**Appendix 2**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Employee Engagement Scale [EES]   |  |  |  |  |  | | --- | --- | --- | --- | --- | | 1. Strongly Disagree | 1. Disagree | 1. Undecided or Neutral | 1. Agree | 5- Strongly Agree |   [EES1] At my work, I feel bursting with energy |
| [EES2] I am enthusiastic about my job |
| [EES3] I am immersed in my work  Job Involvement Measurement Scale [JIMS]   |  |  |  |  |  | | --- | --- | --- | --- | --- | | 1. Strongly Disagree | 1. Disagree | 1. Undecided or Neutral | 1. Agree | 5- Strongly Agree | |
| [JIMS1] I’ll stay overtime to finish a job, even if I’m not paid for it |
| [JIMS2] The major satisfaction in my life comes from my job |
| [JIMS3] The most important things that happen to me involve my work |
| [JIMS4] Sometimes I lie awake at night thinking ahead to the next day |
| [RJIMS5] I have other activities more important that my work |
| [JIMS6] I live, eat, and breathe my job |
| [RJIMS7] To me my work is only a small part of who I am |
| [JIMS8] I am very much involved personally in my work |
| [RJIMS9] Most things in my life are more important than work  Survey of Perceived Organizational Support [SPOS]   |  |  |  |  |  | | --- | --- | --- | --- | --- | | 1. Strongly Disagree | 1. Disagree | 1. Undecided or Neutral | 1. Agree | 5- Strongly Agree | |
| [SPOS1] The organization values my contribution to its well-being |
| [RSPOS2] The organization fails to appreciate any extra effort from me |
| [RSPOS3] The organization would ignore any complaint from me |
| [SPOS4] The organization really cares about my well-being |
| [RSPOS5] Even if I did the best job possible, the organization would fail to notice |
| [SPOS6] The organization cares about my general satisfaction at work  The Big Five Inventory – Short Form [BFI]   |  |  |  |  |  | | --- | --- | --- | --- | --- | | 1. Strongly Disagree | 1. Disagree | 1. Undecided or Neutral | 1. Agree | 5- Strongly Agree |   [RBFI1] I am someone that tends to be disorganized  [RBFI2] I am someone that has difficulty getting started on tasks  [BFI3] I am someone that is reliable, can always be counted on  [BFI4] I am someone that keeps things neat and tidy  [BFI5] I am someone that is persistent, works until the task is finished  [RBFI6] I am someone that can be somewhat careless  Affective Commitment Scale [ACS]   |  |  |  |  |  | | --- | --- | --- | --- | --- | | 1. Strongly Disagree | 1. Disagree | 1. Undecided or Neutral | 1. Agree | 5- Strongly Agree | |
| [ACS1] I would be very happy to spend the rest of my career with this organization |
| [ACS2] I enjoy discussing my organization with people outside it |
| [ACS3] I really feel as if this organization's problems are my own |
| [RACS4] I think that I could easily become as attached to another organization as I am to this one |
| [RACS5] I do not feel like 'part of the family' at my organization |
| [RACS6] I do not feel 'emotionally attached' to this organization |
| [ACS7] This organization has a great deal of personal meaning for me |
| [RACS8] I do not feel a strong sense of belonging to my organization  Normative Commitment Scale [NCS]   |  |  |  |  |  | | --- | --- | --- | --- | --- | | 1. Strongly Disagree | 1. Disagree | 1. Undecided or Neutral | 1. Agree | 5- Strongly Agree | |
| [NCS1] I think that people these days move from company to company too often |
| [RNCS2] I do not believe that a person must always be loyal to his or her organization |
| [RNCS3] Jumping from organization to organization does not seem at all unethical to me |
| [NCS4] One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation ro remain |
| [NCS5] If I got another offer for a better job elsewhere I would not feel it was right to leave my organization |
| [NCS6] I was taught to believe in the value of remaining loyal to one's organization |
| [NCS7] Things were better in the days when people stayed with one organization for most of their careers |
| [RNCS8] I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore |

Michigan Organizational Assessment Questionnaire [MOAQ]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. Strongly Disagree | 1. Disagree | 1. Undecided or Neutral | 1. Agree | 5- Strongly Agree |

[RMOAQ1] In general, I don’t like my job

[MOAQ2] All in all, I am satisfied with my job

[MOAQ3] In general, I like working here

Turnover Intention [TI]

[TI] Are you contemplating leaving your organization within the next year?

0 – No

1 – Yes

Demographic Info

[DEMO1] What is your employment status?

1 – Employed, working 1-39 hours per week

2 – Employed, working 40 or more hours per week

3 – Not employed

[DEMO2] What is your age (in years)?

[DEMO3] What is your race?

