

Cross-Cultural Adaptation and Psychometric Evaluation of the Job Satisfaction Scale in Indonesia

Abdul Rahman Ibrahim^{1*}, Fattah Hanurawan¹, Isfridus Tabin Tnopo¹, Puput Anis Biantoro¹, Sirilus Ugi Daeng¹, Cica Aprilia Munika¹

[1] Universitas Negeri Malang, Indonesia.

Abstract

This study aimed to adapt and validate the Job Satisfaction Scale (JSS) developed by Çalışkan and Köroğlu (2024) into the Indonesian context. The adaptation followed the International Test Commission (ITC) guidelines through forward-backward translation, expert review, and readability testing. The study involved 250 employees from public and private sectors across Indonesia using a quantitative ex post facto design. Data were analyzed using Cronbach's alpha and Confirmatory Factor Analysis (CFA). The results showed high internal consistency for the overall scale ($\alpha = .956$), with Internal Satisfaction ($\alpha = .901$) and External Satisfaction ($\alpha = .925$) demonstrating strong reliability. The CFA model indicated excellent fit indices (CFI = .999; RMSEA = .025), confirming the two-factor structure of the scale. These findings suggest that the Indonesian version of the JSS is a psychometrically valid and reliable instrument for assessing job satisfaction among Indonesian employees. Future studies are recommended to examine its measurement invariance across occupational and regional groups to strengthen its generalizability.

Keywords: Job Satisfaction; Scale Adaptation; Reliability; Validity; Indonesian Employees

Article Info

Artikel History: Submitted: 2025-10-09 | Published: 2025-12-30

DOI: <http://dx.doi.org/10.24127/gdn.v15i4.14410>

Vol 15, No 4 (2025) Page: 640 - 651

(*) Corresponding Author: Abdul Rahman Ibrahim, Universitas Negeri Malang, Indonesia, Email: abdul.rahman.2408118@students.um.ac.id



This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution, and reproduction in any medium provided the original work is properly cited.

INTRODUCTION

The transformation of the global work landscape over the past decade has accelerated markedly, driven by technological advancement, globalization, and the widespread adoption of new work arrangements in the post-pandemic era (Kniffin et al., 2021). Hybrid work, remote collaboration, automation, and flexible working hours have redefined the traditional nature of employment, posing new challenges for organizations to sustain employee well-being and engagement (Wang et al., 2021; Contreras et al., 2022).

Consequently, organizations are expected to become not only structurally agile but also psychologically responsive to the evolving needs of their workforce (Rudolph et al., 2023).

Job satisfaction has emerged as a crucial determinant of organizational success because it is strongly associated with productivity, retention, work engagement, and psychological well-being. Employees who experience higher satisfaction tend to show greater commitment and performance, creating a positive cycle that benefits both individual and organizational outcomes. Bakotić & Rogošić., (2019) found that job satisfaction significantly predicts both retention and performance among employees in the private sector, underscoring its role as a key indicator of organizational effectiveness.

Conceptually, job satisfaction is defined as a positive emotional state derived from an individual's evaluation of their job or work experience (Judge et al., 2017). Within this framework, work represents more than an economic activity it is also a psychological domain that provides meaning, social identity, and self-fulfillment. Understanding this multidimensional nature of job satisfaction requires considering both intrinsic and extrinsic factors that influence an individual's evaluation of their work.

Intrinsic factors involve internal aspects such as achievement, recognition, opportunities for personal growth, and autonomy, while extrinsic factors include compensation, working conditions, promotion opportunities, and relationships with supervisors or colleagues (Herzberg, 1968; Robbins & Judge., 2017). According to Herzberg's two-factor theory, intrinsic motivators tend to yield long-term satisfaction, whereas extrinsic conditions merely prevent dissatisfaction. This conceptualization highlights the complexity of measuring job satisfaction accurately and holistically.

Recent empirical studies emphasize that accurate measurement of job satisfaction is essential to design effective human resource management strategies (Misra et al., 2021; Alshammari et al., 2022). Reliable measurement tools reduce cultural bias, enhance comparability across studies, and provide valid indicators of employee attitudes. One of the latest and most empirically grounded instruments is the Job Satisfaction Scale (JSS) developed by Çalışkan & Köroğlu., (2024) which provides a concise, psychometrically sound measure with multidimensional scope.

