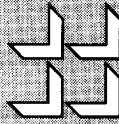




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Cross-Cultural Notes



Under this heading are brief reports of studies that provide comparable data from two or more societies, using a standard measuring instrument. These Notes consist of a summary of the study's procedure and as many details about the results as space allows. Additional details concerning the results can be obtained by communicating directly with the author.

A Validity Study of the Pay Satisfaction Questionnaire in Hong Kong

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HENEMAN AND SCHWAB (1979) argued that in organizations, the concept of pay comprises four independent dimensions: (a) current direct pay level (pay level); (b) payments for time not worked, insurance, pension, and other services (benefits); (c) changes in pay levels (raises); and (d) the hierarchical relationship among pay rates in the firm and the procedures for their administration (structure and administration). Heneman and Schwab (1985) developed the 18-item Pay Satisfaction Questionnaire (PSQ) to measure these four dimensions of pay satisfaction. The PSQ subsequently became a popular instrument to measure pay satisfaction. Even though other investigators have supported the construct validity and the reliability of the PSQ (Judge & Welbourne, 1994; Mulvey, Miceli, & Near, 1991), their research was carried out in a Western setting. In the present study, I investigated the construct validity and reliability of the PSQ for a non-Western sample. I based the study on the responses of 171 front-line workers of Chinese origin from eight diverse organizations in Hong Kong. The participants completed the 18-item PSQ twice with 10 weeks between the test (X_1) and the retest (X_2). The head offices of one conglomerate, one international bank, two major manufacturers, two retailing companies, and two construction companies

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were included. The participants ranged in age from 18 to 37 years ($M = 21.6$ years); 72% were female, and 96% had completed high school.

A Pearson correlation between scores at test and retest was .78, $p < .001$, indicating high test–retest reliability. The correlations of individual items between test and retest were significant, $p = .01$, for all 18 items. The mean and standard deviation for each item were comparable between test and retest.

A factor analysis on X_2 with varimax rotation yielded a two-factor solution with eigenvalues greater than 1. Item 17 loaded on both factors. Hence, I conducted a second factor analysis and omitted this complex item. It revealed the same two-factor solution. However, because Items 10 and 16 loaded below .30, I conducted a third factor analysis without those items. It yielded two distinct factors and explained 64% of the variance. Three of the four items on raises, four of the six items on structure-and-administration, and all four items on pay level loaded on a single factor; the four items on benefits (B) loaded on another factor. I estimated the internal consistency of the reliability of each factor by using Cronbach's coefficient alpha. The reliability coefficients were .80 and .77 for the first and second factors, respectively. These reliabilities were equivalent to those reported by Heneman and Schwab (1985). The factor structure and Cronbach's alpha for X_1 were very similar to those for X_2 , indicating stability of the PSQ over time.

The results of this study did not confirm the four-factor structure of the PSQ, although they revealed a high test–retest and internal reliability when the PSQ was used with a sample of Hong Kong workers. My results suggest that for some countries like Hong Kong, there may be a simple two-factor model (pay and benefits) underlying pay satisfaction, not the four independent dimensions posited by Heneman and Schwab (1985).

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