Job Satisfaction – Job Diagnostic Survey (JDS) (Q19)

We included items from the growth satisfaction subscale (4 items), satisfaction with the job facets of security (2 items), compensation (2 items), social/co-workers (3 items), and supervision (3 items) for a total of 14 items.

Items	Subscale
a. The amount of job security I have.	Satisfaction with security
b. The amount of pay and fringe benefits I receive.	Satisfaction with compensation
c. The amount of personal growth and development I get in doing my job.	Growth satisfaction items
d. The people I talk to and work with on my job.	"Social" satisfaction
e. The degree of respect and fair treatment I receive from my boss.	"Supervisory" satisfaction
f. The feeling of worthwhile accomplishment I get from doing my job.	Growth satisfaction items
g. The chance to get to know other people while on the job.	"Social" satisfaction
h. The amount of support and guidance I receive from my supervisor.	"Supervisory" satisfaction
i. The degree to which I am fairly paid for what I contribute to this organization.	Satisfaction with compensation
j. The amount of independent thought and action I can exercise in my job.	Growth satisfaction items
k. How secure things look for me in the future in this organization.	Satisfaction with security
l. The chance to help other people while at work.	"Social" satisfaction
m. The amount of challenges in my job.	Growth satisfaction items
n. The overall quality of the supervision I receive in my work.	"Supervisory" satisfaction

**Organizational Commitment, Perceived Organizational Support,
Perceived Job Security, and Intent to Quit (Q20)**

Organizational Commitment (7 items)

"Employee commitment to an organization has been defined in a variety of ways including an attitude or an orientation that links the identity of the person to the organization, a process by which the goals of the organization and those of the individual become congruent, an involvement with a particular organization, the perceived rewards associated with continued participation in an organization, the costs associated with leaving, and normative pressures to act in a way that meets organizational goals (Meyer & Allen, 1997)."

Adapted from Meyer, J.P., & Allen, N.J. (1997). Commitment in the workplace: Theory, research, and application. Thousand Oaks, CA: Sage Publications.

- "Affective commitment measures an employee's emotional attachment to, identification with, and involvement in the organization."
- "Normative commitment reflects pressures on an employee to remain with an organization resulting from organizational socialization."
- "Continuance commitment refers to commitment associated with the costs that employees perceive are related to leaving the organization."

Perceived Organizational Support (3 items)

Adapted from Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500–507.

Perceived Job Security (2 items)

Adapted from George, E. (2003). External Solutions and Internal Problems: The Effects of Employment Externalization on Internal Workers' Attitudes. *Organization Science, 14*(4), 386-402.

- Oldham, G. R., Kulik, C. T., Ambrose, M. L., Stepina, L. P., & Brand, J. F. (1986). *Relations between job facet comparisons and employee reactions. Organizational Behavior and Human Decision Processes, 38(1), 28–47.*

Intent to Quit (3 items)

Adapted from Lichtenstein, R., Alexander, J.A., Mccarthy, J.F., & Wells, R. (2004). Status Differences in Cross- Functional Teams: Effects on Individual Member Participation, Job Satisfaction, and Intent to Quit. Journal of Health and Social Behavior, 45, 322-335.

- Price, James L. and Charles W. Mueller. 1981. *Professional Turnover: The Case of Nurses*. New York: Spectrum Publications.

- Alexander, Jeffrey A., Richard Lichtenstein, Hyun Joo Oh, and Esther Ullman. 1998. "A Causal Model of Turnover among Nursing Personnel in Long Term Psychiatric Settings." *Research in Nursing and Health* 21:415-27.

Item	Subscale
a. I feel a strong sense of "belonging" to my organization.	OC-Affective
b. My organization really cares about my well-being.	POS-S
c. I feel like "part of the family" at this organization.	OC-Affective
d. Help is available from my organization when I have a problem.	POS-S
e. My job at this organization is secure.	Perceived Job Security
f. I feel "emotionally attached" to this organization.	OC-Affective
g. I would feel guilty if I left this organization right now.	OC-Normative
h. My organization strongly considers my goals and values.	POS-S
i. I owe a great deal to this organization.	OC-Normative
j. I am confident that I will be able to work for this organization as long as I wish.	Perceived Job Security
k. I frequently think of quitting my current job.	Intent to Quit
l. It would be very hard for me to leave my job right now even if I wanted to.	OC-Continuance
m. Right now, staying with my job at this organization is a matter of necessity as much as desire.	OC-Continuance
n. I will probably look for another job in the next year.	Intent to Quit
o. There is a good chance that I will leave this job in the next year or so.	Intent to Quit

Job Stress Scale

Adapted from Parker, D. F., & Decotiis, T. A. (1983). Organizational determinants of job stress. *Organizational Behavior and Human Performance*, 32, 160–177.

- 9-item scale: Jamal, M., & Baba, V. V. (1992). *Shiftwork and department-type related to job stress, work attitudes and behavioral intentions: A study of nurses. Journal of Organizational Behavior, 13(5), 449–464.*

The original scale had 13 items with two subscales using a 5-point Likert-type scale. Jamal and Baba (1992) used a 9-item short-form. We adapted the following 10 items from the original scale, most of which overlap with the 9-item short-form.

- Time stress: "feelings of being under substantial time pressure"
- Anxiety: "job-related feelings of anxiety"

Item	Subscale
a. Working here makes it hard to spend enough time with my family.	Time Stress
b. Working here leaves little time for other activities.	Time Stress
c. I have too much work and too little time to do it in.	Time Stress (9)
d. I sometimes dread the telephone ringing at home because the call might be job-related.	Time Stress (9)
e. I feel like I never had a day off.	Time Stress (9)
f. There are lots of times when my job drives me right up the wall.	Anxiety (9)
g. Sometimes when I think about my job I get a tight feeling in my chest.	Anxiety (9)
h. I feel guilty when I take time off from my job.	Anxiety (9)
i. My job gets to me more than it should.	Anxiety (9)
j. I have felt fidgety or nervous as a result of my job.	Anxiety (9)