The JSS originally consisted of 17 items, but after confirmatory analysis, 13 items were retained across two dimensions: Internal Satisfaction (*intrinsic factors such as personal achievement and skill use*) and External Satisfaction (*extrinsic factors such as pay, promotion, and workplace conditions*). The scale demonstrated excellent model fit, with Cronbach's alpha coefficients above 0.90, confirming high reliability and construct validity (Çalışkan & Köroğlu., 2024).

Table 1. Dimensions of the Job Satisfaction Scale (JSS)

Dimension	Dimension Description	Symbol
Internal Satisfaction	This dimension reflects the satisfaction that originates from within the individual, related to intrinsic aspects of work such as enjoyment of the job, relationships with colleagues, managerial attitude, use of skills, achievement, and work motivation	IS
External Satisfaction	This dimension reflects satisfaction derived from external aspects of work such as salary and benefits, promotion opportunities, fair reward systems, working conditions, job security, schedule flexibility, and the social status of one's occupation.	ES

Although the JSS has demonstrated strong psychometric properties in several cultural settings, its applicability in developing countries like Indonesia remains underexplored. Cross-cultural adaptation of psychological measures requires more than translation; it demands equivalence in conceptual, linguistic, and contextual meanings. The International Commission., (2017) emphasize maintaining conceptual and technical equivalence to ensure the validity of psychological assessments across populations.

Several studies on job satisfaction in Indonesia have utilized translated instruments, yet many lack comprehensive adaptation and structural validation procedures. For example, Purwanto et al., (2023) examined the Short Index of Job Satisfaction (SIJS) and reported that one item failed to meet psychometric criteria, highlighting the need for rigorous validation methods. Similarly, Firdaus et al., (2024) demonstrated that leadership and career development positively influence job satisfaction, whereas Subroto et al., (2024) found that workplace facilities, workload, and job flexibility are significant predictors.

Despite these contributions, few Indonesian studies have verified the factorial structure of job satisfaction scales using Confirmatory Factor Analysis (CFA). This analytical approach is essential to confirm theoretical constructs, detect inconsistent items, and ensure structure.

METHOD

Participants

This study aimed to examine the Job Satisfaction Scale (JSS) among employees by focusing on two dimensions: Internal Satisfaction and External Satisfaction. It employed a quantitative ex post facto research design. The study involved 250 participants working in various companies and government institutions across Indonesia.

The sample consisted of employees and fresh graduates currently employed in either public institutions, private companies, or state-owned enterprises (Badan Usaha Milik Negara – BUMN). Sampling was conducted using the convenience sampling technique, a non-probability method in which respondents are selected based on accessibility and willingness to participate. Data were collected using an online questionnaire distributed through Google Forms. A total of 250 employees completed the survey in full, representing diverse organizations and institutions across Indonesia.

Table 2. Participant Demographics Data

Characteristic	Frequency (n)	Percentage (%)
Gender		
Male	147	58.8 %
Female	103	41.2 %
Education Level		
School/Vocational	31	12.4 %
Diploma (D4)	52	20.8 %
Bachelor's (S1)	101	40.4 %
Master's (S2)	66	26.4 %
Age		
17 – 25 years	83	33.2 %
26 – 36 years	105	42.0 %
37 – 46 years	20	8.0 %
47 – 58 years	42	16.8 %

Note: The number of respondents = 250; distribution based on gender, education, and age

This study adapted the Job Satisfaction Scale (JSS) developed by Çalışkan & Köroğlu., (2024) which consists of two key dimensions Internal Satisfaction and External Satisfaction. Accordingly, validity testing was performed across these two dimensions using the Indonesian-adapted version of the JSS.

Research Procedure

The adaptation procedure followed the Standards for Educational and Psychological Testing and the International Test Commission (ITC) Guidelines for Translating and Adapting Tests (*Second Edition*) (Bartram et al., 2018). These guidelines provide comprehensive steps for test development, administration, and documentation to ensure cross-cultural validity.

