

Appendix - I.

Measurement Scales.

A). Job Dimension Measures.

To measure job dimensions, a slightly modified version of the instrument developed by Hackman and Oldham (1980) was utilised. A variety of Likert formats was used to obtain measurements for a given variable. For example, to measure job skill and variety, the following items and formats were adopted.

A Sample Question is given below

A. To what extent does your job require you to work with mechanical equipment?

1	2	3	4	5	6	7
Very little	Mostly	Slightly	Uncertain	Slightly	Mostly	Very Much
The Job requires almost no contact with equipment of any kind						The Job requires almost constant work with equipment

You are to circle the number which is most accurate description of your job. If for example, your job requires you to work with mechanical equipment a good deal of the time-but also requires some paperwork-you might circle the number six, as was done in the example above.

Section - 1

1. To what extent does your job require you to work *closely with other people* (either "clients," or people in related jobs in your own organization)?

1	2	3	4	5	6	7
very little : dealing with other people is not at all necessary in doing the job.			Moderately ; some dealing with others is necessary.			Very much; dealing with other people is an absolutely essential and crucial part of doing the job.

2. How much *autonomy* is there in your job? That is, to what extent does your job permit you to decide *on your own* how to go about doing the work?

1

2

3

4

5

6

7

Very little : the job gives me almost no personal "say" about how and when the work is done.

Moderate autonomy : many things are standardised and not under my control, but I can make some decisions about the work.

Very much the job gives me almost complet responsibility for deciding how and when the work is done.

3. To what extent does your job involve doing a "*whole and identifiable piece of work*"? That is, is the job a complete piece of work that has an obvious begining and end? Or is it only a small *part* of the overall piece of work, which is finished by other people or by automatic mabcines?

1

2

3

4

5

6

7

My job is only a tiny part of the overall piece of work; the results of my activities can not be seen in the final product or service.

My job is a moderate-sized "chunk" of the overall piece of work ; my own contribution can be seen in the final outcome.

My job involves doing the whole piece of work, from start to finish; the results of my activities are easily seen in the final product of service.

4. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talent?

1

2

3

4

5

6

7

Very little; the job requires me to do the same routine things, over and over again.

Moderate variety.

Very much; the job requires me to do many different things, using a number of different skills and talents.

5. In general, how significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?

1

2

3

4

5

6

7

Not very significant; the outcomes of my work are not likely to have important effects on other people.

Moderately significant.

Highly significant; the outcomes of my work can affect other people in very important ways.

6. To what extent do managers or co-workers let you know how well you are doing on your job?

1	2	3	4	5	6	7
Very little; people almost never let me know how well I am doing.			Moderately; Sometimes people may give me "feedback"; other times they may not.			Very much; managers or co-workers provide me with almost constant "feedback" about how well I am doing.

7. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing-aside from any "feedback" co-workers or supervisors may provide?

1	2	3	4	5	6	7
Very little; the job itself is set up so I could work forever without finding out how well I am doing.			Moderately; Sometimes doing the job provides "feedback" to me; some times it does not.			Very much; the job is setup so that I get almost constant "feedback" as I work about how well I am doing.

Section - 2

Listed below are a number of statements which could be used to describe a job.

You are to indicate whether each statement is an accurate or an inaccurate description of your job.

Once again, please try to be as objective as you can in deciding how accurately each statement describes your job regardless of whether you like or dislike your job.

Write a number in the blank beside each statement, based on the following scale :

How accurate is the statement in describing your job?

1	2	3	4	5	6	7
Very Inaccurate	Mostly Inaccurate	Slightly Inaccurate	Uncertain	Slightly Accurate	Mostly Accurate	Very Accurate

1. The job requires me to use a number of complex or high-level skills.
2. The job requires a lot of cooperative work with other people.
3. The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.

4. Just doing the work required by the job provides many chances for me to figure out how well I am doing.
5. The job is quite simple and repetitive.
6. The job can be done adequately by a person working alone-without talking or checking with other people.
7. The supervisors and co-workers on this job almost never give me any "feedback" about how well I am doing in my work.
8. This job is one where lot of other people can be affected by how well the work gets done.
9. The job denies me any chance to use my personal initiative or judgement in carrying out the work.
10. Supervisors often let me know how well they think I am performing the job.
11. The job provides me the chance to completely finish the pieces of work I begin.
12. The job itself provides very few clues about whether or not I am performing well.
13. The job gives me considerable opportunity for independence and freedom in how I do the work.
14. The job itself is not very significant or important in the broader scheme of things.

