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1993 General Questionnaire Item/Scale Codebook

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N= negatively coded item

Human Resources Mechanisms (Section I; no clean EOR scales)

Mech1.Conducts new employee orientation that provides information on **specific job duties**.

Mech2.Conducts new employee orientation that provides information **about the company**.

Mech3.Has hired employees for **limited** periods of employment.

Mech4.Has **open-ended** employment contracts with employees.

Mech5.Communicates job openings to **current** employees.

Mech6.Selects new employees on their ability to **perform a current job**.

Mech7.Selects new employees on the basis of their **future potential** to perform a broad range of jobs.

Mech8.Evaluates employees based on their **individual performance**.

Mech9.Evaluates employees based on the performance of their **unit or work group**.

Mech10. Evaluates employees based on the performance of the **entire organization.**

Mech11 Uses performance appraisal to identify training needs related to the **current job.**

Mech12 Uses the performance appraisal process to identify **training/development needs for future jobs.**

Mech13. Rewards employees on the basis of their **individual performance**.

Mech14. Rewards employees on the basis of the performance of their **unit or work group.**

Mech15. Rewards employees on the basis of the performance of the **entire organization.**

Mech16. Trains employees on skills related to their **current job.**

Mech17. Trains employees on skills that prepare them for **future jobs and career development**.

Mech18. Provides **career counseling and planning** assistance to employees.

Mech19. Assigns employees a **narrow and specific** set of tasks and responsibilities.

Mech20. Uses **general** and **open-ended** job descriptions.

Mech21. Has employees participate in decisions related to **their own jobs and tasks.**

Mech22. Has employees participate in **a broad range** of organizational decisions.

Mech23. Gives employees feedback and information on their **own specific** job performance.

Mech24. Gives employees feedback and information on the performance of their **department or unit.**

Mech25. Assigns performance goals or standards that focus on the employee's **specific job.**

Mech26. Assigns performance goals or standards that focus on the employee's **work group or unit.**

Mech27. Provides **employee assistance programs** (e.g., counseling, health seminars, legal services etc.).

Mech28. Provides employees with **employment security.**

Mech29. Recruits employees from **within** the company.

Mech30. Recruits employees from **outside** the company.

Mech31. Uses **"contract"** labor.

Mech32. Provides **stock option plans** for managers.

Mech33. Provides **stock option plans** for employees.

Mech34. Provides **long-term incentive programs** for managers.

Mech35. Provides **long-term incentive programs** for employees.

Mech36. **Rotates** employees to different jobs.

Supervisor Relations (Section II)

Supportiveness ("trustworthiness" α=.94)
SUPPORTV

S1.My supervisor seems willing to listen to my problems.

S4.My supervisor has no "team spirit".N

S5.My supervisor is considerate of subordinates' feelings.

S9 (q8).My supervisor has a great deal of integrity.

S10(q9) I can rely on my supervisor.

S11(q10) My supervisor is friendly.

S12(q11) I don't really feel that my supervisor and I are working toward shared or team objectives.N

S14(q13) Supervisor and subordinates seem to distrust one another.N

S16(q14) My supervisor seems to be rather distant and unapproachable.N

S17(q15) Overall, my supervisor is very trustworthy.

S19(q16) My supervisor cannot be relied upon.N

S21(q18)Supervisor and subordinates have confidence in one another.

Favoritism ("helpfulness" α=.90)
FAVRTISM

S3. I feel that my supervisor's treatment of employees has been biased.

S6.Sometimes my supervisor seems to lack confidence in subordinates.

S7.My supervisor tends to "play favorites".

S13(q12) My supervisor engages in favoritism.

Encourages Competition ("competitiveness" α=.73)
NCRGCOMP

S2.My supervisor discourages competition among employees.N

S20(q17) My supervisor encourages employees to compete with one another.

Departmental Relations (Section III)

<u>Trustworthy ("trustworthy" α=.89)</u>
TRSTWRTHY

G1.The people in my group are friendly.

G5(q2) There is <u>*no*</u> "team spirit" in my work group.N

G7(q4) We have confidence in one another in this group.

G11(q7) Overall, the people here are very trustworthy.

G12(q8) Members of my work group show a great deal of integrity.

G15(q10) We are usually considerate of one another's feelings in this work group.

G17(q12) I can rely on those I work with in this group.

G21(q16) There is a noticeable lack of confidence in one another among those I work with.N

<u>Exploitive ("helpfulness" α=.87)</u>
XPLOITIV

G6(q3)Some members of this work group *cannot* be relied upon to do what they say they will do.

