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

Hackman, J. R., & Oldham, G. R. (1974). *The Job Diagnostic Survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects* (Tech. Rep. No. 4). New Haven, CT: Yale University, Department of Administrative Sciences. Prepared in connection with research sponsored by the Office of Naval Research (Contract No. N00014-67A-0097-0026, NR170-744) and the U.S. Department of Labor (Manpower Administration, Grant No. 21-09-74-14).

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.

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|  | Items | Subscale |
| 1 | a. The amount of job security I have. | Satisfaction with security |
| 2 | b. The amount of pay and fringe benefits I receive. | Satisfaction with compensation |
| 3 | c. The amount of personal growth and development I get in doing my job. | Growth satisfaction items |
| 4 | d. The people I talk to and work with on my job. | “Social” satisfaction |
| 5 | e. The degree of respect and fair treatment I receive from my boss. | “Supervisory” satisfaction |
| 6 | f. The feeling of worthwhile accomplishment I get from doing my job. | Growth satisfaction items |
| 7 | g. The chance to get to know other people while on the job. | “Social” satisfaction |
| 8 | h. The amount of support and guidance I receive from my supervisor. | “Supervisory” satisfaction |
| 9 | i. The degree to which I am fairly paid for what I contribute to this organization. | Satisfaction with compensation |
| 10 | j. The amount of independent thought and action I can exercise in my job. | Growth satisfaction items |
| 11 | k. How secure things look for me in the future in this organization. | Satisfaction with security |
| 12 | l. The chance to help other people while at work. | “Social” satisfaction |
| 13 | m. The amount of challenges in my job. | Growth satisfaction items |
| 14 | 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.

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|  | Item | Subscale |
| 1 | a. I feel a strong sense of “belonging” to my organization. | OC-Affective |
| 2 | b. My organization really cares about my well-being. | POS-S |
| 3 | c. I feel like “part of the family” at this organization. | OC-Affective |
| 4 | d. Help is available from my organization when I have a problem. | POS-S |
| 5 | e. My job at this organization is secure. | Perceived Job Security |
| 6 | f. I feel “emotionally attached” to this organization. | OC-Affective |
| 7 | g. I would feel guilty if I left this organization right now. | OC-Normative |
| 8 | h. My organization strongly considers my goals and values. | POS-S |
| 9 | i. I owe a great deal to this organization. | OC-Normative |
| 10 | j. I am confident that I will be able to work for this organization as long as I wish. | Perceived Job Security |
| 11 | k. I frequently think of quitting my current job. | Intent to Quit |
| 12 | l. It would be very hard for me to leave my job right now even if I wanted to. | OC-Continuance |
| 13 | m. Right now, staying with my job at this organization is a matter of necessity as much as desire. | OC-Continuance |
| 14 | n. I will probably look for another job in the next year. | Intent to Quit |
| 15 | 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”

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| 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) |