An Empirical Study of Core Job Characteristics and Employee Motivation in a Multinational Beverage Company

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ABSTRACT

This research is an empirical study using Hackman and Oldham's Job Characteristics Model (JCM. (See Figure 1.) Motivating Potential Scores (MPS) are examined for a multinational beverage manufacturer located in Guatemala, Central America. Seventy-six completed surveys were completed utilizing the short form of the Job Diagnostic Survey (JDS) instrument, which was translated into Spanish by a certified Spanish professor. (See Appendix for JDS and demographic data forms.) The researchers evaluated if there was a significant difference between the core job characteristics for a multinational beverage manufacturing company by demographic group and if there was a significant difference between the responses to the survey questions relative to the demographics group. The researchers found low motivating potential scores in the study as compared to the Hackman and Oldham database for the manufacturing industry and found no statistically significant differences in the core job characteristics dimensions by demographic group.

Keywords: Job Characteristics Model, Hackman and Oldham, skill variety, task significance, task identity, autonomy, feedback, and Motivating Potential Score.

Introduction

The Job Characteristics Model (JCM), developed by Hackman and Oldham in 1976 is one of the most studied theories in the discipline of organizational psychology. The JCM of work redesign is based on motivation literature and the seminal theorist Herzberg. The JCM is used to study and redesign work to enhance employee and organizational outcomes. Hackman and Oldham (1980) argued that the theory of job redesign comes from the premise that it may be better to match the job to the worker and not the worker to the job. As one observer stated "We try to have a peg fit into the hole in a peg board. Why do we not just take the hole, and resize it to fit the peg (Hackman & Oldham, 1980)? This research study analyzed the core job dimensions and the overall MPS by demographic group in a US-based multinational beverage manufacturing company.

Review of the Literature

As noted above, the theory of work redesign is based on motivation literature, specifically on Hackman & Oldham's Job Characteristics Theory (Hackman, Oldham, 1976). The Hackman & Oldham model was developed to specify how job characteristics and individual differences interact to affect the satisfaction, motivation, and productivity of individuals at work. The model is specifically for use in planning and conducting changes in the design of work. Several studies have supported the theory of motivation through job redesign (Ford, 1969; Lawler, 1973; Maher, 1971; Myers 1970; Special Task Force, HEW, 1973 Vroom, 1964). Studies of job redesign have found this technique can (1) significantly reduce turnover and absenteeism, (2) improve job satisfaction, (3) improve the quality of products, and (4) improve productivity and output rates (Steers and Porter, 1987). Even though research has found substantial support for motivation through job redesign, some negative aspects have also been noted in the literature. Job redesign, for instance, can (1) expand training time and cost and (2) increase re-tooling and production systems changes (Steers and Porter, 1987). A study of job redesign by Seeborg (1978) utilized the MPS and the JDS instrument. The study was evaluating the influence of employee participation in job redesign. The study analyzed whether an employee would redesign their job the same way the supervisor would. The study used the JDS to evaluate the three psychological states of experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual outcomes of the work. The MPS was used to compute the motivating potential for each job. This study found supervisors were more interested in vertically loading the jobs and employees were more concerned with the social aspects of the jobs (Seeborg, 1978).

More recent studies of JCM, in general, found JCM variables tend to correlate positively with outcomes. These include: Moloi (2007), Blanz (2017), Allen, Duffy, & Collisson (2018), Sameer, Mohamed, and Mohamad (2019), Johari & Yahya, (2016), Renier & Vawda, (2014), Sameer, Mohamed, and Mohamad (2019), Sever & Malbasic (2019), Frose, Peltokorpi, Varma, and Hansel (2019), Johari, Mohd Shamsudin, Tan, Yahya, & Adnan (2019), Mothepane and Kokt,

(2021), Casey, Hilton, and Schmidt (2021), Seqhobane and Kokt (2021).

Moloi (2007) utilized the JCM to study 11th and 12th-grade educators in 14 selected secondary schools. The study investigated JCM's five core job dimensions and their relationship to race and gender. The study analyzed JCM results in 15 Qwaqwa schools and found the theory to be valid. Moloi (2007) recommended further studies be conducted to confirm or disprove the propositions of the JCM.