Section - 3

Now please indicate how you personally feel about your job.

Each of the statements below is something that a person might say about his or her job. You are to indicate your own personal feelings about your job by marking how much you agree with each of the statements.

Write a number in the blank for each statement, based on scale :

How much do you agree with the statement?

1	2	3	4	5	6	7
Disagree Strongly	Disagree Inaccurate	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

1. It's hard, on this job, for me to care very much about whether or not the work gets done right.
2. My opinion of myself goes up when I do this job well.
3. Generally speaking, I am very satisfied with this job.
4. Most of the things I have to do on this job seem useless or trivial.
5. I usually know whether or not my work is satisfactory on this job.
6. I feel a great sense of personal satisfaction when I do this job well.
7. The work I do on this job is very meaningful to me.
8. I feel a very high degree of personal responsibility for the work I do on this job.
9. I frequently think of quitting this job.
10. I feel bad and unhappy when I discover that I have performed poorly on this job.
11. I often have trouble figuring out whether I'm doing well or poorly on this job.
12. I feel I should personally take the credit or blame for the results of my work on this job.
13. I am generally satisfied with the kind of work I do in this job.

14. My own feelings generally are not affected much one way or the other by how well I do on this job.
15. Whether or not this job gets done right is clearly my responsibility.

Section - 4

Now please indicate how satisfied you are with each aspect of your job listed below.

Once again, write the appropriate number in the blank beside each statement.

How satisfied are you with this aspect of your job?

1	2	3	4	5	6	7
Extremely Dissatisfied	Dissatisfied	Slightly Dissatisfied	Neutral	Slightly Satisfied	Satisfied	Extremely Satisfied

1. The amount of job security I have.
2. The amount of pay and fringe benefits I receive.
3. The amount of personal growth and development I get in doing my job.
4. The people I talk to and work with on my job.
5. The degree of respect and fair treatment I receive from my boss.
6. The feeling of worthwhile accomplishment I get from doing my job.
7. The chance to get to know other people while on the job.
8. The amount of support and guidance I receive from my supervisor.
9. The degree to which I am fairly paid for what I contribute to this organisation.
10. The amount of independent thought and action I can exercise in my job.
11. How secure things look for me in the future in this organisation.
12. The chance to help other people while at work.
13. The amount of challenge in my job.
14. The overall quality of the supervision I receive in my work.

Section - 5

Now please think of the other people in your organisation who hold the same job you do. If no one has exactly the same job as you, think of the job which is most similar to yours.

Please think about how accurately each of the statements describes the feeling of those people about the job.

It is quite all right if your answers here are different from when you described your own reactions to the job. Often different people feel quite differently about the same job.

Once again, write a number in the blank for each statement, based on this scale

How much do you agree with the statement?

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

1. Most people on this job feel a great sense of personal satisfaction when they do the job well.
2. Most people on this job are very satisfied with the job.
3. Most people on this job feel that the work is useless or trivial.
4. Most people on this job feel a great deal of personal responsibility for the work they do.
5. Most people on this job have a pretty good idea of how well they are performing their work.
6. Most people on this job find the work very meaningful.
7. Most people on this job feel that whether or not the job gets done right is clearly their own responsibility.
8. Most people on this job often think of quitting.
9. Most people on this job feel bad or unhappy when they find that they have performed the work poorly.
10. Most people on this job have trouble figuring out whether they are doing a good or a bad job.

Appendix - II.

Measurement Scales.

B). Leadership Behaviour Measures

- a. Leader Trust and Support Please circle the appropriate number, indicating your personal feelings from strongly disagree to strongly agree.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	1	2	3	4	5
1. My immediate supervisor is eager to recognise and to reward good performance	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. My immediate supervisor treats his/her sales persons with respect	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. In my work situation, a salesperson is almost certain to hear about mistakes, but seldom hears about Successes.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. My immediate supervisor acts as though everyone must be watched or they will slack off.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Salespersons usually trust statements made by their supervisors.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. My immediate supervisor is friendly and easy to approach.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. My immediate supervisor is not willing to listen to my problems?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. My immediate supervisor is more attentive to what I say.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

b. Global Emphasis and work facilitation.

Please write a number in the Blank for each statement, based on this scale :

How much do you agree with the statement?

