

APPENDIXOnly for research purpose

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JOB DIAGNOSTIC SURVEY QUESTIONNAIRE

This questionnaire is developed to determine how jobs can be better designed, by obtaining information about how people react to different kinds of jobs.

On the following pages you will find several different kinds of questions about your job. Specific instructions are given at the start of each section. Please read them carefully. It should take no more than 25 minutes to complete the entire questionnaire. Please move through it quickly.

The questions are designed to obtain your perceptions of your job and your reactions to it.

There are no trick questions. Your individual answers will be kept completely confidential. Please answer each item as honestly and frankly as possible. Your cooperation will be highly appreciated.

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BIO - DATA

1. Name of the organization :
2. Nature of job :
3. Designation :
4. Total Experience : _____ (years)
5. Age : _____ (years)
6. Type of Family (either joint or nuclear) :
7. Total salary : Rs. _____ (per month)

SECTION ONE :

This part of the questionnaire asks you to describe your job, as objectively as you can.

Please do not use this part of the questionnaire to show how much you like or dislike your job. Questions about that will come later. Instead, try to make your descriptions as accurate and as objective as you possibly can. Each question is to be answered using any one of the seven points. These seven points shows the increasing magnitude of your response.

You are to circle the number which is the most accurate description of your job.

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 organisation)?

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
Not at all	Occasionally	To some extent	Moderately	Mostly	To a great extent	Always

2. 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
Not at all	Occasionally	To some extent	Moderately	Mostly	To a great extent	Always

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 beginning and end?

1	2	3	4	5	6	7
Not at all	Occasionally	To some extent	Moderately	Mostly	To a great extent	Always

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 talents?

1	2	3	4	5	6	7
Not at all	Occasionally	To some extent	Moderately	Mostly	To a great extent	Always

5. 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 at all	Occasionally	To Some extent	Moderately	Mostly	To a great extent	Always

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
Not at all	Occasionally	To some extent	Moderately	Mostly	To a great extent	Always

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
Not at all	Occa- siona- lly	To some extent	Mode- rately	Mostly	To a great extent	Always

SECTION TWO :

List 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 statements 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 :

1	2	3	4	5	6	7
Very inaccu- rate	Mostly in accu- rate	Sligh- tly in- accurate	Uncer- tain	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 superiors and co-workers on this job almost never give me any "feed back" about how well I am doing in my work.
- _____ 8. This job is one where a 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 THREE :

Now you 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 this scale :

How much do you agree with the statement?

1	2	3	4	5	6	7
Disagree Strongly	Dis- agree	Disag- ree sligh- tly	Neutral	Agree Sligh- tly	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 seems 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 FOUR :

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?

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
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 & 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/Superior.
- _____ 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 FIVE :

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 the most similar to yours.

Please think about how accurately each of the statements describes the feelings 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. People on this job often think of quitting.
- _____ 9. Most people on this job feel sad 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.

SECTION SIX :

Listed below are a number of characteristics which could be present on any job. People differ about how much they would like to have each one present in their own jobs. We are interested in learning how much you personally agree for their presences in your job?

Using the scale bwlow, please indicate the degree to which you would like to have each characteristic present in your job.

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

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

SECTION SEVEN :

People differ in the kinds of jobs they would most like to hold. The questions in this section give you a chance to say just what it is about a job that is most important to you.

For each question, two different kinds of jobs are briefly described. You are to indicate which of the jobs you personally would prefer - if you had to make a choice between them.

In answering each question, assume that everything else about the jobs is the same. Pay attention only to the characteristics actually listed.

Two examples are given below :

JOB A			JOB B	
A job requiring work with mechanical equipment like machines, tools, papers etc.			A job requiring work with other people like Colleagues, clients, superiors, etc.	
1	2	(3)	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

If you like working with people and working with equipment equally well, you would circle the number 3, as has been done in the example.

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Here is another example. This one asks for a harder choice - between two jobs which both have some undesirable features.

JOB A			JOB B	
A job requiring you to expose yourself to considerable physical danger			A job located 200 miles from your home and family.	
1	(2)	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

If you would slightly prefer risking physical danger to working far from your home, you would circle number 2, as has been done in the example.

Please ask for assistance if you do not understand exactly how to do these questions.

JOB A

JOB B

1. A job where the pay is very good.

A job where there is considerable opportunity to be creative and innovative.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

2. A job where you are often required to make important decisions.

A job with many pleasant people to work with.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

3. A job in which greater responsibility is given to these who do the best work.

A job in which greater responsibility is given to loyal employees who have the most seniority.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

4. A job in an organisation which is in financial trouble and might have to close down within the year.

A job in which you are not allowed to have any say whatever in how your work is scheduled, or in the procedures to be used in carrying it out.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

5. A very routine job.

A job where your co-workers are not very friendly.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B.

6. A job with superior who is often very critical of you and your work in front of other people.

A job which prevents you from using a number of skills that you worked hard to develop.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

7. A job with a superior who respects you and treats you fairly.

A job which provides constant opportunities for you to learn new and interesting things.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

8. A job where there is a real chance you could be laid off.

A job with very little chance to do challenging work.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

9. A job in which there is a real chance for you to develop new skills and advance in the organisation.

A job which provides lots of vacation time and an excellent fringe benefit package.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

10. A job with little freedom and independence to do your work in the way you think best.

A job where the working conditions are poor.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

11. A job with very
satisfying team-
work.

A job which allows you to
use your skills and abilities
to the fullest extent.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

12. A job which offers little
or no challenge.

A job which requires you to
be completely isolated
from co-workers.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

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