In a later study, Blanz (2017) surveyed 734 social workers in Germany. A replication study of 101 new people was also conducted. As with previous research studies in the for-profit sector, the German social workers showed consistent and positive correlations for the five job core characteristics as well as the three psychological states in not-for-profit settings. This research found all JCM variables correlated positively with job satisfaction as mediated through the three psychological states.

Using the JDS, Allen, Duffy, & Collisson (2018) tested the recommendations that helping others leads to more meaningful work. This study found that self-reported performance was significantly related to both meaningful work and task significance. More specifically, meaningful work fully moderated the relation between task significance and two measures of self-reported job performance. In addition, Johari & Yahya (2016) found task significance and feedback had a significant impact on job performance, which was consistent with a study by Renier & Vawda (2014). Renier & Vawada (2014) found the four job characteristics of task identity, task significance, task variety feedback, and autonomy correlated positively to job stratification among white-collar workers in South Africa.

In the Sameer, Mohamed, and Mohamad (2019) study, the five job characteristics of skill variety, task significance, feedback, job identity, and autonomy are positively related to the four components of psychological capital. Hope, self-efficacy, and resilience were positively related to task performance. In that same year, Sever & Malbasic (2019) found high correlations between JCM variables in the workplace, and motivation was rated positive moderate, and almost good. The characteristics between the interaction of JCM independent variables and the dependent variable of job satisfaction were positive. Also, that year, a test of the motivating effects of employee gender, age, and educational level between merit-based rewards and job satisfaction was conducted by Frose, Peltokorpi, Varma, and Hansel. Similar to other studies, this research found positive effects on job satisfaction (Frose, Peltokorpi, Varma, and Hansel, 2019). In addition, this study found a positive relationship between the JCM and voluntary turnover. The effect of merit-based rewards on job satisfaction was moderated by gender and education, providing evidence that merit-based rewards are more important for male and highly educated employees.

Consistent with the research studies above, Johari, Mohd Shamsudin, Tan, Yahya, & Adnan (2019) found feedback positively influenced employee well-being which served as a significant mediator in the relationship between feedback and job performance.

In 2019, the first study to integrate the theory of Job Design and the four components of psychological capital was conducted. Sameer, Mohamed, and Mohamad (2019) also found that the five job characteristics of skill variety, task significance, feedback, job identity, and autonomy are positively related to the four components of psychological capital. Hope, self-efficacy, and resilience were positively related to task performance. This is the first study to link job design and psychology capital in an Arab Country.

A study on millennial-aged employees on motivation found autonomy and task identity did not contribute to the motivation of millennial hospitality employees (Seqhobane and Kokt, 2021). They also found that among millennial hospitality employees, a positive relationship existed between task identity, task significance, and feedback toward motivation. However, a negative relation existed between autonomy and task identity toward motivation. Therefore, millennial hospital employees were motivated by task significance, task variety, and feedback, but not by autonomy or task identity. Also, that year, Casey, Hilton, and Schmidt conducted an international study of the Job Characteristics Model. Statistically significant differences in the scores were found when comparing the Motivating Potential Scores of employees in the United States and in non-U.S. companies, which may be due to culture (Casey, Hilton, and Schmidt, 2021).

In summary, there is substantial evidence that there are positive relationships between the variables in the job characteristics model, productivity, and satisfaction. The results of Sameer, Mohamed, and Mohamad (2019) indicate the need for future research on the job characteristics model as a way to redesign work to enhance productivity and satisfaction.

Research Questions and Hypotheses

R1: Is there a significant difference between the core job characteristics for a multinational beverage manufacturing company by marital status?
H1: There is a significant difference between the core job characteristics for a multinational beverage manufacturing company by marital status.
H0: There is not a significant difference between the core job characteristics for a multinational beverage manufacturing company by marital status.
R2: Is there a significant difference between the core job characteristics for a multinational beverage manufacturing company by gender?
H1: There is a significant difference between the core job characteristics for a multinational beverage manufacturing company by gender.