1	2	3	4	5
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

1. My immediate supervisor helps me for high standards of performance.
2. My supervisor really takes the lead in stimulating sales efforts for attaining goal.
3. My supervisor has taught me a lot about sales.
4. My immediate supervisor is too interested in his own success to care about the needs of employees.
5. My supervisor is up-to-date.
6. My supervisor known very little about his job.

c. Interaction facilitation.

1. My supervisor allows the sales personnel to work to gether as a team.
2. My supervisor always tries to develop a close and helthy relationship among the fellow workers.
3. My supervisor works not in a systematic manner for developing helthy relationship among the fellow workers.
4. My supervisor tries to develop a competetive attitude among the sales person with mutually satisfying relationship.
5. My supervisor develops no friendly competetive attitude among the salesperson.

d. Psychological influence.

1. My supervisor always considers my ideas and opinions in the time of designing jobs.

2. My supervisor always tries to understand my problems.
3. While evaluating the performance of an individual, Problem are sought by the supervisor.
4. My supervisor always stands by on his won decision while designing jobs.
5. My boss does a good job of helping salesperson develop their own potential.
6. My supervisor in too interested in his own success to Care about the problems of salespersons.

e. Hierarchical Influence.

1. My supervisor is successful in getting management to recognise salespersons problems and success.
2. My supervisor doesn't seem to try too hard to get our problems across to management.
3. My supervisor always stands by salesperson while management taking any decision regarding sales performance.

Appendix - III.

Measurement Procedure.

The description that follows is based primarily on Hackman and Oldham (1974a), who can be referenced for more detailed explanations of questionnaire items and scoring procedures.

(a) JDS Sections : Section one of the JDS contains seven items, according to the following format.

(1) How much *variety* is there in your job? That is, to what extent does the job require

you to many different things at work, using a variety of your skills and talents?

1 2 3 4 5 6 7

Very little; the job requires me to do the same routine things over and over again.

Very much; the job requires me to do many different things, using a number of different skills and talents.

Respondents are asked to circle the number that best describes their reaction to the question. Section Two includes 14 statements related to the job dimensions. Half of the questions are phrased in positive terms, while the remaining seven are stated negatively. A seven point scale, ranging from "very inaccurate" through "uncertain" to "very accurate" is utilised. The following statement related to skill variety exemplifies this section :

----- 1. The job is quite simple and repetitive.

In Section Three respondents indicate the extent to which they agree or disagree (along a seven point scale) with 15 statements related to the three psychological states as well as two affective reactions, general satisfaction and internal work motivation. Eight of the statements are written positively and seven are stated negatively. One of the statements for experienced meaningfulness of the work is :

----- 1. Most of the things I have to do on this job seem useless or trivial.

Section Four contains 14 statements/questions used to tap aspects of five satisfaction subscales (outcome variables) of the JDS. Respondents react to the

question, "How satisfied are you with this aspect of your job?" across a seven point scale ranging from "extremely dissatisfied" through "neutral" to "extremely satisfied". For job satisfaction one of the items is :

----- 1. The feeling of worthwhile accomplishment I get from doing my job.

Ten statements comprise Section Five, which focuses on the same fove variables (three psychological states and two outcomes) as Section Three. In this section a projective format is utilised in which respondents are asked to "Think of other people in your organisation who hold the same job as you do" and relate how accuratel, a number of statements describe these other persons' feelings. The same seven point agree-disagree scale used in Section Three is used here. The content of the 10 times is similar to those in Section Three, except that most statements are prefaced by the phrase, "Most people on this job "The statement related to experienced meaningfulness of work is :

----- 1. Most people on this job find the work very meaningful.

b) JDS Scoring Procedure. The items from the seven sections of the JDS are combined to yield measures of the variables included in the job characteristics model (Figure 2.1). The scales used to score items described in the previous sections are assumed to describe interval data.