Stage 1 – Pre-condition. At the initial stage, the researcher obtained permission via email from the original author, Prof. Dr. Abdullah Çalışkan, to adapt the Job Satisfaction Scale (JSS) into Indonesian. The original version was obtained from the published article “*Job Satisfaction: A Scale Development Study*” (Çalışkan & Köroğlu., 2024). After receiving authorization, peer discussions were conducted to examine possible conceptual overlaps and cultural mismatches. The content relevance of each item was reviewed for its suitability to the target population and linguistic familiarity in the Indonesian context.

Stage 2 – Test Development. The JSS was independently translated from English into Indonesian by two qualified translators. The first translator was a doctoral student in Ecology and Biodiversity at the University of Montpellier, and the second was an English Education graduate from Universitas Negeri Malang with a TOEFL score above 500. Both translations considered linguistic, psychological, and cultural equivalence to ensure that the translated items maintained conceptual accuracy.

Stage 3 – Synthesis. The two translated versions were compared and synthesized into a single Indonesian draft through group discussion facilitated by the researcher. This step ensured that all items were culturally appropriate and semantically equivalent to the original version.

Stage 4 – Back Translation. The synthesized Indonesian version was back-translated into English by a translator holding a doctoral degree in Educational Psychology from Universitas Negeri Malang with a TOEFL score above 650. The back-translated version was compared with the original to verify conceptual and linguistic fidelity.

Stage 5 – Expert Review. An expert review was conducted by a senior lecturer and postgraduate students enrolled in the Instrument Development and Construction course (Penyusunan dan Pengembangan Instrumen – PPI) at Universitas Negeri Malang. The lecturer had over ten years of experience in psychometric evaluation and test adaptation. Reviewers examined item content, construct equivalence, cultural appropriateness, and ethical considerations. Feedback was used to refine the wording and conceptual clarity of each item.

Stage 6 – Readability Testing. Readability testing was performed with five participants representing the target population: a chemistry graduate working as a data scientist, a bank customer service officer, two management interns at a government institution, and a manufacturing employee from a state-owned enterprise. Participants confirmed that the instructions and items were easy to understand and culturally appropriate.

Stage 7 – Instrument Administration. Data collection was conducted online through Google Forms. The questionnaire included an informed consent section to ensure voluntary participation, in accordance with the ethical principles of autonomy, fairness, and

confidentiality. Respondents were informed about the study's purpose, assured of data anonymity, and notified that the results would be analyzed collectively for academic purposes only. The survey link was distributed through social media platforms such as WhatsApp and Instagram, targeting employees from various regions in Indonesia (Sumatra, Java, Kalimantan, and Sulawesi).

Stage 8 – Data Analysis. Data from the completed questionnaires were analyzed to assess reliability and validity. Reliability was examined using internal consistency (*Cronbach's alpha*), while construct validity was assessed using Confirmatory Factor Analysis (CFA) to evaluate the model fit of the Indonesian JSS. All analyses were performed using JASP version 0.13.1.0.

Data Analysis

The data analysis focused on evaluating the reliability and validity of the adapted Job Satisfaction Scale (JSS). Reliability was measured using the internal consistency approach, calculating Cronbach's alpha coefficients for both the overall scale and its two dimensions (*Internal Satisfaction and External Satisfaction*).

Construct validity was assessed through Confirmatory Factor Analysis (CFA) to test whether the theoretical model fit the empirical data. CFA allows the verification of whether all items consistently measure the intended construct in this case, job satisfaction. Model fit indices such as CFI, TLI, RMSEA, and SRMR were examined to determine the adequacy of the measurement model. All statistical analyses were conducted using JASP version 0.13.1.0, ensuring robust evaluation of the scale's psychometric properties.

RESULT AND DISCUSSION

This study aimed to examine the Job Satisfaction Scale (JSS) among employees by incorporating the dimensions of Internal Satisfaction and External Satisfaction within a standardized Indonesian version. Before the instrument could be administered, a pilot testing process was necessary to ensure its psychometric adequacy and cultural relevance. Therefore, the JSS was translated from English into Bahasa Indonesia through a systematic forward–backward translation procedure involving three independent and qualified translators.

