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**COMPARISON OF PUBLISHED MEASURES
OF JOB SATISFACTION ON A TAXONOMY
OF JOB REWARDS**

By

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This technical report has been reviewed and is approved for publication.

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The present study was part of a larger effort to explore the job satisfaction-reward-performance linkages. The overall logic of the work is that rewards influence both the level of satisfaction a person feels towards his work and the performance exhibited by that person on the task. The present study was directed toward the accomplishment of 4 specific objectives: 1. To develop a comprehensive list of job rewards. 2. To develop, in particular, a list of rewards of an intrinsic nature. 3. To compare published measures of job satisfaction.		

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4. To compare, in particular, the Air Force Occupational Attitude Inventory against other measures of satisfaction.

A number of sources were used in developing the taxonomy of job rewards. The final list consisted of six major categories (General Organizational Rewards, Task, Interaction With Others, Extrinsic Rewards, External Rewards, and Overall Job Satisfaction). Within a major category there were also a number of subcategories as well as a very large number of specific reward areas. A considerable number (35) of intrinsic rewards were listed within the major category of "Task," under the categories of "intrinsic rewards" and "personal control."

Once the list of job rewards was complete, eighteen measures of job satisfaction were compared as to the degree which they either fully or partially covered each of the major categories, subcategories, and specific reward areas. Included among these measures was the Air Force Occupational Attitude Inventory (OAI). By far the most comprehensive measures were the OAI, which covered 107 specific reward areas, and the Minnesota IRC Satisfaction scales, which covered 90 specific reward areas. In addition, the OAI covered 13 of 15 subcategories and the Minnesota Scales covered 12 of 15 categories.

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PREFACE

The work reported in this study was funded by the Air Force Office of Scientific Research. This work was related to ongoing research in the Occupation and Manpower Research Division of the Air Force Human Resources Laboratory. Dr. Joe T. Hazel and Capt. John O. Edwards, Jr., were the monitors from this Division. The research was completed under project 2313, Human Resources, task 2313T1, Job Requirements and Personnel Utilization, work unit 2313T107, Improved Productivity Through Use of Intrinsic Rewards.

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COMPARISON OF PUBLISHED MEASURES OF JOB SATISFACTION ON A TAXONOMY OF JOB REWARDS

I. INTRODUCTION

The concept of job satisfaction has been a major variable in industrial psychology since the 1930s. Literally thousands of articles have appeared over the years dealing with the topic. This work has dealt with defining it, developing measures of it, and exploring its relationship with other variables.

The Air Force has been actively involved in the job satisfaction area for two major reasons. First, having personnel with high levels of job satisfaction is a worthwhile goal in itself. Second, job satisfaction has shown consistent relationships with important behaviors, especially turnover (Porter & Steers, 1973).

The work reported here is part of a larger effort to explore the job satisfaction-reward-performance linkages. The overall logic of the work is that rewards influence both the level of satisfaction of a person on a job, and also his or her level of performance. In this particular report we attempt to generate a rather complete listing of rewards that exist in organizations and then compare existing measures of job satisfaction, including the Air Force's own Occupational Attitude Inventory (Tuttle, Gould, & Hazel, 1975; Gould, in press), as to how well these measures tapped these various types of rewards.

In particular, the work reported here had four specific objectives:

1. To develop as comprehensive a list as possible of the various types of rewards that could be available in an organization. This listing could be useful not only in comparing job satisfaction measures, but also for serving as a base for any attempt to modify the existing reward structure of an organization. For example, if one wished to institute an incentive reward system, examination of the reward list could be quite helpful in isolating potential incentives.
2. Of particular interest was the area of intrinsic satisfaction. The overall research project has and will continue to focus on intrinsic motivation. (Intrinsic motivation may be defined as a state where a person values high performance because he himself experiences positive affect when his performance is high.) Thus, it was particularly important to develop as comprehensive a list as possible of rewards of a more intrinsic nature.
3. To compare the major published measures of job satisfaction. This comparison had two components. One was to see how well the existing measures covered the reward area domain. The second was to be able to compare existing measures against each other in terms of what areas they covered. This sort of comparison will be especially useful for someone wanting to select a particular measure to use in a given setting.
4. Finally, as a special case of objective #3, it was desired to compare the Air Force Occupational Attitude Inventory to other existing measures in terms of content coverage.

II. PROCEDURES

The initial phase of this study was to generate the listing of reward areas. The goal was to generate as comprehensive a listing as possible. However, it was felt that to be really representative, these reward areas should be based on issues that are salient to people on actual jobs. That is, while it is beneficial for a researcher to intuitively develop lists of reward areas, it seemed more beneficial to rely heavily on what people in jobs said they liked and disliked about their jobs.

