

FACTORS INFLUENCING JOB SATISFACTION: A STUDY DONE ON THE EMPLOYEES OF PUBLIC SECTOR UNDERTAKING IN DELHI

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ABSTRACT

In this course of research, objective is to find out the factors affecting employees' job satisfaction in Indian public sector organization of Delhi. The study was carried out on 30 employees of a leading public sector undertaking. The paper aims to identify the factors influencing job satisfaction using the Minnesota Satisfaction Questionnaire developed by Weiss (1967) a 5-point Likert-type scale with 20 items. Exploratory factor analysis was done. The finds that job autonomy, job advancement, security and managerial support and employees participation enhance the job satisfaction of employees.

Keywords: Job Satisfaction, Factors, Exploratory factor analysis.

INTRODUCTION:

In today's competitive world, companies are focusing on gaining an edge over the other companies. Many researchers have suggested in their study the variety of ways to gain competitive advantage i.e. product differentiation, low cost firm, best strategies, alliances etc. . If a firm is low cost leader then it can gain an edge over the other .It means there is an effective utilization of resources (factors of production). Labour is one of the important factors of production. If there is a high labour/employee turnover in an organisation then it can increase the cost of the company in form of recruitment, selection, training etc of the new employees. So retention of employees (human capital) is very important and the company can only retain its human capital if the employees are satisfied with their job. Job satisfaction talks about the contentment of an individual with his job. Spector (1997) defines Job satisfaction as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". When the employees are satisfied with the job then they will give their best and hence the productivity will increase. In turn, they will be more loyal to towards their job and less likely to attrite. Therefore, the reduction in labour turnover will further reduce recruitment, selection, training cost, etc. Now the question arises that what are the factors that affect the job satisfaction of an employee? Many researchers have defined the concept of job satisfaction and the factors affecting employees' job satisfaction. A study conducted by Billa in 2016 concluded that in a state government of south India, as per the research:

- State officials were more satisfied than Local body and PSU officials on job satisfaction facets, pay and remuneration and job takes themselves.
- PSU officials were more satisfied than state officials on job satisfaction facets, immediate supervisor, monetary and non-monetary fringe benefits, appreciation, recognition and rewards and communication within this organization.
- State and PSU officials were more satisfied than local body officials on job satisfaction facets, pay and remuneration, promotion opportunities, immediate supervisor, monetary and nonmonetary fringe benefits, operating policies and procedures and people work with.
- State officials were more satisfied than local body officials on job satisfaction facets, such as, job takes themselves.

This study specifically investigates the factors influencing the employees' job satisfaction in a public sector undertaking of Delhi.

LITERATURE REVIEW:

Job Satisfaction:

Researchers have different approaches towards defining job satisfaction. Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Locke (1976) defined employee satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job.

A study conducted by Wei (Amy) Tian-Foreman, (2009) shows that job satisfaction and employee turnover are negatively correlated in Chinese industry context. So organisations always try to make efforts to satisfy their employees. Sheikh, Bhutto and Mailto, (2012) stated that " Job satisfaction is the state in which employees feel the situation of pleasure from his or her job or it is the positive and emotional state of the employee as a result of appraisal of his or her job and performance". Sharma and Khanna (2014) defined "Job satisfaction as extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job dignity".

Factors Affecting Job Satisfaction:

Different studies by the researchers have revealed various factors that have influence over job satisfaction.

A well-known study conducted by Herzberg in 1968 finds out what makes employees satisfied and dissatisfied and finally he concluded that there are two important factors that affect the job satisfaction are motivators and hygiene factors. Motivators are the factors that lead to high job satisfaction i.e. achievement, recognition, work itself, responsibility, advancement and growth. And the factors that lead to job dissatisfaction are the hygiene factor such as company policy and administration, supervision, working relationships, status and security. Heneman, Greenberger & Strasser (1988) concluded that pay and performance are linked and play an important role in bringing job satisfaction. A study conducted by Hunjra et al. (2010) presented that there is a positive relationship between autonomy, leadership behaviour and team work environment and job satisfaction. Reisel et al. (2010) concluded in their study that job insecurity is negatively related to satisfaction and that job insecurity has both direct and indirect effects on work behaviours and emotions.

Parvin and Kabir (2011) concluded that work conditions, fairness, promotion, and pay are key factors affecting pharmaceuticals companies employees' job satisfaction. Nick Bontis, David Richards, Alexander Serenko, (2011) have shown that Job autonomy as a means of Job challenges and ultimately leads to the employees job satisfaction, the study was conducted on the large national telecommunications organization in North America.