G8(q5) There is a lot of favoritism among some people in my work group.

G13(q9) Others in my group seem to be rather distant and unapproachable.

G16(q11) Certain individuals in my work group have a tendency to "play favorites".

G19(q14) I feel that some others in my work group are biased.

G20(q15) Members of this work group tend to "use" other people.

<u>Competitive ("competiveness" α=.64)</u>
COMPETIV

G10(q6) We discourage competition among ourselves.N

G18(q13) We tend to be competitive with one another in this group.

Other-Department Relations (Section IV)

Reliable ("trustworthiness" $\alpha=.87$)
RELIABLE

FA1.Most members of this other group have a great deal of integrity.

FA4(q3) We are usually considerate of one another's feelings.

FA6(q5) Some members of this other group _cannot_ be relied upon to do what they say they will do.N

FA8(q6) Overall, the people I work with in this other group are friendly.

FA9(q7) There is little "team spirit" among groups here.N

FA10(q8)There is a noticeable lack of confidence among those I work with in this other group.N

FA12(q10) Overall, the people I work with in this other group are trustworthy.

FA13(q12) We don't really feel that we are working toward shared or team objectives.N

FA14(q13) I can rely on those I work with in this other group.

FA20(q11) There are members of this other group who seem willing to listen to my problems.

FA18(q16) We have confidence in one another whether we work in the same group or not.

Parochial ("helpfulness" $\alpha=.86$)
PAROCHAL

FA3(q2) Some employees in this other group help their "friends".

FA7(q4) Some of those I work with in this other group seem rather distant and unapproachable.

FA21(q9) Members of this other group tend to "use" people.

FA15(q14) There is favoritism among some of the people I work with there.

FA2(q15) Selfish actions are considered acceptable among some I work with here.

FA19(q17) Certain individuals I come into contact with there have a tendency to "play favorites".

Procedural Justice (Section V; not a clean scale in EOR)
PROCJUST

PJ1.The process used to conduct my performance appraisal is fair.

PJ2(q5) The process used to determine my salary is fair.

PJ3(q11) The process used to make decisions about my promotions or job changes within this organization is fair.

PJ4(q17) The process used to address any concerns or complaints I voice about this organization is fair.

PJ5(q21) I am satisfied with the way my performance appraisals are conducted in this organization.

PJ6(q25) I am satisfied with the process used to address any concerns or complaints I voice about this organization.

PJ7(q28) I am satisfied with the process used to make decisions about my promotions or job changes within this organization.

PJ8(q30) I am satisfied with the process used to determine my salary.

PJ9(q33) Considering everything, the processes used to make decisions in this organization are fair.

Personnel Policies (Section V)

Personnel Policy Fairness (α(WSRS)=.65; α(hun)=.86)
PPOLTRST

P4(q2.) In general, this organization's personnel practices seem to reflect a distrust of employees.N

P6(q4) This organization's personnel policies encourage favoritism.N

P8(q6) The personnel policies here seem to work against the creation of a "team spirit".N

P11(q9) The personnel policies suggest this organization has confidence in its employees.

P14(q10) In general, the personnel policies seem to encourage cooperation among employees.

P17(q12) The performance appraisal system shows that this organization trusts its employees.

P18(q13) The personnel system seems to make it more difficult for me to achieve my goals.N

P24(q20) Performance measurement practices here seem to create mistrust and resentment among employees.N

P27(q24) This organization's *pay policies* encourage cooperation.

Pay-Level Satisfaction (α(WSRS)=.72)
PAYLVLST

P19(q16) In general, I am satisfied with the amount of pay I receive.

P22(q18) I am treated fairly by this organization's policies regarding such personnel matters as pay *level*.

Performance Rewards (Section V)

<u>Job Is Personal Property ("traditional practices" α(sa)=.80; α(hun)=)</u>
PPROP

T2(q3) Cross-departmental coordination is very poor in this organization.

T⚫(q19)   Whenever I need information from another department, I always get good cooperation from them.N

T1(q26) Sometimes those who hold jobs in this organization act as if the job is their own "personal property".

T3(q29) Too many in this organization withhold information from other departments.

T⚫(q35) There are clear limits on the actions of members of this organization.N

<u>Non-merit Evaluation Criteria ("traditional practices" α(sa)=.78; α(hun)=.79)</u>
NMRT

T⚫(q8) Pay increases are based strictly on job performance in this organization.N

T⚫(q15) "Connection" or "who you know" is more important than job performance in getting ahead here.