Two sources for this sort of information were used. The first source was a popular book, *Working*, by Studs Terkel. This may seem to be a somewhat unusual source, but it is extremely appropriate. In essence,

the book is a source of indepth interviews with people on all sorts of jobs talking about their work and what they like and dislike. It has several unique features which make it very worthwhile for this purpose. First, the interviews are very rich in content. They are fairly lengthy, and appear to deal with issues of real concern to the people. Second, the interviewees represent an extremely wide range of jobs. Included are people in such diverse jobs as corporate executive, auto mechanic, waitress, auto assembly foreman, farmer, hotel switchboard operator, professor, airline stewardesses, secretary, writer, actor, press agent, telephone solicitor, and janitor. Finally, since the book is in essence transcripts from the interviews, the material is in the actual words of the job incumbent.

To develop the list of reward areas, the interviews in this book were carefully content analyzed. This procedure resulted in a list of approximately 975 specific reward areas.

The second source of material for the listing of reward areas came from interviews with Air Force personnel conducted as an earlier project (Pritchard, Von Bergen, & DeLeo, 1974). This project was an examination of incentive motivation techniques. As one part of this project, interviews were conducted with several hundred Air Force personnel at all ranks to determine the rewards they saw available in the Air Force. Based on a content analysis of these interviews, approximately 375 reward areas were identified. While some of these reward areas were specific to the Air Force, the vast majority could apply to any job.

The third source of reward areas was more traditional. Existing measures of job satisfaction and job attitudes were examined. Approximately fifty instruments were covered, and from this approximately 150 major reward areas were isolated.

At this point, approximately 1,500 reward areas were accumulated ranging from very specific rewards only present on one job, to major categories or reward. The next step was to edit and condense the list. To do this, several waves of editing took place. Items were combined, highly specific items were made more general, and a series of categories and subcategories were developed.

The final listing (Table 1) contains six major categories, a series of subcategories, and a large number of specific reward areas. The first major category is termed General Organization Rewards. It includes the subcategories of expected inputs, personnel control policies, interaction characteristics and management ability. This category is meant to reflect characteristics of the organization as a whole. That is, it refers to rewards that are controlled by the overall organization and not by a specific work group or supervisor. The second major category is rewards related to the Task. The subcategories are intrinsic rewards, personal control, working conditions, and work demands. This category refers to rewards that generally come about from doing the work assigned. That is, the rewards come from the kind of work done, the setting in which it is done, and the psychological meaning of the work.

Table 1. Final List of Rewards

I. General Organization	5. Company policies toward personnel
A. Expected Inputs	a. Fairness
1. Organizational Expectations of involvement	b. Clarity
2. Degree of expected ingratiation	c. Uniformity of administration
3. Pressure to conform	d. Interference with/enhancement of job duties
4. Pressure for performance	e. Stability
5. Degree of discipline	6. Degree of control over where located
B. Personnel Control Policies	7. Union
1. Development orientation (improving the abilities and skills of personnel)	a. Freedom to join union
2. Degree of organizational control over personal habits, appearance	b. Negative consequences due to union membership
3. Quality of training (degree of preparation)	8. Transfer to other jobs or locations
4. Job mobility due to training, ability or company policies	a. Frequency of
	b. Ease of getting when desired
	9. Selection/Placement practices
	a. Fairness
	b. Adequacy
	c. Recruiting

Table 1 (Continued)

10. Layoffs		19. Importance of job
C. Interaction Characteristics		20. Job complexity
1. Conflict - cooperation between groups or subunits		21. Rate of change in the nature of the job
2. Quality of formal organizational communication		22. Work puts you in embarrassing situations
3. Status polarization (status levels clearly indicated and rigidly enforced)		23. Being able to help others (inside the organization)
4. Organization's concern with social responsibility		24. Being able to keep busy
5. Differentiation of responsibilities among formal organizational subunits		25. Feeling of competency in doing job
6. Management's relation with workers		26. Amount of responsibility in job
7. Support for lower level supervisors		
8. Ideas offered from lower levels		B. Personal Control
a. Concern for		1. Being able to do your tasks in the order you want to
b. Use of		2. Degree of independence
9. Worker input into decision making/goal setting		3. Working when you want to
		4. Working at your own pace
D. Management Ability		5. Being able to use your own methods of doing the job
1. Competence/Intelligence (at dealing with environment)		6. Being able to take breaks
2. Degree of success of the organization		7. Being able to move around while working
3. Concern for improving internal operations		8. Being told in advance about changes that effect your work
4. Formalization of rules and procedures (red tape, paperwork, etc.)		9. Being able to work with whom you want
5. Clarity of authority structures		
6. Openness to change		C. Working Conditions
7. Organization's long range plans		1. Working conditions
a. Clarity		a. Unclean conditions
b. Presence of		b. Injury possibility
c. Direction of		c. Dangerous or unhealthy materials
d. Communication		d. Pleasantness
8. Overall quality of product or service		e. Heat - cold
9. Overall organization of work activities		f. Lighting
		g. Ventilation
		h. Noise
		i. Space available
II. Task		2. Facilities
A. Intrinsic rewards		a. Eating
1. Meaningfulness of work		b. Water, drinking
2. Opportunity for creativity		c. Toilets
3. Degree to which doing the job is pleasurable		d. Rest areas
4. Being able to see the results of your efforts		3. Possibility of hurting co-workers or subordinates
5. Provides for new experiences		a. Physical
6. Ability to meet interesting people		b. Psychological
7. Pride in doing a good job		4. Availability of resources to do job
8. Getting a feeling of accomplishment from a good job		a. Tasks
9. Job allows you to prove your own skills		b. Equipment
10. Job gives you a chance to develop your potentials		c. Supplies
11. Degree to which job utilizes your abilities (including experience, training, education)		d. Personnel
12. Degree to which work is challenging		5. Degree to which you work alone
13. Ability to complete a whole unit of work (closure)		6. Degree of automation
14. Degree to which job allows for learning of usefull skills		7. Efficiency of job design
15. Emotional involvement with job		8. Quality of resources to do job
16. Interestingness of job		a. Supplies
17. Boringness of task		b. Personnel
18. Repetitiveness vs. variety of job		c. Equipment
		9. Safety precautions
		D. Work Demands
		1. Hours worked
		a. Number
		b. Regularity
		c. Time of day
		d. Convenience
		e. Flexibility

