

# APPENDICES

## Appendix 1: Original Scale Items

Constructs	Measurement Items
<b>Task Characteristics</b>	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 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 I do the work
	The job allows me to decide on my own how to go about doing my work.
	The job involves a great deal of task variety
	The job involves doing a number of different things
	The job requires the performance of a wide range 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 has a large impact on people outside the organization.
	The work performed on the job has a significant impact on people outside the organization.
	The job involves completing a piece of work that has an obvious beginning and end.
	The job is arranged so that I can do an entire piece of work from beginning to end.
	The job provides me the chance to completely finish the pieces of work I begin
	The job allows me to complete work I start
	The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance
	The job itself provides feedback on my performance.
	The job itself provides me with information about my performance.
<b>Perceived Organization Support</b>	The organization values my contribution to its well-being.
	If the organization could hire someone to replace me at a lower salary it would do so.
	The organization fails to appreciate any extra effort from me
	The organization strongly considers my goals and values
	The organization would ignore any complaint from me

	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 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
	The organization cares about my opinions
	The organization takes pride in my accomplishments at work
	The organization tries to make my job as interesting as possible
<b>Perceived Supervisor Support</b>	My supervisor values my contribution to the company's well being
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	My supervisor is willing to extend itself in order to help me perform my job to the best of my ability
	My supervisor would fail to understand my absence due to a personal problem
	If my supervisor found a more efficient way to get my job done they would 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 to replace me
	My supervisor feels there is little to be gained for employing me for the rest of my career
	My supervisor provides me little opportunity to move up the ranks
	Even if I did the best job possible, my supervisor would fail to notice
My supervisor would grant a reasonable request for change in my working conditions	
If I were laid off, my supervisor would prefer to hire someone new rather than take me back	
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	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

<b>Perceived Value Congruence</b>	Making the world a better place
	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
	Being certain of keeping my job
	Being sure I will always have a job
	Being certain my job will last
	Distinct reporting relationships
	A clear chain of command
	Definite lines of authority
	Doing a variety of things
	Doing something different every day
Doing many different things on the job	
Doing my work in my own way	
Determining the way my work is done	
Making my own decisions	

<b>Creative Self-Efficacy</b>	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 want.
	It is easy for me to stick to my aims and creatively accomplish my goals.
	I am confident that I could deal efficiently and creatively with unexpected events.
	Thanks to my creative resourcefulness, I know how to handle unforeseen situations.

	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 creative abilities.
	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.
<b>Intrinsic Motivation</b>	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
	I enjoy finding solutions to complex problems.
	I enjoy coming up with new ideas for products.
	I enjoy engaging in analytical thinking.
	I enjoy creating new procedures for work tasks.
	I enjoy improving existing processes or products.
<b>Employee Engagement</b>	At my work, I feel bursting with energy
	At my job, I feel strong and vigorous
	I am enthusiastic about my job
	My job inspires me
	When I get up in the morning, I feel like going to work
	I feel happy when I am working intensely
	I am proud of the work that I do
	I am immersed in my work
	I get carried away when I am working
<b>Employee Creativity</b>	Among my colleagues and co workers, I will be the first or nearly the first to try out a new idea or method
	I solve problems which has caused others great difficulty
	I investigate and secure funds needed to implement new ideas
	I usually find new uses for existing methods or existing equipment
	I develop adequate plans and schedules for the implementation of new ideas
	I suggest new and better ways to achieve goal or objectives
	I usually search out new technologies, processes, techniques and=or product ideas
	I use existing information or materials to develop ideas, methods, or products that are useful to the organization
	I develop ideas, methods, processes, or products that are both original and especially useful to the organization
	Quite frequently, the ideas I develop are implemented by the organization
	On the whole, the ideas I generate are relevant for organizational success
<b>Creative Personality</b>	I have original ideas
	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 steady) plodder
	I am consistent
	I impose strict order on matters within own control
	I fit readily into "the system"
	I 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
	I am predictable
	I prefer colleagues who never "rock the boat"
	I like bosses and work patterns which are consistent
	I work without deviation in a prescribed way
	I hold back ideas until obviously needed