APPENDICES

Appendix 1: Original Scale Items

Constructs	Measurement Items
Task Characteristics	
Task Characteristics	The ich allows me to decide on the order in which things are
	The job allows me to plan how I do my work. The job allows me to plan how I do my work.
	The job allows me to plan how I do my work. The job gives me a chance to use my personal initiative or judgment in carrying
	The job allows me to make a lot of decisions on my
	The job allows me to make a lot of decisions of the job provides me with significant autonomy in making decisions. The job provides me with significant autonomy in making decisions.
	to make decisions about
	The Job allows file to wark work The job gives me considerable opportunity for independence and freedom in how
	The job gives me considerable opportunity
	I do the work The job allows me to decide on my own how to go about doing my work.
	The job allows me to decide of the variety
	The job involves a great deal of costs
	The job involves a great deal of test The job involves doing a number of different things The job involves doing a number of a wide range of tasks.
	to the requires the performance
	the involves performing a very
	The job involves performing a variety of tasks. The job involves performing a variety of tasks. The results of my work are likely to significantly affect the lives of other people. The job itself is very significant and important in the broader scheme of things. The job itself is very significant and important in the organization.
	16: - HOM SIDIIII Carre a.
	The job itself is very significant and important means. The job has a large impact on people outside the organization. The work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the job has a significant impact on people outside the large work performed on the large work per
	The job has a significant impos
	The work performed on the job has a sylonganization. The job involves completing a piece of work that has an obvious beginning and the job involves completing a piece of work from beginning to
	organization.
	The job involves completing a piece of well and the job is arranged so that I can do an entire piece of work from beginning to the job is arranged so that I can do an entire piece of work I begin
	The job is arranged so that I can do all cities ?
	end
	The job is arranged so that I call do do. The job provides me the chance to completely finish the pieces of work I begin The job provides me the chance to complete work I start The job provides me the complete work I start
	The work activities themselves provide direct
	The job allows me to The work activities themselves provide direct and clear The work activities themselves provide direct and clear The work activities themselves provide freedback on my job performance. effectiveness (e.g., quality and quantity) of my job performance.
	effectiveness (e.g., quality and quantity) of my effectiveness (e.g., quality and quan
	- Litcalt provides in
	- Il- ution I() II3 Wo
	The organization values my contribution to
Perceived Organization	The organization values my contribution to the organization could hire someone to replace me at a lower salary it would do
Support	is the organization could hire someone to the
	If the organization could fine some so. The organization fails to appreciate any extra effort from me goals and values The organization strongly considers my goals and values
	The organization fails to appreciate my goals and values
	The organization fails to appreciate any extra enough The organization strongly considers my goals and values The organization would ignore any complaint from me
	The organization would ignore any comp
	The organization

	the state of the s
	The organization disregards my best interests when it makes decisions that affect
	me Help is available from the organization when I have a problem
	The organization really cares about my well being
	Even if I did the best job possible, the organization would fail to notice
	The organization is willing to help me when I need a special favour
	The organization is willing to help the when three a special
	The organization cares about my general satisfaction at work The organization cares about my general satisfaction at work
	If given the opportunity, the organization would take advantage of me
	The organization shows very little concern for me
	tion takes pride in my accomplishments at work
	The organization takes pride in my The organization tries to make my job as interesting as possible
Parasivad Cunamisar	My supervisor values my contribution to the company's well being
Perceived Supervisor	to a stallower salary he/she would
Support	If my supervisor could hire someone to replace me at a lower salary he/she would
	do so
	do so My supervisor fails to appreciate any extra effort from me Appreciate any extra effort from me
	My supervisor falls to appreciate any goals and values My supervisor strongly considers my goals and values My supervisor strongly considers my goals and values
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	replace me My supervisor would forgive an honest mistake on my part It would take only a small decrease in my performance for my supervisor to want
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	take me back My supervisor is willing to help me when I need a special favour My supervisor is willing to help me when I need a special favour
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	If I decided to quit, my super. My supervisor cares about my opinions
	My supervisor co

Constructs	Measurement Items
Task Characteristics	The job allows me to make my own decisions about how to schedule my work
	The job allows me to decide on the order in which things are done on the job.
	The job allows me to plan how I do my work.
	The job gives me a chance to use my personal initiative or judgment in carrying
	out the work
	The job allows me to make a lot of decisions on my own
	The job provides me with significant autonomy in making decisions The job provides me with significant autonomy in making decisions
	The job allows me to make decisions about what methods I use to complete my
	work The job gives me considerable opportunity for independence and freedom in how
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	The job itself provides feedback on my performance. The job itself provides me with information about my performance.
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	The organization values my contribution to its well-being.
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	The organization and considers my goals and voices

Constructs	Measurement Items	
Task Characteristics	The job allows me to make my own decisions about how to schedule my work	
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	The job allows me to plan how I do my work.	
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Power	My supervisor values my contribution to the company's well being
Perceived Supervisor	If my supervisor could hire someone to replace me at a lower salary he/she would
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	take me back to hain me Wileli to the back to hair me wileli to the back to hair me wileli to the back
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	My supervisor would try to
	If I decided to quit, my supervisor cares about my opinions My supervisor cares about my opinions
	My supervisor cares