Table 3. Forward–Backward Translation Process

No	Original Item	Forward – Translate 1	Forward – Translate 2	Backward - Translation
1	I enjoy doing my job	Saya menikmati pekerjaan saya	Saya senang melakukan pekerjaan saya	I enjoy doing the work I do
2	I like my colleagues	Saya menyukai rekan kerja saya	Saya menyukai teman-teman kerja saya.	I like the coworkers I work with
3	I am satisfied with the attitude and behavior of my managers towards me.	Saya puas dengan sikap dan perilaku manajer saya terhadap saya	Saya merasa puas dengan sikap dan perilaku manajer terhadap saya	I am satisfied with how my manager treats and behaves toward me
4	I have the opportunity to use all my skills at work	Saya memiliki kesempatan untuk menggunakan	Saya memiliki kesempatan untuk memanfaatkan	I have the chance to use all my skills at the workplace

No	Original Item	Forward – Translate 1	Forward – Translate 2	Backward - Translation
		semua keterampilan saya di tempat kerja.	semua keterampilan saya di tempat kerja	
7	I am satisfied with the success I achieve in my job	Saya merasa puas dengan keberhasilan yang saya capai dalam pekerjaan saya	Saya puas dengan pencapaian yang saya raih dalam pekerjaan saya	I am happy with the success I achieve in my job
9	I feel motivated when doing my job	Saya merasa termotivasi saat menjalankan pekerjaan saya	Saya merasa termotivasi ketika mengerjakan pekerjaan saya	I feel motivated while performing my job
10	I am satisfied with the salary and benefits related to my job	Saya puas dengan gaji dan tunjangan yang berkaitan dengan pekerjaan saya	Saya merasa puas dengan gaji dan fasilitas yang saya peroleh dari pekerjaan saya	I am pleased with the salary and benefits that come with my job
11	I am satisfied with the promotion opportunities at my workplace	Saya puas dengan peluang promosi di tempat kerja saya	Saya merasa puas dengan kesempatan promosi di tempat saya bekerja	I am satisfied with the promotion chances available at work
12	I find the reward system at my workplace fair	Saya merasa sistem penghargaan di tempat kerja saya adil	Saya merasa bahwa sistem penghargaan di tempat kerja saya adil	I feel the reward system at work is fair
14	I am satisfied with the working conditions at my workplace	Saya puas dengan kondisi kerja di tempat saya bekerja.	Saya merasa puas dengan kondisi kerja di tempat kerja saya	I am satisfied with the work environment conditions
15	I feel safe at my workplace	Saya merasa aman di tempat kerja saya	Saya merasa aman bekerja di tempat saya saat ini	I feel secure in my workplace
16	The working hours and flexibility at my workplace make me feel free.	Jam kerja dan fleksibilitas di tempat kerja membuat saya merasa bebas	Jam kerja dan fleksibilitas di tempat kerja membuat saya merasa leluasa	The work hours and flexibility at my job allow me to feel free
17	I am satisfied with the social status provided by my job	Saya puas dengan status sosial yang diberikan oleh pekerjaan saya	Saya merasa puas dengan status sosial yang saya peroleh dari pekerjaan saya	I am pleased with the social standing my job gives me

Note: The forward-back translation process followed ITC guidelines (Beaton et al., 2000; Hambleton et al., 2005) to ensure semantic and cultural equivalence. Four items (JS5, JS6, JS8, JS13) were excluded per the original validation, leaving 13 valid and reliable final items

After the translation process, a pilot test and readability assessment were conducted to evaluate the reliability level of the Job Satisfaction Scale (JSS). The reliability test of job satisfaction was analyzed using the statistical method of Cronbach's Alpha. According to the criteria for assessing internal consistency, the closer the alpha coefficient is to 1.00, the stronger the relationship among the items. The Cronbach's Alpha reliability coefficient was calculated for the two dimensions of the scale. The criteria used to determine the level of reliability followed Kaplan and Saccuzzo (2005), who stated that if $\alpha \geq 0.65$, the instrument can be considered reliable, whereas if $\alpha < 0.65$, the instrument is deemed less reliable.

