

APPENDIX 22

JOB CHARACTERISTICS INDEX

Included in the 1978 survey is a measure of perceived job characteristics developed by Sims, Szilagyi and Keller.¹ This scale, the Job Characteristics Index (JCI), is an extension of the work first begun by Turner and Lawrence in 1965.² The JCI was preceded by an instrument developed by Hackman and Oldham known as the Job Diagnostic Survey (JDS)³ whose dimensions are also incorporated in the JCI but in a simpler format. Comparisons of the JCI and JDS by Dunham⁴ have shown that both scales tend to collapse to a one dimensional scale measuring job complexity. Therefore, we shortened the JCI, selecting one scale item which loaded strongly on each of the dimensions of job complexity shown to be important in earlier research. In their 1976 article Sims, et al. reported the necessary factor analysis scores which we used to obtain the abbreviated scale. The seven questionnaire items which comprise the shortened JCI scale are in Section 8, question 23, subquestions 1-5, and questions 24A and C.

¹Sims, Henry R., Szilagyi, Andrew, and Keller, Robert. "The Measurement of Job Characteristics," Academy of Management Journal 26:2 (June, 1976) 195-212.

²Turner, A.N. and Lawrence, P.R. Industrial Jobs and the Workers: An Investigation of Responses to Task Attributes. Boston: Harvard University Press, 1965.

³Hackman, J.R. and Oldham, J.R. "Development of the Job Diagnostic Survey," Journal of Applied Psychology. 60 (1975), 159-170.

⁴Pierce, Jon L. and Dunham, Randall B. "The Measurement of Perceived Job Characteristics: The Job Diagnostic Survey vs. the Job Characteristics Inventory," Academy of Management Journal 21:1 (March, 1978) 123-128.

Dunham, Randall B., Aldag, Ramon, and Brief, Arthur P. "Dimensionality of Task Design as Measured by the Job Diagnostic Survey," Academy of Management Journal 20:2 (June, 1977) 209-223.