H0: There is not a significant difference between the core job characteristics for a multinational beverage manufacturing company by gender.
R3: Is there a significant difference between the core job characteristics for a multinational beverage manufacturing company by age?
H1: There is a significant difference between the core job characteristics for a multinational beverage manufacturing company by job age.
H0: There is not a significant difference between the core job characteristics for a multinational beverage manufacturing company by age.
R4: Is there a significant difference between the core job characteristics of a multinational beverage company by job classification?
H1: There is a significant difference between the core job characteristics for a multinational beverage manufacturing company by job classification.
H0: There is not a significant difference between the core job characteristics for a multinational beverage manufacturing company by job classification.

Review of the Research

The researchers studied a multinational beverage manufacturer with 76 completed surveys. The researchers computed skill variety, task identity, task significance, autonomy, feedback, and motivating potential scores for the workers by marital status, gender, age, and job classification. The researchers also evaluated the demographics by question.

Table 1
Overall Scores

Dimensions	
Skill Variety	3.36
Task Identity	3.63
Task Significance	3.67
Autonomy	3.14
Feedback	3.60
MPS*	40.23

Table 2
Marital Status

Dimensions	1	2	3	Average
Skill Variety	3.30	3.40	3.80	3.50
Task Identity	3.65	3.55	3.55	3.58
Task Significance	3.67	3.55	3.25	3.19
Autonomy	3.23	3.43	3.00	3.22
Feedback	3.63	3.52	3.33	3.49
MPS*	41.48	42.32	38.50	39.71

1=Single
2=Married
3=Separated/Divorced

Table 3
By Gender

Dimensions	1	2	Average
Skill Variety	3.31	3.36	3.33
Task Identity	3.68	3.56	3.62
Task Significance	3.54	3.72	3.63
Autonomy	3.01	3.20	3.10
Feedback	3.54	3.63	3.59
MPS*	37.50	41.16	39.33

1=Male
2=Female

Table 4
Age

Dimensions	21-25	26-30	31-52	Average
Skill Variety	3.50	3.43	3.46	3.46
Task Identity	3.68	3.52	3.31	3.50
Task Significance	3.66	3.77	3.59	3.67
Autonomy	3.16	3.16	3.15	3.16
Feedback	3.58	3.55	3.49	3.54
MPS*	40.82	40.05	38.1	39.63

Table 5
By Job Classification

	Supervisors	Staff	Average
Dimensions			
Skill Variety	3.60	3.29	3.45
Task Identity	3.71	3.61	3.66
Task Significance	4.16	3.55	3.66
Autonomy	3.41	3.08	3.25
Feedback	3.40	3.59	3.50
MPS*	44.42	38.54	41.48

Table 6
Question by Gender

Question	Male	Female	Variance	Average
1	2.94	3.44	-.025	3.19
2	3.56	3.59	-.02	3.58
3	3.58	4.05	-.24	3.82
4	3.72	3.51	.11	3.62
5	3.53	3.61	-.04	3.57
6	367	3.76	-.04	3.72
7	3.72	3.33	.2	3.53
8	4.03	3.49	.27	3.76
9	2.72	3.05	-.17	2.89
10	4.22	3.76	.23	3.99
11	3.21	2.78	.22	3.0
12	3.03	3.54	-.26	3.29
13	3.44	4.00	-.28	3.72
14	4.39	4.10	.15	4.25
15	3.94	3.63	.16	3.79
16	3.42	3.51	-.04	3.47
17	2.72	3.29	-.029	3.01
18	2.25	2.85	-.3	2.55
19	2.87	3.49	-.31	3.18
20	2.77	4.18	-.71	3.48
21	3.67	3.00	.34	3.34
22	4.06	3.37	.35	3.72
23	4.22	3.20	.51	3.71

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Table 7
Question by Position

Question	Supervisor	Staff	Variance	Average
1	3.57	3.16	0.41	3.37
2	3.79	3.55	0.24	3.67
3	4.14	3.82	0.32	3.98
4	4	3.52	0.48	3.76
5	3.79	3.48	0.31	3.64
6	3.86	3.67	0.19	3.77
7	2.57	2.37	0.2	2.47
8	4.07	3.65	0.42	3.86
9	2.64	3.07	-0.43	2.86
10	3.71	3.95	-0.24	3.83
11	3	3.45	-0.45	3.23
12	2.57	2.58	-0.01	2.58
13	1.71	2.18	-0.47	1.95
14	4.29	4.12	0.17	4.21
15	3.5	3.67	-0.17	3.59
16	2.36	2.35	0.01	2.36
17	2.43	2.83	-0.4	2.63
18	2.86	3.37	-0.51	3.12
19	2.29	2.67	-0.38	2.48
20	1.64	2.6	-0.96	2.12
21	3.14	3.08	0.06	3.11
22	3.64	3.43	0.21	3.54
23	4	3.28	0.72	3.64