Table 4. Reliability Analysis Results

Scale/ Dimension	n	Cronbach's a
Job Satisfaction	13	.956
Internal Satisfaction	6	.901
External Satisfaction	7	.925

The data in Table 4 show that the overall internal consistency coefficient (*Cronbach's* α) of the Indonesian version of the Job Satisfaction Scale (JSS) was 0.889, exceeding the minimum threshold of 0.65 recommended by (Kaplan & Saccuzzo., 2018) and the preferred standard of 0.70 suggested by (Nunnally & Bernstein., 1994). This result indicates that the scale as a whole demonstrates excellent internal consistency. Reliability coefficients for each dimension also met acceptable psychometric criteria, with $\alpha = 0.873$ for Internal Satisfaction and $\alpha = 0.842$ for External Satisfaction. Both values are well above the minimum reliability benchmark, suggesting that all items within each subscale measure the intended construct consistently. According to DeVellis., (2017) reliability coefficients above 0.80 reflect high reliability, confirming that the Indonesian adaptation maintains the stability of the original JSS developed by (Çalışkan & Köroğlu., 2024).

These findings imply that the adaptation process effectively preserved the conceptual and linguistic integrity of the original scale. The high α coefficients across both dimensions confirm that the translated items were well understood and consistently interpreted by respondents from various organizational backgrounds. Nevertheless, future research could perform further item analysis to optimize internal homogeneity by examining item rest correlations, as Azwar., (2015) recommends coefficients above 0.30 as strong indicators of item consistency.

Table 5. Descriptive Statistics of Indonesian Job Satisfaction Scale

Item Number	Mean (M)	Std Dev (SD)	Min	Max	Item-Rest Correlation
Item 1	3.15	1.19	1	5	.754
Item 2	3.15	1.19	1	5	.720
Item 3	3.15	1.19	1	5	.791
Item 4	3.15	1.19	1	5	.743
Item 7	3.15	1.19	1	5	.783
Item 9	3.15	1.19	1	5	.766
Item 10	3.15	1.19	1	5	.772
Item 11	3.15	1.19	1	5	.788
Item 12	3.15	1.19	1	5	.770
Item 14	3.15	1.19	1	5	.798
Item 15	3.15	1.19	1	5	.788
Item 16	3.15	1.19	1	5	.775
Item 17	3.15	1.19	1	5	.779

Note: Nilai M, SD, Min, dan Max dari 13 item final Job Satisfaction Scale (Çalışkan & Köroğlu, 2023) versi adaptasi Bahasa Indonesia

The descriptive results presented in Table 5 show that all items of the Indonesian version of the Job Satisfaction Scale (JSS) demonstrated a consistent mean score of 3.15 with a standard deviation of 1.19. These values indicate that respondents generally reported a moderate level of job satisfaction, reflecting a balanced perception of their work experiences across both intrinsic and extrinsic dimensions. The minimum and maximum scores ranged from 1 to 5, suggesting that participants made use of the full range of the Likert response scale. This distribution demonstrates adequate response variability, implying that the items were well understood and effectively captured different levels of perceived job satisfaction among employees across various organizations in Indonesia.

The corrected item-rest correlation coefficients ranged from 0.720 to 0.798, exceeding the minimum criterion of 0.30 recommended by (Azwar, 2015; Nunnally & Bernstein., 1994). These coefficients indicate that all items contribute substantially to the overall scale reliability and exhibit strong internal homogeneity. The highest correlation was found in item JS10 ($r = 0.798$), showing that this item strongly represents the core construct of job satisfaction, whereas the lowest correlation, JS2 ($r = 0.720$), remains within the acceptable range. The high consistency of item means and correlations confirms that the Indonesian adaptation of the JSS maintains conceptual and psychometric equivalence with the original version by (Çalışkan & Köroğlu., 2024). These findings demonstrate that the JSS is a reliable and culturally valid tool for assessing job satisfaction within the Indonesian workforce and is ready for subsequent validation through Confirmatory Factor Analysis (CFA).

Table 6. Correlation Test Results

Dimension/ Item	R (Item-rest)	p-value
Internal Satisfaction		
Item 1	.754	<.001
Item 2	.720	<.001
Item 3	.791	<.001
Item 4	.743	<.001
Item 7	.783	<.001
Item 9	.766	<.001
External Satisfaction		
Item 10	.772	<.001
Item 11	.788	<.001
Item 12	.770	<.001
Item 14	.798	<.001
Item 15	.788	<.001
Item 16	.775	<.001
Item 17	.779	<.001

Note: Overall, all 13 items of the adapted Job Satisfaction Scale were found to be valid and reliable, meeting the required psychometric criteria.