Job Dimensions. Skill variety is scored as the average response for three JDS items: Section One, question 4 (item 1-4); Section Two, statement 1 (item 2-1); and Section Two, statement 5 (item 2-5). **Item 2-5 is reverse scored (the number entered by the respondent is subtracted from 8) because the item is stated negatively. As an exmample, if a salesperson responded "3" to item 1-4, "4" to item 2-1, and "6" to item 2-5, his/her skill variety score would be computed as follows : $(3 + 4 + (8-6))/3 = 3$.** The remaining job dimensions are scored in the same manner across other items in the JDS according to the following scheme :

task identity	: 01-03, 02-11, 02-03
task significance	: 01-05, 02-08, 02-14
autonomy	: 02-03, 02-13, 02-19
feedback from the job itself	: 01-07, 02-04, 02-12
feedback from agents	: 01-06, 02-10, 02-07
dealing with others	: 01-01, 02-02, 02-06

The final two dimensions, feedback from agents and dealing with others, were not scored in this study because Hackman and Oldham (1974a,) determined that they were not job characteristics perse but could be used to provide supplementary in information relative to feedback from the job itself.

Psychological States. The three critical psychological state variables are scored in the same manner as the job dimensions :

experienced meaningfulness of the work: 03-07, 03-04, 05-06, 05-03

experienced responsibility for the work : 03-08, 03-12, 03-15, 03-01, 05-04, 05-07

knowledge of results : 03-05, 03-11, 05-05, 05-10

Outcomes. Once again the same scoring procedures apply :

general satisfaction : 03-03, 03-13, 03-09, 05-02, 05-08

internal work motivation : 03-02, 03-06, 03-10, 03-14, 05-01, 05-09

growth satisfaction : 04-03, 04-06, 04-10, 04-13

pay satisfaction : 04-02, 04-09

security satisfaction : 04-01, 04-11

social satisfaction : 04-04, 04-07, 04-12

supervisory satisfaction : 04-05, 04-08, 04-14

In this study only general and growth satisfaction and internal work motivation were scored to facilitate a direct comparison with the results of Hackman and Oldham (1974a, 1974b).

Appendix - IV.

Job outcomes measures.

(a) Valence.

Now please indicate how you personally feel about your job. Each of the statements belong is something that a person might say about his or her job. You are to indicate your own personal feelings about your job by making how much you agree with each of the statements.

Write a number in for each statement, based on scale ;

NOTE : The numbers on these scale are different from those use in previous scales.

4	5	6	7	8	9	10
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Would like Having this
Only a moderate amount
(or less)

Would like having
this very much

Would like having this
extremely much.

- _____ 1. High respect and fair treatment from my supervisor.
- _____ 2. Great job security.
- _____ 3. Chances to exercise independent thought and action in my job.
- _____ 4. Very friendly co-workers.
- _____ 5. High salary and good fringe benefits.
- _____ 6. Quick promotions and rewards.
- _____ 7. A sense of worthwhile accomplishment in my work.
- _____ 8. Opportunities for personal growth and development in my job.
- _____ 9. Stimulating and challenging look.
- _____ 10. Opportunities to be creative and imaginative in my work.
- _____ 11. Opportunities to learn new things from my work.
- _____ 12. Sense of loyalty to the organisation.

(b). EXPECTANCY.

Please indicate the probability for the following statements put mark in the blank box that will give information about the chances of the statements from 0 to 9.

1. Working hard : Leads to high productivity.

0	1	2	3	4	5	6	7	8	9
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2. Working hard : Leads to Good job performance.

0	1	2	3	4	5	6	7	8	9
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3. Working hard : Leads to Completing work on time.

0	1	2	3	4	5	6	7	8	9
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(c). INSTRUMENTALITY.

Good job performance lead to attainment of each of the 12 job outcomes.

1. High respect and fair treatment from my supervisor.

0	1	2	3	4	5	6	7	8	9
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2. Great job security.

0	1	2	3	4	5	6	7	8	9
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3. Chances to exercise independent thought and action in my job.

0	1	2	3	4	5	6	7	8	9
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4. Very friendly co-workers.

0	1	2	3	4	5	6	7	8	9
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5. High salary and good fringe benefits.

0	1	2	3	4	5	6	7	8	9
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6. Quick promotions and rewards.

0	1	2	3	4	5	6	7	8	9
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7. A sense of worthwhile accomplishment in my work .

0	1	2	3	4	5	6	7	8	9
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8. Opportunities for personal growth and development in my job.

0	1	2	3	4	5	6	7	8	9
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9. Stimulating and challenging look.

0	1	2	3	4	5	6	7	8	9
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10. Opportunities to be creative and imaginative in my work.

0	1	2	3	4	5	6	7	8	9
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11. Opportunities to learn new things from my work.

0	1	2	3	4	5	6	7	8	9
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12. Sense of loyalty to the organisation.

0	1	2	3	4	5	6	7	8	9
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