Table 1 (Continued)

2. Physical demands	14. Interpersonal attraction
3. Mental demands (mental fatigue)	a. Peers
4. Overworked – underworked	b. Supervisor
5. Degree of stress, tension, anxiety	c. Subordinates
6. Time pressures	15. Pressure to conform from
a. Degree of	a. Peers
b. Negative or positive effects of	b. Supervisor
7. Equality of amount of work done or effort exerted	c. Subordinates
III. Interaction With Others	
A. General	
1. Degree to which people seeks his ideas about job	16. Recognition
a. Peer	a. Fairness of contingencies
b. Supervisor	b. Clarity of contingencies
c. Subordinates	c. Amount of
2. Sympathy when difficulties develop in doing the job	17. Amount of power over
a. Peer	a. Peers
b. Supervisor	b. Supervisor
c. Subordinates	c. Subordinates
3. Honesty (in work matters)	d. Resources
a. Peer	18. Friendliness or hostility of
b. Supervisor	a. Peers
c. Subordinates	b. Supervisor
4. Helpfulness in doing job of	c. Subordinates
a. Peer	19. Job competence
b. Supervisor	a. Peers
c. Subordinates	b. Supervisor
5. Opportunity to criticize	c. Subordinates
a. Peer	20. Social contacts
b. Supervisor	a. Amount
c. Subordinates	b. Opportunity for
6. Openness to change	21. Moral standards of (accepted to the individual involved)
a. Peer	a. Peers
b. Supervisor	b. Supervisor
c. Subordinates	c. Subordinates
7. Feedback about how he does his job	22. Cooperation
a. Clarity	a. Peers
b. Amount	b. Supervisor
c. Timeliness	c. Subordinates
8. Communication (to/from people you work with)	23. Involvement with organization of
9. Degree of support (help person when in need)	a. Peers
a. Peers	b. Supervisor
b. Supervisor	c. Subordinates
c. Subordinates	24. Loyalty to organization of
10. Degree to which person trusts (believes) others	a. Peers
11. Degree to which person is trusted by	b. Supervisor
a. Peers	c. Subordinates
b. Supervisor	25. Performance Evaluation (quality and appropriateness)
c. Subordinates	26. Required to do unethical things
12. Getting respect as a person	27. Degree to which person supervises others
a. Peers	
b. Supervisor	B. Supervisor
c. Subordinates	1. Clarity of your job duties
13. Being considered as an important person	2. Concerned with the quality of internal operations (specific environment)
a. Peers	3. Human relations of supervisor
b. Supervisor	4. Fairness to work assignments
c. Subordinates	5. Supervisor: impulsive vs. well-thought-out practices
	6. Discipline
	7. Amount of responsibility given
	8. Conflict – Cooperation with one's supervisor
	9. Consistency of feedback from one supervisor to another

Table 1 (Continued)

10. Degree of influence person has in decision making	7. Job Security
11. Consistency of sent roles	a. Degree of
12. Degree to which supervisor exploits person	b. Contingencies
13. Degree of pressure for performance from supervisor	8. Advancement
14. Willingness of supervisor to take care of problems that come up among subordinates	a. Fairness of contingencies
15. Type of supervision given	b. Clarity of contingencies
16. The way supervisor supports his men	c. Speed of (possibility for)
C. Peers	9. Desirability of present locality (i.e., place of assignment)
1. Team spirit	a. Housing facilities
2. Degree of competition among peers	b. Educational opportunities
3. Ambition of peers	c. Cultural opportunities
4. Feelings of equality among peers	d. Shopping facilities
5. Degree to which they work hard	e. Cost of living
D. Clients	f. Size
1. Being considered important by clients	g. Climate
2. Respect of person by clients	10. Being rewarded for extra inputs (e.g., overtime, taking work home, etc.)
3. Power of clients over organization	11. Union
4. Power of clients over person	a. How well it gets extrinsics
a. Job Security	b. How well it protects person
b. Autonomy	c. Fairness of policies
5. Demands made by clients	12. Travel
6. Degree to which person deals with customers or public	a. Degree required
	b. Opportunity for
	c. Degree of comfort possible when traveling (comfortable rooms, travel itself is not long and arduous)
IV. Extrinsic	13. Way you have to dress, i.e., work attire
1. Pay - type of pay system (e.g., bonus, piece rate, etc.)	14. Overtime
2. Pay - fairness of way amount is determined (contingency)	a. Opportunity for
3. Pay	b. Fairness of assignment to
a. Amount of	15. Convenience of work location
b. Regularity of	a. Availability of transportation to work
4. Pay - equity of	b. Time it takes to get to work
5. Pay raises	c. Parking facilities
a. Amount	
b. Fairness	V. External
c. Contingencies	1. Status of job with
6. Fringe Benefits	a. Family
a. Vacations	b. Friends
b. Retirement	c. Community
c. Medical	d. Other similar organizations
d. Dental	2. Conflict with personal life
e. Insurance	a. Time with family, friends
f. Expense account	b. Privacy
g. Miscellaneous benefits (car, facilities, status symbols, etc.)	3. Helping - hurting the public (other persons in general)
	4. Helping - hurting the environment

