisfaction on intentions to quit. *Journal of Health Economics*, 20 (5), 677-701.
- Smith, F. J. (1977). Work attitudes as predictors of attendance on a specific day. *Journal of Applied Psychology*, 62 (1), 16-19. DOI : <http://dx.doi.org/10.1037/0021-9010.62.1.16>
- Sorensen, J.E. (1967). Professional and bureaucratic organization in the public accounting firm. *The Accounting Review*, 42 (3), 553-571.
- Spector, P.E. (1997). *Job satisfaction : Application, assessment, causes, and consequences*. Thousand Oaks, CA : Sage Publications.
- Taylor, S. E., & Brown, J. D (1988). Illusion and well-being : A social psychological perspective on mental health. *Psychological Bulletin*, 103 (2), 193 - 210.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43 (2), 178-190. doi: 10.2307/1556375
- Tsigilis, N., Koustelios, A., & Togia, A. (2004). Multivariate relationship and discriminant validity between job satisfaction and burnout. *Journal of Managerial Psychology*, 19 (7), 666-675. DOI : <http://dx.doi.org/10.1108/02683940410559365>
- Utley, D. R., Westbrook, J., & Turner, S. (1997). The relationship between Herzberg's two-factor theory and quality improvement implementation. *Engineering Management Journal*, 9 (3), 113-118.
- Viswesvaran, C., & Deshpande, S. P. (1996). Ethics, success, and job satisfaction : A test of dissonance theory in India. *Journal of Business Ethics*, 15 (10), 1065- 1069. doi:10.1007/BF00412047
- Vroom, V. H. (1964). *Work and motivation* (2nd ed.). New York, NY: Wiley.
- Yang, H., Miao, D., Zhu, X., Sun, Y., Liu, X., & Wu, S. (2008). The influence of a pay increase on job satisfaction : A study with the Chinese army. *Social Behaviour and Personality*, 36 (10), 1333 - 1340.
- Yankeelov, P.A., Barbee, A.P., Sullivan, D., Antle, B.F. (2008). Individual and organizational factors in job retention in Kentucky's child welfare agency. *Children and Youth Services Review*, 31 (5), 547-554.