	My supervisor feels that hiring me was a definite mistake
	My supervisor takes pride in my accomplishments at work
	My supervisor cares more about making a profit than about me
	My supervisor would understand if I were unable to finish a task on time
	If my supervisor earned a greater profit, it would consider increasing my salary
	My supervisor feels that anyone can perform my job as well as I do
	My supervisor is unconcerned about paying me what I deserve
	My supervisor wishes to give me the best possible job for which I am qualified
	If my job were eliminated, my supervisor would prefer to lay me off rather than
_	transfer me to a new job
	My supervisor tries to make my job as interesting as possible
	My supervisor is proud that I am a part of this organization
	the Lewis place
Perceived Value	Making the world a better place
Congruence	in the population
Congrue	Being of service to society
	Contributing to humanity
	Forming relationships with co-workers
	Getting to know your fellow workers quite well
	Developing close ties with co-workers
	Salary level
	Total compensation
	The amount of pay
	Gaining respect
	Obtaining status
	Being looked up to by others
	the state of keeping my job
	Being sure I will always have a Job
	a contain my IOD Will last
	Distinct reporting relationships
	A clear chain of command
	Definite lines of authority
	1
	· wany different time
	a starmining the way my was
	Making my own decisions Making my own decisions A greatively if I try hard enough
	viescult problems creatively if I try hard enough
	Making my own decisions I can always manage to solve difficult problems creatively if I try hard enough I can always manage to solve difficult problems creatively if I try hard enough If someone opposes me, I can find the creative means and ways to get what I If someone opposes me, I can find the creatively accomplish my goals.
Creative Self-Efficacy	
010000	
	It is easy for me to stick to my
	It is easy for me to stick to my aims and creatively with unexpected events. I am confident that I could deal efficiently and creatively with unexpected events. I am confident that I could deal efficiently and creatively with unexpected events. Thanks to my creative resourcefulness, I know how to handle unforeseen.
	Thanks to my creative lesson
	situations.
	22

	I can solve most problems creatively if I invest the necessary effort.
	I can remain calm when facing difficulties because I can rely on my coping
	9 /WHENESTON
	when I am confronted with a problem, I can usually find several creative
	solutions.
	If I am in trouble, I can usually think of a creative solution
	I can usually handle creatively whatever comes my way.
	and the activity is interesting
Intrinsic Motivation	Because I think that this activity is interesting
	Because I think that this activity is pleasant
	Because this activity is fun
	Because I feel good when doing this activity Because I feel good when doing this activity
	Because Treet good When the Be
	I enjoy finding solutions to the latest for products. I enjoy coming up with new ideas for products.
	I enjoy engaging in analytical thinking. I enjoy engaging in analytical thinking.
	any procedures for
	I enjoy improving existing processes or products.
E	At my work, I feel bursting with energy
Employee Engagement	to so ich I feel strong and vigorous
	I am enthusiastic about my job
	My job inspires me My job inspires me I feel like going to work
	:- the morning, i les
	Lem proud of the work that
	ad in my work
	I am immersed if my well am working I get carried away when I am working
	Among my colleagues and co workers, I will be the first or nearly the first to try
	The large my colleagues and co workers, I will be the
Employee Creativity	Among my come of method
P10,50	Among my concess out a new idea or method I solve problems which has caused others great difficulty I solve problems which has caused to implement new ideas I investigate and secure funds needed to implement equipment
	I solve problems which I investigate and secure funds needed to implement new to I investigate and secure funds needed to implement new to I usually find new uses for existing methods or existing equipment I usually find new uses for existing methods or the implementation of new ideas
	to ally find new uses to the implement
	I investigate and secure funds needed the secure funds needed to be a secure funds nee
	I develop adequate plans and schedules for the way. I develop adequate plans and schedules for the way. I suggest new and better ways to achieve goal or objectives I suggest new and better ways to achieve goal or objectives I usually search out new technologies, processes, techniques and=or products
	I suggest new technologies, processer,
	Luce existing information or materials
	I use existing information or materials to deliberate the useful to the organization that are useful to the organization I develop ideas, methods, processes, or products that are both original and especially useful to the organization especially useful to the organization quite frequently, the ideas I develop are implemented by the organization or the ideas I generate are relevant for organizational success
	especially useful to the organizational success
	Quite frequently, the ideas I generate are relevant for organi
	especially useful to the organization especially useful to the organization are implemented by the organizational Quite frequently, the ideas I develop are implemented by the organizational success On the whole, the ideas I generate are relevant for organizational success
	I have original ideas
1.4	
Creative Personality	I proliferate ideas I am stimulating

	I cope with several new ideas at the same time
	I will always think of something when stuck
	I would sooner create than improve
	I have fresh perspectives on old problems
	I often risk doing things differently
	I like to vary set routines at a moment's notice
	I prefer to work on one problem at a time
	I can stand out in disagreement against group
	I need the stimulation of frequent change
	I prefer changes to occur gradually
	I am thorough
	I master all details painstakingly
	I am methodical and systematic
	I enjoy detailed work
	I am (not) a stead}' plodder
	I am consistent
	I impose strict order on matters within own control
	I fit readily into "the system"
	l conform
	I readily agree with the team at work
	I never seek to bend or break the rules
	I never act without proper authority
	I am prudent when dealing with authority
	I like the protection of precise instructions
	Lam predictable
	Larefer colleagues who never "rock the boat"
	Llike bosses and work patterns which are consistent
	I work without deviation in a prescribed way
	I hold back ideas until obviously needed
_	I Hold back room