The third major category is *Interaction with Others*. The first subcategory is termed *general*, and consists of a variety of rewards that are related to interaction with peers, superiors, and subordinates. Other subcategories deal with interaction issues more directly related to (a) supervisor, (b) peers, and (c) clients. The fourth major category is *Extrinsic Rewards*, and covers such areas as pay, fringe benefits, job security, etc. The last major category is *External Rewards*. These are rewards that, in general, come from sources outside the organization. Examples include status of the job with friends, conflict of the job with personal life, and helping - hurting the environment.

By far the largest category of rewards concerned the individual employee's interaction with other persons while on the job. One hundred and twenty-eight items fell into this major category. A relatively large number of rewards directly associated with the type of task the employee was doing were also found (84 items). The major categories of extrinsic rewards and general organizational rewards were represented by 50 and 55 items respectively. Only 16 external rewards were found as important to workers across a large number of jobs.

Once the list of reward areas was complete, eighteen satisfaction measures (Table 2) were selected for use in the second phase of the study. These measures were selected on the basis of (a) they seemed representative of the entire body of job satisfaction measures, and (b) they appeared to be standard measures which had been used to some degree in other investigations concerning job satisfaction.

Table 2. Name, Abbreviation and Original Source of the 18 Job Satisfaction Measures Used in the Study

Name	Abbreviation	Original Source	
Aldefer (1967)	1967 Aldefer	Aldefer, C. P.	1967
About Your Company	AYC	King, D. C.	1960
Employee Opinion Survey	EOS	Bolda, R. A.	1958
Index of Employee Satisfaction	IES	Morse, N.	1953
Index of Job Satisfaction	IJS	Kornhauser, A.	1965
Job Dimensions Blank	JDB	Schlotzer, V.	1965
Job Descriptive Index	JDI	Smith, P.C.	
		Kandall, L., &	
		Hulin, C.	1969
Job Satisfaction Scale	JS	Hoppock, R.	1935
Job Satisfaction Index	JS Index	Brayfield, A.H., &	
		Rothe, H. F.	1951
Job Satisfaction Inventory	JS Inventory	Twery, R., Schmid, J.,	
		& Wrigley, C.	1958
Job Satisfaction Scale	JSS	Johnson, G. H.	1955
Managerial Job Attitudes	MJA	Harrison, R.	1960
Minnesota IRC Employee	Minn IRC EAS	Carlson, R.E.,	
Attitude Scale		Dawes, R.V.,	
		England, G.W., &	
		Loftquist, L. H.	1962
Minnesota IRC Satisfaction	Minn IRC SS	Industrial Relations	
Scales		Center, University	
		of Minnesota	1975
Minnesota Satisfaction	MSQ	Weiss, D.J.,	
Questionnaire		Dawes, R. V.,	
		England, G. W., &	
		Loftquist, L. H.	1967
Need Satisfaction in Work	NSW	Schaffer, R.	1953
USAF Occupational Attitude	OAI	Occupational &	
Inventory		Manpower Research	
		Division, Lackland	
		AFB, Texas	1975
Survey of Organizations	SO	Taylor, J. C., &	
		Bowers, D. G.	1972

Each of the items on the eighteen measures was then examined, and a determination was made as to which reward area the item tapped. In most recent cases this was fairly straightforward. However, there were several situations where the determination of which reward area an item covered was more difficult. The first of these was the case where an item covered a more general category of reward, but did not cover the specific reward areas under that more general category. For example, under the category of Personal Control (II, 3) there are nine specific reward areas such as being able to do your tasks in the order you want to, working when you want to, working at your own pace, etc. If a particular item in one measure read, "How satisfied are you with your ability to work at your own speed?", this was handled simply by placing an "X" in the cell of the matrix (Table 3) corresponding to the column for that particular measure and the row for the reward area of working at your own pace. However, if an item read, "Having control over my work," this is more general and could contain elements from a number of more specific reward areas. In this case, a different designation was used in the matrix. Specifically, an "O" was placed in the row for the more general reward area. This would thus indicate that there is an item covering this reward area in a general or overall sense, but that the more specific reward areas under that category are not necessarily directly covered.