Based on the correlation test results, items 1, 2, 3, 4, 7, 9, 10, 11, 12, 14, 15, 16, and 17 were retained for further testing in the Confirmatory Factor Analysis (CFA) procedure. Additional evidence of construct validity was examined through CFA, which investigates the internal structure of a measurement instrument. Factor analysis is an advanced correlational technique that identifies relationships among groups of items within a scale. The resulting pattern of correlations is used to determine underlying factors or dimensions that represent the construct being measured.

CFA is particularly suitable for confirming whether all observed indicators group themselves into latent factors as hypothesized by the researcher. In this study, CFA was

employed to verify the internal structure of the Indonesian version of the Job Satisfaction Scale (JSS) in alignment with its theoretical construct. The first-order CFA assessed whether each item accurately represented its intended indicator, while the second-order CFA examined whether those indicators clustered into the two main latent dimensions of the scale Internal Satisfaction and External Satisfaction.

Model fit was evaluated using the goodness-of-fit criteria proposed by Hu and Bentler (1999), which include a chi-square (χ^2) p-value > 0.05, Non-Normed Fit Index (NNFI/TLI) and Comparative Fit Index (CFI) \geq 0.95, and Root Mean Square Error of Approximation (RMSEA) \leq 0.06. Statistical analyses were conducted using JASP version 0.13.1.0, and the resulting model fit indices are illustrated in the subsequent figure.

Figure 1. CFA Model of the Indonesian Job Satisfaction Scale

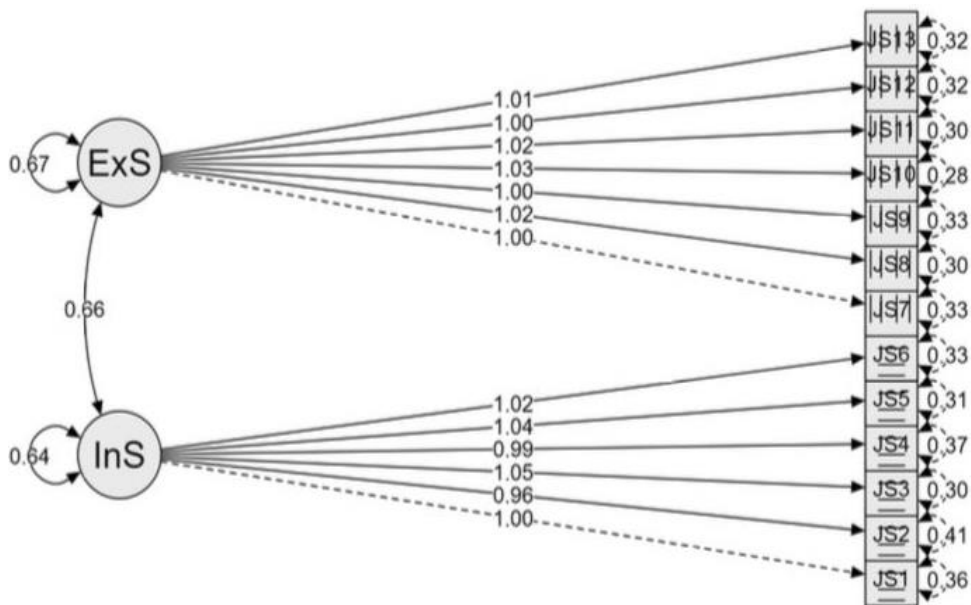


Table 7. Confirmatory Factor Analysis (CFA) Results

Variable	χ^2	df	p	NNFI	CFI	RMSEA
Job Satisfaction	74.963	65	<.001	.998	.999	.025

The results of the Confirmatory Factor Analysis (CFA) presented in Table 7 indicate that the measurement model for the Job Satisfaction Scale (JSS) demonstrates an excellent model fit. The chi-square value ($\chi^2 = 74.963$, $df = 65$, $p < .001$) meets acceptable limits, and the fit indices Non-Normed Fit Index (NNFI = .998), Comparative Fit Index (CFI = .999), and Root Mean Square Error of Approximation (RMSEA = .025) all fall within the recommended thresholds proposed by Hu & Bentler., (1999) where NNFI and CFI values \geq .95 and RMSEA \leq .06 indicate a good model fit. These results confirm that the Indonesian version of the JSS retains a valid internal structure consistent with the original theoretical model developed by Çalışkan & Köroğlu., (2024) supporting the construct validity of the two-dimensional framework comprising Internal Satisfaction and External Satisfaction.