Table 8
Question by Age

Question	Ages 21-25	Ages 26-30	Ages 31-52	Average
1	3.14	3.21	3.33	3.23
2	3.68	3.58	3.53	3.60
3	3.59	4.00	3.90	3.83
4	3.63	3.54	3.63	3.60
5	3.55	3.46	3.63	3.55
6	3.55	3.50	3.93	3.66
7	3.86	3.13	3.70	3.56
8	3.68	3.58	3.77	3.68
9	2.91	2.96	3.03	2.97
10	3.91	3.75	4.00	3.89
11	2.36	4.92	2.67	3.32
12	3.32	3.58	3.37	3.42
13	3.86	3.83	3.93	3.87
14	4.14	3.92	4.23	4.10
15	3.77	3.38	3.73	3.63
16	3.64	3.58	2.27	3.16
17	3.09	3.38	3.17	3.21
18	2.50	3.17	3.10	2.92
19	3.36	3.63	3.27	3.42
20	3.64	3.90	3.73	3.76
21	2.91	3.09	3.20	3.07
22	3.63	3.38	3.37	3.46
23	3.50	3.79	3.79	3.69

Table 9
Question by Marital Status

Question	Male	Female	Variance	Average
1	3.15	3.00	0.15	1.65
2	3.59	3.00	0.59	2.09
3	3.82	5.00	-1.18	1.32
4	3.57	4.00	-0.43	1.57
5	3.63	4.00	-0.37	1.63
6	3.71	3.00	0.71	2.21
7	3.19	5.00	-1.81	0.69
8	3.73	3.00	0.73	2.23
9	2.86	3.00	-0.14	1.36
10	3.98	4.00	-0.02	1.98
11	2.53	5.00	-2.47	0.03
12	3.41	3.00	0.41	1.91
13	3.88	5.00	-1.12	1.38
14	4.08	4.00	0.08	2.08
15	3.59	3.00	0.59	2.09
16	3.67	4.00	-.33	3.84
17	3.20	4.00	-0.80	1.2
18	2.56	4.00	-1.44	0.56
19	3.45	3.00	0.45	1.95
20	3.71	2.00	1.71	2.71
21	3.08	3.00	0.08	1.58
22	3.47	3.00	0.47	1.97
23	3.53	4.00	-0.47	1.53

Table 10 R1
ANOVA: Single Factor by Martial Status

SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
Column 1	23	79.22	3.444348	0.197044
Column 2	23	82.26	3.576522	0.163733
Column 3	23	80.28	3.490435	0.206604

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	0.207038	2	0.103519	0.547351	0.581083	3.135918
Within Groups	12.48238	66	0.189127			
Total	12.68942	68				

In evaluating the results from the ANOVA for Marital Status R1, the p-value is greater than the significance level of .05, we do not have enough evidence to reject the null hypothesis that the population means are all equal. However, the F of .547 value was less than the F critical of 3.14, so the researchers rejected the alternative Hypothesis and accepted the null. The ANOVA indicates there is a difference in the mean that is particularly significant. The MPS score was higher for those married with a 42.32 score followed by those single with a 41.48 or a variance of .84. The participants that were either divorced or separated had the lowest MPS score of 39.71. Some variances that had significant variances were autonomy, feedback, task significance, and skill variety. Single participants scored 3.23 on autonomy with married at 3.43 and separated or divorced at 3.00. For feedback single scored 3.63, married, 3.52 with separated and divorced at 3.33. For task significance, those single scored 3.67, married at 3.55 with separated or divorced at 3.25. For skill variety, those separated or divorced scored the highest at 3.80 followed by married at 3.40 and single at 3.30.