The second complicating situation was where an item covered a particular reward area only partially. That is, the item was somehow related to the reward area, but did not cover it completely. In this case, a "P" was indicated at the appropriate point in the matrix.

Finally, there were several instruments which included overall satisfaction items. Some of these were truly overall satisfaction in that they asked, for example, "Considering everything, how satisfied are you with your job?". Other instruments contained items covering major categories such as the company, the work itself, etc. It was felt valuable to reflect these coverages in the matrix, and the most convenient way to do this was to add another major category of rewards (VI) entitled Overall Job Satisfaction. This is not meant to be received as another category of rewards, but merely a way of indicating coverage of broader categories of reward.

The result of this process is presented in Table 3. It reflects the coverage of each of the eighteen measures on each of the categories of rewards.

Table 4 presents a summary of the matrix by indicating the total number of reward areas covered by each of the measures. By far the two most thorough measures were the Air Force Occupational Attitude Inventory (107 reward areas), and the Minnesota IRC Satisfaction Scales (90 reward areas). Such widely used measures as the Job Descriptive Index (42 reward areas) and the Minnesota Satisfaction Questionnaire (44 reward areas) did relatively well as compared to the other job satisfaction scales, as did the Job Satisfaction Scale (Johnson, 1955). It should be noted, however that less than 1/3 of the total possible reward areas were covered by even the most thorough satisfaction measure (107 out of 340).

In an effort to get some indication as to the degree to which specific reward areas were covered across all 18 of the satisfaction measures, Table 5 was constructed in a manner similar to Table 3, but with only 15 major subareas of rewards included. A satisfaction measure was considered to have "covered" a particular subarea if, as indicated in Table 3, it included at least two specific rewards within that major subarea. From Table 5 we see that both intrinsic rewards and general interaction rewards were covered by 14 of the 18 and 13 of the 18 satisfaction measures respectively. Interaction with the supervisor, extrinsic rewards, and overall rewards are also well represented among the 18 measures. Rewards relating to expected organization inputs, personal control, and specific interactions with peers and clients were under-represented among the 18 measures. In regard to the comparison of the 18 measures as to their coverage of these major reward subareas, the results were essentially the same as when considering all 340 of the specific rewards. There was, however, a greater proportion of the major subareas covered than was the case with the more specific rewards (e.g., the OAI covered 13 of 15 major subareas as compared to 107 of 340 specific rewards). Note that although only 10 of 19 measures included an item concerning overall job satisfaction, a number of these measures actually *do* cover this area by summing all of the items on the measure to get "overall" satisfaction.

Table 3. Comparison of 18 Job Satisfaction Measures

Reward Areas		1967 Alderfer	AYC	EOS	IES	JDB	JDI	JS Index	JS Inventory	JSS	MJA	EAS	Minn. IRC	SS	MSQ	NSW	OAI	SO
I. General Organization																		
A. Expected Inputs																		
1.	Organizational Expectations of involvement																	
2.	Degree of expected ingratiation																	
3.	Pressure to conform																	
4.	Pressure for performance																	
5.	Degree of discipline																	
B. Personnel Control Policies																		
1.	Development orientation (improving the abilities and skills of personnel)																	
2.	Degree of organizational control over personal habits, appearance																	
3.	Quality of training (degree of preparation)																	
4.	Job mobility due to training, ability or company policies																	
5.	Company policies toward personnel																	
a.	Fairness																	
b.	Clarity																	
c.	Uniformity of administration																	
d.	Interference with/enhancement of job duties																	
e.	Stability																	
6.	Degree of control over where located																	
7.	Union																	
a.	Freedom to join union																	
b.	Negative consequences due to union membership																	
8.	Transfer to other jobs or locations																	
a.	Frequency of																	
b.	Ease of getting when desired																	
9.	Selection/Placement practices																	
a.	Fairness																	
b.	Adequacy																	
c.	Recruiting																	
10.	Layoffs																	
C. Interaction Characteristics																		
1.	Conflict - cooperation between groups or subunits																	
2.	Quality of formal organizational communication																	
3.	Status polarization (status levels clearly indicated and rigidly enforced)																	
4.	Organization's concern with social responsibility																	
5.	Differentiation of responsibilities among formal organizational subunits																	

Table 3 (Continued)