The findings provide strong empirical support for the psychometric soundness of the Indonesian version of the Job Satisfaction Scale (JSS). The high reliability coefficients and excellent model fit indicate that the adaptation process successfully maintained conceptual equivalence and cross-cultural validity. This aligns with the recommendations of the

International (Commission., 2017; Bartram et al., 2018) which emphasize that adaptation of psychological measures should ensure both linguistic and conceptual fidelity to the original instrument.

The high consistency of internal and external satisfaction dimensions reflects that Indonesian employees evaluate their work not only in terms of tangible benefits but also intrinsic psychological fulfillment. This finding is consistent with previous research suggesting that intrinsic motivators such as achievement and recognition play a critical role in sustaining long-term satisfaction (Bakotić & Rogošić., 2019; Robbins & Judge., 2017). Meanwhile, extrinsic factors including pay, promotion, and workplace safety remain crucial to maintaining engagement and reducing turnover intentions, as shown in studies by (Misra et al., 2021; Alshammari et al., 2022).

From a theoretical standpoint, the study extends Herzberg., (1968) to the Indonesian context by empirically validating its dual structure within the local workforce. The clear factorial distinction between internal and external satisfaction dimensions supports the universality of Herzberg's conceptualization while acknowledging cultural contextualization. This aligns with the growing literature asserting that job satisfaction constructs can be cross-culturally invariant when adapted systematically (Çalışkan & Köroğlu, 2024; Purwanto et al., 2023).

Moreover, the CFA results indicate that employees' perceptions of satisfaction in Indonesia can be reliably captured through a concise 13-item scale, offering a practical advantage for organizational surveys and psychological assessments. Compared to earlier instruments such as the Minnesota Satisfaction Questionnaire Weiss et al., (1967) or the Job Descriptive Index Smith et al., (1969) the adapted JSS provides a more efficient and psychometrically robust alternative. Its brevity and clarity make it suitable for diverse employment sectors, including public institutions and private organizations.

Empirically, this study contributes to the limited body of validated instruments for assessing job satisfaction in Indonesia. The validation of JSS helps fill the methodological gap identified in prior local studies (Firdaus et al., 2024; Subroto et al., 2024). which often relied on translations without confirmatory factor analysis. The results therefore establish a new foundation for quantitative research and practical assessments in industrial and organizational psychology, particularly concerning well-being, motivation, and employee retention strategies.

However, some limitations should be acknowledged. The use of a convenience sampling method may limit the generalizability of the findings, as the sample may not fully represent all occupational categories or regions in Indonesia. Additionally, data were collected through self-report measures, which might be subject to social desirability bias. Future studies are encouraged to conduct multi-group CFA or measurement invariance testing across different demographic or organizational contexts to further validate the stability of the JSS structure. Experimental and longitudinal designs could also help explore causal relationships between satisfaction and performance outcomes.

In practical terms, organizations can apply this validated scale to monitor employee satisfaction systematically and use the results to inform evidence-based human resource policies. The instrument's psychometric stability enables HR departments to design targeted interventions to enhance motivation, job design, and employee retention. Moreover, researchers may expand its application by integrating the JSS with other constructs, such as organizational commitment, engagement, and well-being, to develop more comprehensive models of work satisfaction in the Indonesian cultural setting.

CONCLUSION

This study successfully adapted and validated the Job Satisfaction Scale (JSS) by Çalışkan and Köroğlu (2024) into the Indonesian context through a systematic process of translation, expert review, and empirical testing. The Indonesian version demonstrated strong reliability and construct validity across two dimensions Internal and External Satisfaction reflecting employees' intrinsic and extrinsic evaluations of their work. The findings indicate that this scale is a valid and reliable tool for assessing job satisfaction among Indonesian employees. Future research is recommended to test its applicability across different occupational groups and regions to enhance its generalizability and practical use in organizational settings.