Table 11 R2
ANOVA: Single Factor
By Gender
SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
Column 1	6	58.97217	9.828695	239.7536
Column 2	6	57.19654	9.532757	219.7424

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	0.262738	1	0.262738	0.001144	0.973689	4.964603
Within Groups	2297.48	10	229.748			
Total	2297.743	11				

In evaluating the results from the ANOVA for gender R2, the p-value is greater than the significance level of .05, we do not have enough evidence to reject the null hypothesis that the population means are all equal. The researcher's noted F was .000114 which is less than the F critical of 4.964603, therefore, the researchers rejected the alternative Hypothesis and accepted the null. The ANOVA indicates there is a difference in the mean that is particularly significant. Females had a Motivating Potential Score (MPS) of 41.16 with males scoring 37.50. The average score by gender was 39.33 with the males scoring 1.83 below the average. Researchers found the largest variance in task significance where males scored 3.54 while females scored 3.72 with a .18 variance. Also, females scored .19 above males in autonomy. With task significance and autonomy scores higher for females, this had a substantial impact on the MPS score. Female employees felt they what they were doing was more significant than males and they had more autonomy in their jobs.

Table 12 R3
ANOVA: Single Factor
By Age
SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
Column 1	23	79.22	3.444348	0.197044
Column 2	23	82.26	3.576522	0.163733
Column 3	23	80.28	3.490435	0.206604

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	0.207038	2	0.103519	0.547351	0.581083	3.135918
Within Groups	12.48238	66	0.189127			
Total	12.68942	68				

In evaluating the results from the ANOVA for age R3, the p-value is greater than the significance level of .05, we do not have enough evidence to reject the null hypothesis that the population means are all equal. The researcher's noted F was .0547351 which is less than the F critical of 3.135918, therefore, the researchers rejected the alternative Hypothesis and accepted the null. The ANOVA indicates there is a difference in the mean that is particularly significant. The 21 to 25 age group had an overall MPS of 40.82 which was .77 higher than the 26-30 group and 1.19 higher than the 31 to 52 age group. This indicates that the 21-15 group was more motivated in their positions. It was interesting that the 26-30 age group average for task significance was higher indicating they believe what they are doing is more significant than the other age groups.

Table 13 R4
ANOVA: Single Factor by
Job Classification

SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
Column 1	6	62.7	10.45	277.0278
Column 2	6	55.66	9.276667	205.5651

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	4.130133	1	4.130133	0.017116	0.898505	4.964603
Within Groups	2412.965	10	241.2965			
Total	2417.095	11				

In evaluating the results from the ANOVA for job classification R4, the p-value is greater than the significance level of .05, we do not have enough evidence to reject the null hypothesis that the population means are all equal. The researcher's noted F was .017116 which is less than the F critical of 4.964603, therefore, the researchers rejected the alternative Hypothesis and accepted the null. The ANOVA indicates there is a difference in the mean that is particularly significant.

Supervisors had an MPS score of 44.42 with staff at 38.54 or 5.88. Several dimensions had significant variances. Managers scored .31 higher on skill variety and .61 higher on task significance. The only dimension where managers scored lower was on feedback. This correlates with their position in that they are providing feedback to their staff.

Conclusion

The researchers evaluated the five core dimensions and MPS score by overall scores, marital status, gender, age, and job classification. The researchers also looked at each question by the above demographics. The study was comprised of 76 completed surveys from a multinational beverage company located in Guatemala, Central America. The researchers rejected the alternative hypothesis and accepted the null for each of the research questions.

The researchers found the motivating potential score was 40.23 in this study. This compares to the Hackman and Oldham manufacturing database score of 89.59. One reason for the low score may be the surveys in the Hackman and Oldham database were from the United States and the surveys from this research study were from Guatemala. Culture may play a part in this variance.

For research question R1: Is there a significant difference between the core job characteristics for a multinational beverage manufacturing company by marital status, the researchers rejected the alternative hypothesis and accepted the null there is not a significant difference between the core job characteristics for a multinational beverage manufacturing company by marital status.

In evaluating research question R2, is there a significant difference between the core job characteristics for a multinational beverage manufacturing company by gender, the researchers rejected the alternative hypothesis and accepted the null there is not a significant difference between the core job characteristics for a multinational beverage manufacturing company by gender.