Reward Areas	1967 Alderfer	AYC	EOS	IES	IJS	JDB	JDI	JS Index	JS Inven- tory	JSS	MJA	Minn.			MSQ	NSW	OAI	SO
												IRC	EAS	SS				
6. Management's relation with workers																		
7. Support for lower level supervisors																		
8. Ideas offered from lower levels																		
a. Concern for																		
b. Use of																		
9. Worker input into decision making/goal setting																		
D. Management Ability																		
1. Competence/Intelligence (at dealing with environment)																		
2. Degree of success of the organization																		
3. Concern for improving internal operations																		
4. Formalization of rules and procedures (red tape, paperwork, etc.)																		
5. Clarity of authority structures																		
6. Openness to change																		
7. Organization's long range plans																		
a. Clarity																		
b. Presence of																		
c. Direction of																		
d. Communication																		
8. Overall quality of product or service																		
9. Overall organization of work activities																		
II. Task																		
A. Intrinsic rewards																		
1. Meaningfulness of work																		
2. Opportunity for creativity																		
3. Degree to which doing the job is pleasurable																		
4. Being able to see the results of your efforts																		
5. Provides for new experiences																		
6. Ability to meet interesting people																		
7. Pride in doing a good job																		
8. Getting a feeling of accomplishment from a good job																		
9. Job allows you to prove your own skills																		
10. Job gives you a chance to develop your potentials																		
11. Degree to which job utilizes your abilities (including experience, training, education)																		
12. Degree to which work is challenging																		
13. Ability to complete a whole unit of work (closure)																		

Table 3 (Continued)

Reward Areas		1967 Alderfer	AYC	EOS	IES	US	JDB	JD1	JS Index	JS Inventory	JSS	MJA	EAS	Minn. IRC	SS	MSQ	NSW	OAI	SO
14.	Degree to which job allows for learning of useful skills	X		X			X		X	X	X							X	
15.	Emotional involvement with job			X		X			X	X	X			X				X	
16.	Interestingness of job			X				P	X	X	X			X				X	
17.	Boringness of task			X				P	X	X	X			X				X	
18.	Repetitiveness vs. variety of job	X		X			X		X	X	X			X				X	
19.	Importance of job	X		X					X	X	X			X				X	
20.	Job complexity			X				P						X				X	
21.	Rate of change in the nature of the job	X									X							X	
22.	Work puts you in embarrassing situations																		
23.	Being able to help others (inside the organization)																		
24.	Being able to keep busy															X		X	
25.	Feeling of competency in doing job										X			X		X		X	
26.	Amount of responsibility in job														X				
B. Personal Control																			
1.	Being able to do your tasks in the order you want to											0							
2.	Degree of independence																		
3.	Working when you want to						X			X				X		X		X	
4.	Working at your own pace																	X	
5.	Being able to use your own methods of doing the job																	X	
6.	Being able to take breaks						X												
7.	Being able to move around while working																		
8.	Being told in advance about changes that effect your work																		
9.	Being able to work with whom you want																		
C. Working Conditions																			
1.	Working conditions			0															
a.	Unclean conditions			X															
b.	Injury possibility			X															
c.	Dangerous or unhealthy materials			X															
d.	Pleasantness																		
e.	Heat - cold																		
f.	Lighting			X															
g.	Ventilation			X															
h.	Noise			X															
i.	Space available																		
2. Facilities																			
a.	Eating																		
b.	Water, drinking																		
c.	Toilets																		
d.	Rest areas																		
3. Possibility of hurting co-workers or subordinates																			
a.	Physical																		
b.	Psychological																		

Table 3 (Continued)

Reward Areas		1967 Alderfer	AYC	EOS	IES	IJS	JDB	JDI	JS Index	JS Inven- tory	JSS	MJA	Min. IRC EAS	Min. IRC SS	MSQ	NSW	OAI	SO
4.	Availability of resources to do job										X		X					X
a.	Tasks																	
b.	Equipment																	X
c.	Supplies																	
d.	Personnel													X				
5.	Degree to which you work alone																	
6.	Degree of automation																	X
7.	Efficiency of job design											X						
8.	Quality of resources to do job																	
a.	Supplies																	
b.	Personnel																	
c.	Equipment																	
9.	Safety precautions																	X
D.	Work Demands																	
1.	Hours worked						X		0		0							X
a.	Number																	
b.	Regularity																	X
c.	Time of day																	X
d.	Convenience																	X
e.	Flexibility																	
2.	Physical demands						P	X										X
3.	Mental demands (mental fatigue)						X											X
4.	Overworked - underworked																	
5.	Degree of stress, tension, anxiety						X											X
6.	Time pressures						X											X
a.	Degree of																	
b.	Negative or positive effects of																	
7.	Equality of amount of work done or effort exerted												X			X		X
III. Interaction With Others																		
A.	General																	
1.	Degree to which people seek his ideas about job														X			
a.	Peer																	
b.	Supervisor																	
c.	Subordinates																X	X
2.	Sympathy when difficulties develop in doing the job																	
a.	Peer																	
b.	Supervisor																	
c.	Subordinates																	
3.	Honesty (in work matters)																	
a.	Peer																	
b.	Supervisor																	
c.	Subordinates																	
4.	Helpfulness in doing job of																	
a.	Peer																	
b.	Supervisor																	
c.	Subordinates																	

Table 3 (Continued)