REFERENCES

- Alshammari, F. F., Alhassan, A. A., & Al-Fayez, F. (2022). The impact of organizational justice and leadership style on job satisfaction: Evidence from Saudi Arabia. *Journal of Workplace Behavioral Health*, 37(3), 221–238. <https://doi.org/10.1080/15555240.2022.2057234>
- Azwar, S. (2015). *Reliabilitas dan Validitas (Edisi 4)*. Pustaka Pelajar.
- Bakotić, D., & Rogošić, A. (2019). Employee involvement as a key determinant of core job satisfaction. *Economic Research-Ekonomska Istraživanja*, 32(1), 1024–1046. <https://doi.org/10.1080/1331677X.2019.1583587>
- Bartram, D., & lainnya, [Penulis. (2018). *ITC Guidelines for Translating and Adapting Tests (Second Edition)*. [Penerbit tidak tersedia].
- Çalışkan, A., & Köroğlu, Ö. (2024). *Job Satisfaction: A Scale Development Study*.
- Commission, I. T. (2017). *The ITC Guidelines for Translating and Adapting Tests (Second Edition)*. <https://www.intestcom.org>
- Contreras, F., Baykal, E., & Abid, G. (2022). E-leadership and teleworking in times of COVID-19 and beyond: What we know and where do we go. *Frontiers in Psychology*, 13, 805544. <https://doi.org/10.3389/fpsyg.2022.805544>
- DeVellis, R. F. (2017). *Scale development: Theory and applications* (4th ed.). Sage Publications.
- Firdaus, F., Abadiyah, R., & Adji, I. (2024). The role of leadership and career development on employee job satisfaction in Indonesia. *Asian Journal of Business and Management*, 12(1), 55–66. <https://doi.org/10.13106/ajbm.2024.vol12.no1.55>
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46(1), 53–62.
- Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and change. *Journal of Applied Psychology*, 102(3), 356–374. <https://doi.org/10.1037/apl0000181>
- Kaplan, R. M., & Saccuzzo, D. P. (2018). *Psychological Testing: Principles, Applications, and Issues* (9 (ed.)). Cengage Learning.
- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhawe, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Klein, P. G., Lee, S. Y., Ozelik,

- H., & Vugt, M. V. (2021). The transformation of the global work landscape and its implications for employee well-being. *American Psychologist*, 76(1), 63–77. <https://doi.org/10.1037/amp0000716>
- Misra, S., Jain, R., & Jain, P. (2021). A comprehensive review on the determinants of employee job satisfaction. *International Journal of Human Resource Studies*, 11(3), 48–64. <https://doi.org/10.5296/ijhrs.v11i3.18759>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory* (3 (ed.)). [Penerbit tidak tersedia].
- Purwanto, A., Rismawati, T., & Sari, D. P. (2023). Validation of the Short Index of Job Satisfaction (SIJS) in the Indonesian workforce. *Indonesian Journal of Psychological Measurement*, 9(2), 91–104. <https://doi.org/10.21009/ijpm.2023.09208>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson Education.
- Rudolph, C. W., Allan, B., Clark, M., Hertel, G., Hirschi, A., Kunze, F., Shockley, K. M., Shoss, M. K., Sonnentag, S., & Zacher, H. (2023). Pandemics: Implications for research and practice in industrial and organizational psychology. *Industrial and Organizational Psychology*, 16(1), 1–36. <https://doi.org/10.1017/iop.2022.85>
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement: A strategy for the study of attitudes*. Rand McNally.
- Subroto, A., Endrawati, D., & Nawiyah, N. (2024). Workload, facilities, and flexibility as predictors of job satisfaction among government employees. *Jurnal Psikologi Dan Manajemen Kinerja*, 5(1), 12–25. <https://doi.org/10.31234/osf.io/xkq4y>
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology: An International Review*, 70(1), 16–59. <https://doi.org/10.1111/apps.12290>
- Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. University of Minnesota Press.