1 – White

2 – Black or African-American

3 – American Indian or Alaskan Native

4 – Asian

5 – Native Hawaiian or other Pacific Islander

6 – From multiple races

7 – Some other race (please specify)

[DEMO4] Which of the following terms best describes your gender identity?

1 – Woman

2 – Man

3 – Non-binary

4 – I am not sure

5 – Not listed (please specify)

[DEMO5] What is your marital status?

1 – Married

2 – Widowed

3 – Divorced

4 – Separated

5 – Never married

[DEMO6] How many children are you parent or guardian for that live in your household (age 17 or younger only)?

1 – None

2 – 1

3 – 2

4 – 3

5 – More than 4

[DEMO7] How much total combined money did all members of your household earn last year?

1 - $0 - $9,999

2 - $10,000 – 19,999

3 - $20,000 - $29,999

4 - $30,000 - $39,999

5 - $40,000 – $49,999

6 – $50,000 - $59,999

7 – $60,000 - $69,999

8 - $70,000 – $79,999

9 - $80,000 - $89,999

10 - $90,000 - $99,999

11 – $100,000 or more

Biodata (BIO)

[BIO1] Is your educational background related to your job?

1 – Not related at all

2 – Not sure

3 – A little bit related

4 – Moderately related

5 – Very related

[BIO2] I received the training I need to do my job well.

1 – Strongly Disagree

2 – Disagree

3 – Undecided or Neutral

4 – Agree

5 – Strongly Agree

[BIO3] During high school (grades 9-12) I made the semester honor roll.

1 – Never

2 – once or twice

3 – three or four times

4 – five or six times

5 – seven or eight times

[BIO4] In the three years immediately before accepting my current job, the number of different full or part-time jobs I had were:

1 – None

2 – 1-2

3 – 3-4

4 – 5-6

5 – 7 or more

[BIO5] My previous supervisor (or teachers if not previously employed) would most likely describe my ability to perform well as the following:

1 – Very poor

2 – Below average

3 – Average

4 – Above average

5 – Excellent

[BIO6] How frequently do you use LinkedIn?

1 – Never

2 – Hardly ever

3 – Sometimes

4 – Almost every day

5 – Every day

[BIO7] The number of college or high school clubs and organized activities (such as bands, newspapers, competitions, etc.) in which I participated was:

1 – Didn’t participate in any

2 – 1

3 – 2

4 – 3

5 – 4 or more

[BIO8] How many prizes or awards have you received for any activity you participated in (competitions, tournaments, sports, literature, theater, job recognitions, etc.) prior to starting your current job?

1 – None

2 – 1

3 – 2

4 – 3

5 – 4 or more

[BIO9] What is the GPA of the highest degree you’ve earned?

[BIO10] What is the highest level of school you have completed or the highest degree you have received?

1 – Less than high school degree

2 – High school degree or equivalent (e.g., GED)

3 – Some college but no degree

4 – Associate degree

5 – Bachelor degree

6 – Some graduate studies but no degree

7 – Master’s degree

8 – Doctoral degree

[BIO11] How satisfied are you with your pay?

1 – Very unsatisfied

2 – Unsatisfied

3 – Satisfied

4 – Moderately satisfied

5 – Very satisfied

[BIO12] How satisfied are you with your job benefits?

1 – Very unsatisfied

2 – Unsatisfied

3 – Satisfied

4 – Moderately satisfied

5 – Very satisfied

[BIO13] How satisfied are you with your job location?

1 – Very unsatisfied

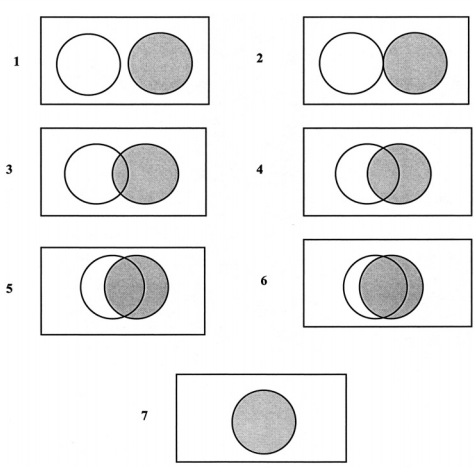
2 – Unsatisfied

3 – Satisfied

4 – Moderately satisfied

5 – Very satisfied

Graphic Scale of Organizational Identification [GSOI]

[GSOI1] Below you'll find 7 rectangles. In each rectangle there are 2 circles. One represents you and the other one the organization you belong to. In each rectangle the circles are overlapping differently. In the first rectangle (number 1), they are totally separate and represent a situation in which you do not identify at all with your unit. In the last rectangle (number 7), the circles are totally overlapping and represent a situation in which you totally identify with the unit. Choose out of the 7 rectangles the one that most highly represents the extent to which you identify with your organization.