Reward Areas	1967 Alderfer	AYC	EOS	IES	JUS	JDB	JDI	JS Index	JS Inven- tory	JSS	Minn. Minn.			MSQ	NSW	OAI	SO
											MJA	EAS	IRC				
5. Opportunity to criticize																	X
a. Peer																	
b. Supervisor																	
c. Subordinates																	
6. Openness to change	X											X					
a. Peer																	
b. Supervisor																	
c. Subordinates																	
7. Feedback about how he does his job	X					X	X			X	X		X	X		X	X
a. Clarity																	
b. Amount																	
c. Timeliness																	
8. Communication (to/from people you work with)	X											X	X	X		X	X
9. Degree of support (help person when in need)	X								X								
a. Peers																	
b. Supervisor														X			
c. Subordinates													X				
10. Degree to which person trusts (believes) others										X							
a. Peers																	
b. Supervisor																	
c. Subordinates																	
11. Degree to which person is trusted by																	
a. Peers																	
b. Supervisor																	
c. Subordinates																	
12. Getting respect as a person	X									P							
a. Peers																	
b. Supervisor																	
c. Subordinates																	
13. Being considered as an important person						X											
a. Peers																	
b. Supervisor																	
c. Subordinates																	
14. Interpersonal attraction																	
a. Peers																	
b. Supervisor																	
c. Subordinates																	
15. Pressure to conform from																	
a. Peers																	
b. Supervisor																	
c. Subordinates																	
16. Recognition																	
a. Fairness of contingencies																	
b. Clarity of contingencies																	
c. Amount of																	
17. Amount of power over																	
a. Peers																	
b. Supervisor																	
c. Subordinates																	
d. Resources																	

Table 3 (Continued)

Reward Areas	1967 Alderfer	AYC	EOS	IES	JUS	JDB	JDI	JS Index	JS Inven- tory	JSS	Minn.			MSQ	NSW	OAI	SO
											IRC	EAS	SS				
18. Friendliness or hostility of																	
a. Peers							X			X	X			X		X	X
b. Supervisor													X				X
c. Subordinates																X	X
19. Job competence																	
a. Peers																	
b. Supervisor										X			X				
c. Subordinates												X	X			X	X
20. Social contacts																	
a. Amount							X								X		
b. Opportunity for																	
c. Moral standards of (accepted to the individual involved)																	
a. Peers																	
b. Supervisor																	
c. Subordinates																	
21. Cooperation																	
a. Peers																	
b. Supervisor																	
c. Subordinates																	
22. Involvement with organization of																	
a. Peers																	
b. Supervisor																	
c. Subordinates																	
23. Loyalty to organization of																	
a. Peers																	
b. Supervisor																	
c. Subordinates																	
24. Performance Evaluation (quality and appropriateness)																	
25. Required to do unethical things																	
26. Degree to which person supervises others																	
Supervisor																	
1. Clarity of your job duties																	
2. Concerned with the quality of internal operations (specific environment)																	
3. Human relations of supervisor																	
4. Fairness to work assignments																	
5. Supervisor: impulsive vs. well-thought-out practices																	
6. Discipline																	
a. degree of																	
b. fairness of																	
7. Amount of responsibility given																	
8. Conflict - Cooperation with one's supervisor																	
9. Consistency of feedback from one supervisor to another																	

Table 3 (Continued)

Reward Areas	1967 Alderfer	AYC	EOS	IES	JUS	JDB	JDI	JS Index	JS Inven- tory	JSS	Minn.			MSQ	NSW	OAI	SO
											EAS	IRC	SS				
10. Degree of influence person has in decision making	X					X	X			X							P
11. Consistency of sent roles																	
12. Degree to which supervisor exploits person	X																
13. Degree of pressure for performance from supervisor						X	P										X
14. Willingness of supervisor to take care of problems that come up among subordinates																	
15. Type of supervision given	X						X										
16. The way supervisor supports his men							P										
C. Peers																	
1. Team spirit																	
2. Degree of competition among peers	X					X	X										X
3. Ambition of peers																	P
4. Feelings of equality among peers																	X
5. Degree to which they work hard																	X
D. Clients																	
1. Being considered important by clients																	X
2. Respect of person by clients																	X
3. Power of clients over organization																	X
4. Power of clients over person																	X
a. Job Security																	
b. Autonomy																	
5. Demands made by clients																	
6. Degree to which person deals with customers or public																	
IV. Extrinsic																	
1. Pay - type of pay system (e.g. bonus, piece rate, etc.)						X											
2. Pay - fairness of way amount is determined (contingency)						X											X
3. Pay	X																
a. Amount of																	
b. Regularity of						X	X										
4. Pay - equity of						X	X										
5. Pay raises	X																
a. Amount																	
b. Fairness																	
c. Contingencies																	
Fringe Benefits																	
a. Vacations	X																X
b. Retirement																	X
c. Medical																	X
d. Dental																	X
e. Insurance																	
f. Expense account																	
g. Miscellaneous benefits (car, facilities, status symbols, etc.)																	X

Table 3 (Continued)

