Appendix A

Results of the Content Validity Checks

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| Items | Dimension & Aspect | % correctness on dimension | ANOVA test | Retention Decision  |
| 1. \*Our supervisor encourages us to align our work with what feels personally meaningful. | Personal-EN | 83% | Pass | Yes |
| 2. Our supervisor emphasizes the importance of doing work that resonates.  | Personal-EN | 66% | Not | No |
| 3. \*Our supervisor encourages us to fulfill our early life passion through work.  | Personal-EN | 79% | Pass | Yes |
| 4. \*In this work unit, individuals are given latitude to spend time on tasks that they feel are particularly meaningful.  | Personal-BR | 81% | Pass | Yes |
| 5. \*Our work unit allows us freedom to work on tasks that resonate with us.  | Personal-BR | 85% | Pass | Yes |
| 6. \*Our work unit gives us autonomy to focus on work that we relate to the most.  | Personal-BR | 81% | Pass | Yes |
| 7. \*In this work unit, it is seen as commendable to develop a deep personal connection with your work.  | Personal-RE | 85% | Pass | Yes |
| 8. In this work unit, it is recognized as an achievement to develop a niche within your line of work.  | Personal-RE | 57% | Pass | No |
| 9. \*Our work unit honors individuals who try hard to live out their life’s purpose when they are at work.  | Personal-RE | 83% | Pass | Yes |
| 10. \*Our supervisor urges us to make a positive social difference through our work.  | Prosocial-EN | 81% | Pass | Yes |
| 11. \*Our supervisor encourages us to carry out work that benefits our community/society.  | Prosocial-EN | 85% | Pass | Yes |
| 12. \*Our supervisor emphasizes how our work helps others.  | Prosocial-EN | 83% | Pass | Yes |
| 13. \*Our work unit removes barriers so that we can have a positive impact on the community/society.  | Prosocial-BR | 87% | Pass | Yes |
| 14. Our work unit gives us the tools and resources we need to make a difference through our work.  | Prosocial-BR | 66% | Pass | No |
| 15. \*Our work unit gives us what we need to make a positive impact on the community/society.  | Prosocial-BR | 74% | Pass | Yes |
| 16. In this work unit, individuals who strive to make a difference through their work are recognized and rewarded.  | Prosocial-RE | 64% | Not | No |
| 17. \*In this work unit, individuals who try the hardest to have a positive impact through their work are considered role models.  | Prosocial-RE | 72% | Not | Yes |
| 18. Our work unit honors individuals who do their best to have a positive impact through their work.  | Prosocial-RE | 66% | Not | No |

Note: \* indicates a final item. EN = Encouragement; BR = Barriers Removal; RE = Recognition

Appendix B

Questionnaire Items for the Convergent and Discriminant Validity Test

(Scale for all measures is from 1 = Strongly Disagree to 5 = Strongly Agree)

Ethical Climate (Social Responsibility Focused)

1. It is expected that you will always do what is right for the customer and public.
2. People in this company have a strong sense of responsibility to the outside community.
3. People in this company are actively concerned about the customer’s, and the public’s interest.
4. The effect of decisions on the customer and the public is a primary concern in this company.

Spiritual Climate (The Meaningful Work Aspect)

1. My job helps me to understand my life’s purpose.
2. Working here makes my life meaningful.
3. I work here for money; otherwise there is nothing else for my life here.
4. Working for me here is a means for realizing my real self.

Ethical Climate (Company Profit Focused)

1. People are expected to do anything to further the company’s interests.
2. Work is considered sub-standard only when it hurts the company’s interests.
3. People are concerned with the company’s interests – to the exclusion of all else.
4. Decisions here are primarily viewed in terms of contribution to profit.