For the next research question, R3, is there a significant difference between the core job characteristics for a multinational beverage manufacturing company by age, the authors once again rejected the alternative hypothesis and accepted the null there is not a significant difference between the core job characteristics for a multinational beverage manufacturing company by age.

For the final research question, R4: is there a significant difference between the core job characteristics of a multinational beverage company by job classification, the researchers once again rejected the alternative hypothesis and accepted the null there is not a significant difference between the core job characteristics for a multinational beverage manufacturing company by job classification.

The researchers found there was no relationship between the core job characteristics for a multinational beverage company by marital status, gender, age, or job classification.

The researchers also found that when evaluating each question by gender, major variances were found in questions 8,12,13,19,20,21,22 and 23. The researchers found the major variances per question when looking at position were in questions 1,4,11,18, and 23. When the researchers evaluated each question by age they found the highest averages in questions 3,10,14,15 and 23. When the researchers looked at the questions by marital status the highest variances were in questions 2,6,7,8,11,13,18 and 20.

Suggestions for Future Research

The researchers suggest future studies be conducted for comparisons with similar companies in the United States as well as other countries to determine if similar results are found. The researchers recommend future research incorporate tests of the Hackman and Oldham model and components of psychological capital (hope, self-efficacy, optimism, and resilience), and consider the impact culture may have on the results. The researchers also recommend conducting further research on the variances found in each question by gender. In the review of the literature, the researchers did not find any research that evaluated the Hackman and Oldham model looking at gender or other demographics by question.

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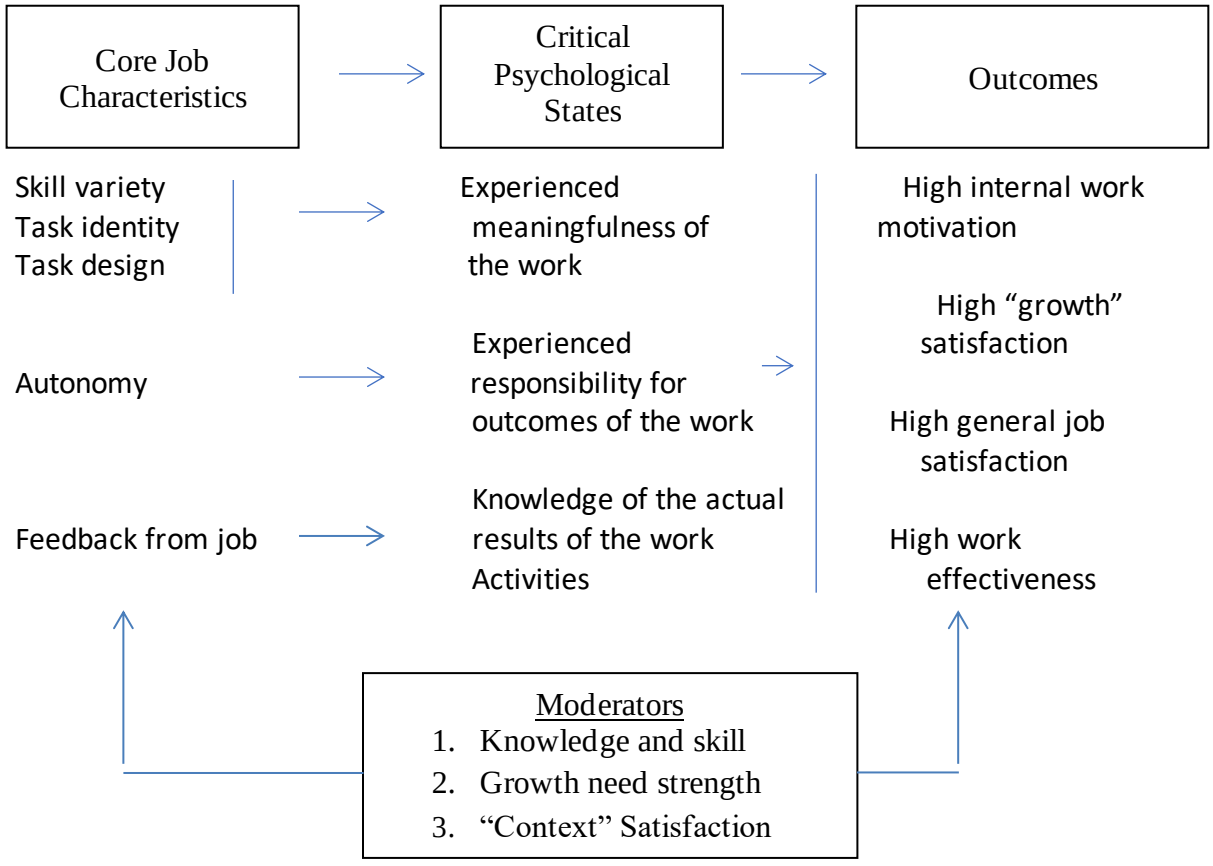
FIGURE 1