	1967 Alderfer	AYC	EOS	IES	JIS	JDB	JDI	JS Index	JS Inven- tory	JSS	Minn.			MSQ	NSW	OAI	SO
											IRC	EAS	SS				
7. Job Security																	
a. Degree of contingencies																	
b. Advancement																	
a. Fairness of contingencies																	
b. Clarity of contingencies																	
c. Speed of (possibility for)																	
Desirability of present locality (i.e., place of assignment)																	
a. Housing facilities																	
b. Educational opportunities																	
c. Cultural opportunities																	
d. Shopping facilities																	
e. Cost of living																	
f. Size																	
g. Climate																	
10. Being rewarded for extra inputs (e.g., overtime, taking work home, etc.)																	
11. Union																	
a. How well it gets extrinsics																	
b. How well it protects person																	
c. Fairness of policies																	
12. Travel																	
a. Degree required																	
b. Opportunity for																	
c. Degree of comfort possible when traveling (comfortable rooms, travel itself is not long and arduous)																	
13. Way you have to dress, i.e., work attire																	
14. Overtime																	
a. Opportunity for																	
b. Fairness of assignment to																	
15. Convenience of work location																	
a. Availability of transportation to work																	
b. Time it takes to get to work																	
c. Parking facilities																	
V. External																	
I. Status of job with																	
a. Family																	
b. Friends																	
c. Within organization																	
d. Community																	
e. Persons in same profession																	

Table 3 (Continued)

Reward Areas	1967 Alderfer	AYC	EOS	IES	JDB	JDI	JS Index	JS Inventory	JSS	MJA	Minn. IRC			MSQ	NSW	OAI	SO
											EAS	SS	SS				
2. Status of organization with																	
a. Family																X	
b. Friends		X															
c. Community												X	X				
d. Other similar organizations																	
a. Conflict with personal life					X										X	X	
b. Time with family, friends																	
c. Privacy									X								
4. Helping - hurting the public (other persons in general)					X								X		X	X	
5. Helping - hurting the environment																	
VI. Overall Job Satisfaction																	
1. Peers			0	0	0		0	0	0	0	0	0	0			X	0
2. Supervisor								X			X					X	X
3. Subordinates																	
4. Work itself			X										X				X
5. Pay	X			X	X	X											
6. Company/plant		X		X	X	X		P									

Table 4. Summary of Reward Area Coverage

Instrument	Abbreviation	# of Reward Areas Covered
Aldefer (1967)	1967 Aldefer	27
About Your Company	AYC	13
Employee Opinion Survey	EOS	16
Index of Employee Satisfaction	IES	12
Index of Job Satisfaction	IJS	6
Job Dimensions Blank	JDB	41
Job Descriptive Index	JDI	42
Job Satisfaction Scale	JS	1
Job Satisfaction Index	JS Index	6
Job Satisfaction Inventory	JS Inventory	16
Job Satisfaction Scale	JSS	55
Managerial Job Attitudes	MJA	24
Minnesota IRC Employee Attitude Scale	Minn IRC EAS	30
Minnesota IRC Satisfaction Scales	Minn IRC SS	90
Minnesota Satisfaction Questionnaire	MSQ	44
Need Satisfaction in Work	NSW	18
USAF Occupational Attitude Inventory	OAI	107
Survey of Organizations	SO	33

Table 5. Comparison of 18 Satisfaction Measures Across 15 Major Reward Areas

1967 Alderfer	AYC	EOS	IES	IJS	JDB	JDI	JS	JS Index	JS Inven- tory	JSS	MJA	Minn IRC EAS	Minn IRC SS	MSQ	NSW	OAI	SO	# of Measures which cover each area
Expected Inputs																		2
Personnel Control																X		2
Polices	X								X						X			6
Organizational Interaction		X																6
Characteristics											X					X	X	6
Management Ability											X					X	X	5
Intrinsic Rewards	X							X			X					X	X	14
Personal Control																		3
Working Conditions		X								X	X					X		7
Work Demands										X	X					X		5
General Information	X								X	X	X				X	X	X	13
Interaction Supervisor	X								X	X	X				X	X	X	10
Interaction Peers										X						X	X	3
Interaction Clients																		3
Extrinsic	X									X	X				X	X	X	12
External										X					X	X		6
Overall Satisfaction		X	X	X				X	X	X		X	X				X	10
# of Areas Covered	4	4	3	3	2	8	7	1	2	5	9	6	7	12	6	3	13	7

III. CONCLUSIONS

Four objectives were presented at the beginning of this report. We shall consider each item in terms of the conclusions that can be drawn regarding them.

1. A very large list of reward areas was indeed generated by the procedures used. We feel fairly confident that the list is quite comprehensive in that it was based on what large numbers of people said about their own jobs in the interviews, and based on existing job satisfaction and job attitude measures.

2. A large number of rewards were identified that are intrinsic in nature. Some thirty-five rewards were identified under the categories of Intrinsic Rewards and Personal Control. While most of the job satisfaction measures included some coverage of these intrinsics, most cover them only partially. The major exceptions to this are the Air Force OAI which covers 22 of the 36, and the Minnesota IRC SS instrument which covers 18.

3. The results do in fact enable us to compare the measures of job satisfaction. We are able to see how well different reward areas are covered, and able to compare specific measures against each other for breadth of coverage.

4. This comparison clearly indicates that the Air Force Occupational Attitude Inventory, while it does not cover all the specific reward areas, is by far the most comprehensive measure of job satisfaction of those commonly in use.

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