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**APPENDIX E
JOB DIAGNOSTIC SURVEY NORMATIVE DATA
FOR SEVERAL JOB FAMILIES**

In this appendix average Job Diagnostic Survey (JDS) scale scores for a number of job categories are presented. These data were obtained from 6930 employees who worked on a wide variety of jobs in 56 organizations throughout the United States. JDS data were collected from individuals who worked on several specific jobs within each job family. The scores of the respondents who worked on the specific jobs within the category were averaged and the means and standard deviations calculated (Oldham, Hackman, and Stepina, 1979).

These means and standard deviations can be used by practitioners to determine if a target job's characteristics are out of line with the appropriate norms. All that is required is that the investigator obtain scores for the target job's characteristics by averaging the JDS scores for all job incumbents. These scores are then compared with the appropriate norms provided in the following table. If the target job's scores are less than one standard deviation away from the normative mean, this suggests that there is an insignificant difference between the two scores. If the target score is (plus or minus) two or more standard deviations from the focal norm, it suggests that the target job is quite discrepant from the normative base. For example, assume that a target clerical job has a task significance score of 2.10. The table shows that this score is more than two standard deviations away from the reported mean, suggesting that action to improve the task significance of the job might be appropriate.

Job Diagnostic Survey Means and Standard Deviations for Several Job Families

Variable	Professional or Technical		Managerial		Clerical		Sales		Service		Processing		Machine Trades		Bench Work		Structural Work	
	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.
Skill variety	5.4	1.0	5.6	.94	4.0	1.3	4.8	1.2	5.0	1.4	4.2	1.2	5.1	1.2	4.2	1.2	5.2	1.1
Task identity	5.1	1.2	4.7	1.1	4.7	1.2	4.4	1.4	4.7	1.2	4.3	1.3	4.9	1.3	4.5	1.3	5.1	1.2
Task significance	5.6	.95	5.8	.85	5.3	1.1	5.5	1.2	5.7	1.0	5.3	1.2	5.6	1.2	5.8	1.2	5.5	1.2
Autonomy	5.4	1.0	5.4	.92	4.5	1.2	4.8	1.4	5.0	1.2	4.5	1.3	4.9	1.3	4.6	1.1	5.0	1.2
Feedback from job	5.1	1.1	5.2	1.0	4.6	1.3	5.4	1.0	5.1	1.2	4.7	1.2	4.9	1.2	4.4	1.3	4.9	1.2
Feedback from agents	4.2	1.4	4.4	1.2	4.0	1.4	3.6	1.2	3.8	1.6	3.6	1.5	3.8	1.4	4.2	1.4	4.5	1.2
Dealing with others	5.8	.96	6.4	.58	5.2	1.1	6.4	.84	6.0	1.0	5.3	1.1	5.3	1.0	5.0	1.2	5.4	1.2
MPS	154	55	156	55	106	59	146	93	152	70	105	57	136	64	110	57	141	63
Experienced meaningfulness	5.4	.87	5.5	.96	4.9	1.0	4.9	1.3	5.2	1.1	5.0	1.0	5.3	.89	5.3	1.0	5.2	1.0
Experienced responsibility	5.8	.72	5.7	.81	5.3	.88	5.5	.73	5.6	.86	5.2	.92	5.4	.94	5.4	.89	5.1	.90
Knowledge of results	5.0	.99	5.0	.97	4.9	1.1	5.0	1.2	5.0	1.1	5.1	1.2	5.3	.99	4.9	1.2	5.2	.96
General satisfaction	4.9	.99	4.9	1.0	4.5	1.1	4.4	1.2	4.6	1.2	4.6	1.2	4.9	1.1	4.7	1.1	4.9	1.2
Internal motivation	5.8	.65	5.8	.64	5.4	.83	5.7	.59	5.7	.76	5.3	.89	5.6	.80	5.5	.91	5.6	.89
Pay satisfaction	4.4	1.5	4.6	1.2	4.0	1.5	4.2	1.2	4.1	1.5	4.5	1.4	4.2	1.4	4.4	1.6	4.5	1.3
Security satisfaction	5.0	1.2	5.2	1.0	4.8	1.3	4.0	1.5	4.9	1.3	4.6	1.3	5.0	1.2	4.7	1.5	5.0	1.3
Social satisfaction	5.5	.85	5.6	.68	5.2	1.0	5.4	.71	5.4	1.0	5.3	.95	5.5	.75	5.1	1.1	5.1	1.0
Supervisory satisfaction	4.9	1.3	5.2	1.1	4.9	1.4	4.6	1.7	4.7	1.6	4.6	1.4	4.6	1.5	4.5	1.5	4.9	1.3
Growth satisfaction	5.1	1.1	5.3	.97	4.6	1.2	4.5	1.4	4.9	1.4	4.7	1.2	4.8	1.0	4.4	1.2	5.0	1.0
Would like GNS	6.1	.82	5.9	.77	5.6	1.1	6.5	.30	6.1	.96	5.3	1.2	5.5	1.2	5.5	1.4	4.9	1.3
Job choice GNS	4.8	.64	4.7	.58	4.2	.67	4.9	.61	4.6	.74	3.9	.71	4.1	.70	4.0	.68	4.2	.68
Total GNS	5.6	.57	5.3	.54	5.0	.74	5.7	.39	5.4	.68	4.6	.79	4.8	.78	4.9	.87	4.5	.81