Format for the 36-item Survey of Perceived Organizational Support
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Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at ____. Please indicate the degree of your agreement or disagreement with each statement by filling in the circle on your answer sheet that best represents your point of view about ____. Please choose from the following answers:

<table>
<thead>
<tr>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>Moderately Disagree</td>
<td>Slightly Disagree</td>
<td>Neither Agree nor Disagree</td>
<td>Slightly Agree</td>
<td>Moderately Agree</td>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>

*1. ____________ values my contribution to its well-being.
*2. If ____________ could hire someone to replace me at a lower salary it would do so.
*3. ____________ fails to appreciate any extra effort from me. (R)
*4. ____________ strongly considers my goals and values.
5. ____________ would understand a long absence due to my illness.
*6. ____________ would ignore any complaint from me. (R)
*7. ____________ disregards my best interests when it makes decisions that affect me. (R)
*8. Help is available from ____________ when I have a problem.
*9. ____________ really cares about my well-being.
10. ____________ is willing to extend itself in order to help me perform my job to the best of my ability.
11. ____________ would fail to understand my absence due to a personal problem. (R)
12. If ____________ found a more efficient way to get my job done they would replace me. (R)
13. ____________ would forgive an honest mistake on my part.
14. It would take only a small decrease in my performance for ____________ to want to replace me. (R)
15. ____________ feels there is little to be gained by employing me for the rest of my career. (R)
16. ____________ provides me little opportunity to move up the ranks. (R)
*17. Even if I did the best job possible, ____________ would fail to notice. (R)
18. ____________ would grant a reasonable request for a change in my working conditions.
19. If I were laid off, ____________ would prefer to hire someone new rather than take me back. (R)
*20. ____________ is willing to help me when I need a special favor.
*21. ____________ cares about my general satisfaction at work.
*22. If given the opportunity, ____________ would take advantage of me. (R)
*23. ____________ shows very little concern for me. (R)
24. If I decided to quit, ____________ would try to persuade me to stay.
*25. ____________ cares about my opinions.
26. ____________ feels that hiring me was a definite mistake. (R)
*27. ____________ takes pride in my accomplishments at work.
28. ____________ cares more about making a profit than about me. (R)
29. ____________ would understand if I were unable to finish a task on time.
30. If ____________ earned a greater profit, it would consider increasing my salary.
31. ____________ feels that anyone could perform my job as well as I do. (R)
32. ____________ is unconcerned about paying me what I deserve. (R)
33. ____________ wishes to give me the best possible job for which I am qualified.
34. If my job were eliminated, ____________ would prefer to lay me off rather than transfer me to a new job. (R)
*35. ____________ tries to make my job as interesting as possible.
36. My supervisors are proud that I am a part of this organization.

(R) indicates the item is reverse scored.
* indicates the item was retained for the short version of the survey.