T⚫(q27) Promotion is based solely on job performance in this organization.N

T⚫(q31) Some departments in this organization seem to care more about their image than they do about clients or customers.

T⚫(q36) In general, it is the best performers who rise to the top position in this organization.N

<u>Nepotism ("traditional practices" α(sa)=.73; α(hun)=.61)</u>
NEP

T⚫(q7) It really is standard practice in this organization to use one's position to help friends or family.

T⚫(q23) Nepotism reduces this organization's performance.

T⚫(q32)   Some workers in this organization do not seem to have pride in their work.

T⚫(q34) Others have used their jobs here to help themselves or their friends.

Job Performance Rewarded (α(WSRS)=.58)*
REWRDLINK

MA2(q14) By and large, the best performers get promoted in this company.

MA10(q22) Generally speaking, in this company the best performers make the most
money.

* Combined with Appraisal-Rewards Linkage in Hungarian Q for an α=.86.

Performance appraisal ratings are an important influence on chances for promotion in
this organization.

Good performance does not seem to result in rewards here.N

In practice, performance appraisal ratings are not used for promotions and pay rases.N

General Job Attitudes (Final Section)

<u>General Job Satisfaction</u> (taken from Hackman, J.R. and Oldham, G.R. Job Diagnostic Survey *Work Redesign,* Reading, MA: Addison-Wesley, 1980.
SAT

A1(q1.)Generally speaking, I am very satisfied with this job.

A13 (q15). I frequently think of quitting this job.N

A25 (q27) I am generally satisfied with the kind of work I do in this job.

<u>Organizational Commitment</u> (taken from Mowday, R.T, Steers, R.M. & Porter, L.W. (1979) The measurement of organizational commitment, *Journal of Vocational Behavior, 14,* 224-247. (one item removed due to reactivity)
ORGCOM

A4 (q5).I am extremely glad I chose this organization to work for over others I was considering at the time I joined.

A7 (q8) I am proud to tell others that I am part of this organization.

A8 (q10) . I talk up this organization to my friends as a great organization to work for.

A9 (q12) . I find that my values and the organization's values are very similar.

A15 (q18.) I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.

A17 (q20). I really care about the fate of this organization.

A19 (q23). This organization really inspires the best in me in the way of job performance.

A20 (q24.) I would accept almost any type of job assignment in order to keep working for this organization..

<u>Job Security Satisfaction (α(WSRS=.59; α(hun)=.57 w/o new item)</u>
SECSAT

A5 (q6.) I am *not* satisfied with how things look for me in the future in this organization.N

LOSEJOB (q16.) Sometimes I worry about losing my job here.N

A18 (q21.) Generally speaking, I am satisfied with the amount of job security I have.

<u>Coworkers' Effort (α(WSRS)=.71 α(hun)=.77)</u>
CWRKREFF

JE3 (q2).   People here do whatever is necessary to meet deadlines and finish a job.

JE20 (q4). People here can be counted on to lend a hand if I need it.

JE26 (q7.) People here are eager to exceed industry work standards.

JE29 (q13.) People will work overtime if needed to accomplish organizational objectives.

JE37 (q14.) Most employees work hard, whether or not they will get any direct individual benefit or recognition.

<u>Occupational Mobility (combination of two WSRS scales)</u>
MOBILITY

MA4 (q3.) It seems like many of my coworkers are looking for other jobs.

MA7 (q9.) I could probably get a job at another company at the same or higher salary.

MA5 (q11.) I would probably have to relocate to take another job in my profession.N

MA1 (q19.) It is common in my profession to be actively searching for a job.

MA6 (q22.) I am actively looking for another job.

MA8 (q25.) In my profession, the best way to raise your salary substantially is to change companies frequently.

MA11 (q26.) I have considered leaving to start my own company or to go into independent consulting.

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1. How many employees do you supervise directly? NSUPDIR__ EMPLOYEES

2. How many employees do you supervise altogether, including indirect and direct reports?   NSUPTOT__ EMPLOYEES

3. How long have you worked in this organization?   ORGTEN(convert to %yr)

4. How old were you on your last birthday?   AGE   ____ YRS OLD

5. How many total years of formal schooling did you complete? YRSEDUC_ YEARS

6. What is your gender?   GENDER__(1)_M or _(2)_F