THE HACKMAN AND OLDHAM MODEL OF JOB REDESIGN AND MOTIVATION



Motivating potential score (MPS) =

$$\left[\frac{\text{Skill variety + Task identity + Task significance}}{3}\right] \text{ X Autonomy X Feedback.}$$

Appendix

Aplicación de habilidades 4.2: Diagnostico de Trabajo

Hackman y Oldham diseñaron un instrumento de auto-reporte para que sea usado por encargados de compañías para diagnosticar su ambiente de trabajo. El primer paso es calcular el "resultado de motivación" de su trabajo al completar el siguiente cuestionario.

Utilice las escalas de abajo para indicar si cada oración es una descripción exacta o inexacta de su presente o el más reciente trabajo. Después de completar el instrumento, utilice la siguiente escala para anotar los resultados de cada una de las características de trabajo.

5 = Describe exactamente ***3 = De alguna forma descriptivo*** ***1 = No describe para nada***
4 = Muy descriptivo ***2 = No es muy descriptivo***

_____ 1. Yo tengo casi toda la responsabilidad para decidir cómo y cuándo el trabajo necesita ser terminado.
_____ 2. Soy capaz de realizar múltiples tareas usando mis múltiples habilidades y talentos.
_____ 3. Yo comienzo un trabajo hasta terminarlo. Los resultados de mis esfuerzos son claramente visibles y fáciles de identificar.
_____ 4. Lo que yo hago afecta el bienestar de otras personas en diferentes formas.
_____ 5. Mi supervisor me brinda sugerencias de cómo mejorar mi trabajo.
_____ 6. El trabajo por sí mismo me provee información acerca de qué tan eficiente estoy haciendo mi trabajo.
_____ 7. Yo hago insignificantes contribuciones para el producto o servicio final.
_____ 8. Yo uso varias habilidades y talentos en este trabajo.
_____ 9. Yo tengo poca libertad de decidir cómo el trabajo tiene que ser hecho.

_____ 10. Hacer el trabajo en sí me provee oportunidades para saber qué tan eficiente lo estoy realizando.
_____ 11. El trabajo es bastante simple y repetitivo.
_____ 12. Mi supervisor o compañeros de trabajo rara vez me dan evaluaciones acerca de cuán eficiente estoy haciendo mi trabajo.
_____ 13. Lo que hago no afectará las personas que están alrededor de mí.
_____ 14. Mi trabajo involucra varias habilidades y talentos.
_____ 15. Nuestros supervisores nos dicen qué tan efectivos estamos haciendo nuestro trabajo.
_____ 16. Mi trabajo es compartido, por eso no tengo oportunidad de hacer un trabajo completo desde el inicio hasta el final.
_____ 17. Mi trabajo no me permite usar discreción o participar en toma de decisiones.
_____ 18. Las exigencias de mi trabajo son rutinarias y predecibles.
_____ 19. Mi trabajo me provee pocas pistas acerca de mi desempeño como empleado y si estoy haciendo mi trabajo adecuadamente.
_____ 20. Mi trabajo no es muy importante para la compañía.
_____ 21. Mi trabajo me da bastante libertad para realizar mis tareas.
_____ 22. Mi trabajo me provee oportunidades para terminar un trabajo por completo.
_____ 23. Mucha gente es afectada por el trabajo que yo realizo.

Demographic Survey

Genero/Sexo: Masculino_____ Femenino_____

Dpartamento de Terabajo: _____

Posicion de Trabajo:_____

Edad:_____

Estado Civil (escoja uno):

_____Soltero(a) _____Casado(a) _____Separado(a)/Divorciado(a)