Martin Hellawell ,(2012) have discussed that to reap the benefits of employee satisfaction, an organisation must consider certain practices like discussion with the employees about results (share the bigger picture with them) , have a good communication channels, have a good reward and recognition program, have defined career progression for employees, provide adequate training, build the right culture, etc. Jain et al. (2012) suggested in their comparative study that "The employees of public banks are more satisfied than the private bank. Recognition, continuous training & education program and challenging jobs can make the employees of public banks more satisfied .And in private banks, secure job environment, welfare policies, and job stability increase the degree of job satisfaction". A study conducted by Lorber and Savic (2012) suggested that "Job satisfaction is positively correlated with leadership style, managerial competencies and personal characteristics of leaders". Kadarisman (2012) concluded that "salary, benefits and facilities, the relationship between superiors and subordinates, the relationship among co-workers, development, opportunity, safety at work, education, Policies within the organization, conflict resolution and career achievements are the dominant factor that affects the job satisfaction in government organisation".

J.K. Singh and M. Jain (2013) concluded in their study that "a good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance". Grover and Wahee (2013) have identified in their research that working environment seems to be one of the most important ingredients of job satisfaction followed by job security, salary and benefits, training, performance, superior subordinate relationship and fairness in the job. Rama Devi and Nagini (2013) concluded in their investigation that the employees are more satisfied with factors like working conditions in bank, benefits received, healthy work environment, welfare policies, challenging and responsible jobs, dignity and respect provided by the job, good opportunities for growth of employees and relatively less satisfied with working hours, study or training leaves, attitude of management, role overload, tedious work and quality time for family member. A study by Tanjeen, (2013) shown that "the factors that lead to highest satisfaction are working condition, job security and relationship with co-workers and pay and the factors that lead to lowest satisfaction are freedom, relationship with immediate supervisor and promotion. In addition to this autonomy, decision making authority, promotion structure based on performance and recognition should also be taken into the consideration." According to Chahal et al. (2013), study presented that the overall satisfaction of bank employees is associated with different factors of job satisfaction which includes nature of job, working environment, salary and incentives linked job, working hours, promotional methods, performance appraisal, relationship with other employees and management, training and development program, and grievance handling.

Waqas et al. (2014) suggested that Participation in decision making, empowerment, reward and recognition, work place environment are the four major factors that affect the employee job satisfaction. According to Sharma and Khanna (2014), “salary of employees, performance appraisal system, promotional strategies, employee’s relationship with management and other co- employees, training and development program, work burden and working hours are found important for improving job satisfaction of bank employees in banks”.Malpani and Varshney (2014) concluded that “people get jobs easily in private sector banks in comparison to public sector bank. In private sector banks, dissatisfaction level is higher in the reference of pay, promotion, working hour, leave facilities. Working environment and behaviour are so good in private sector banks.” Monga et al. (2015) concluded in their study that salary, inter-personal relationship, communication, attitude of superiors, working conditions and team work have more bearing than the factors of training and development, rewards and compensation, nature of job, job security, morale and role clarity in determining job satisfaction of employees of the ICICI bank in Himachal Pradesh. Raziqa and Maulabakhsha (2015) concluded that “working environment has a positive impact on job satisfaction. If the working conditions are not proper then it will restrict employees to portray their capabilities and attain full potential, so the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction”. Munira and Rahman (2016) identified that “benefits and salary, organization social support including co-workers and managerial support, and working conditions which support employees’ career development, enhance the job satisfaction of the nurses” .Sudha and Joice (2017) identified in their study that “Work environment, Co-worker relationship ,Salary, Career planning , Rewards have a positive association with job satisfaction.”

OBJECTIVE OF THE STUDY:

The objective of the study is as follows:

- To assess the overall level of employees job satisfaction in Public sector undertaking of Delhi.
- To identify the factors which influence the job satisfaction of employees.

RESEARCH METHODOLOGY:

The study was carried out on 30 employees working in a leading public sector undertaking. A questionnaire was prepared to measure the satisfaction level of employees at 5 point scale which is denoted by: (1) Very Dissatisfied: (2) Dissatisfied: (3) Neutral: (4) Satisfied: (5) Very Satisfied. Questionnaire contains the defined number of questions on Job Satisfaction, Where each question is followed by defined number of option to choose. The questionnaire aimed to collect the perception of employees about the Job Satisfaction. After assessing the score of all the participating subjects, the data was compiled and statistically analysed. Factor analysis was performed using Principal component analysis (PCA) method for extracting factors to establish characteristic components of the job satisfaction variables measured. A exploratory factor analysis was done. Principal Component Analysis with Varimax Rotation and Kaiser Normalization was conducted to assess the underlying structures for the 20 items of job satisfaction.

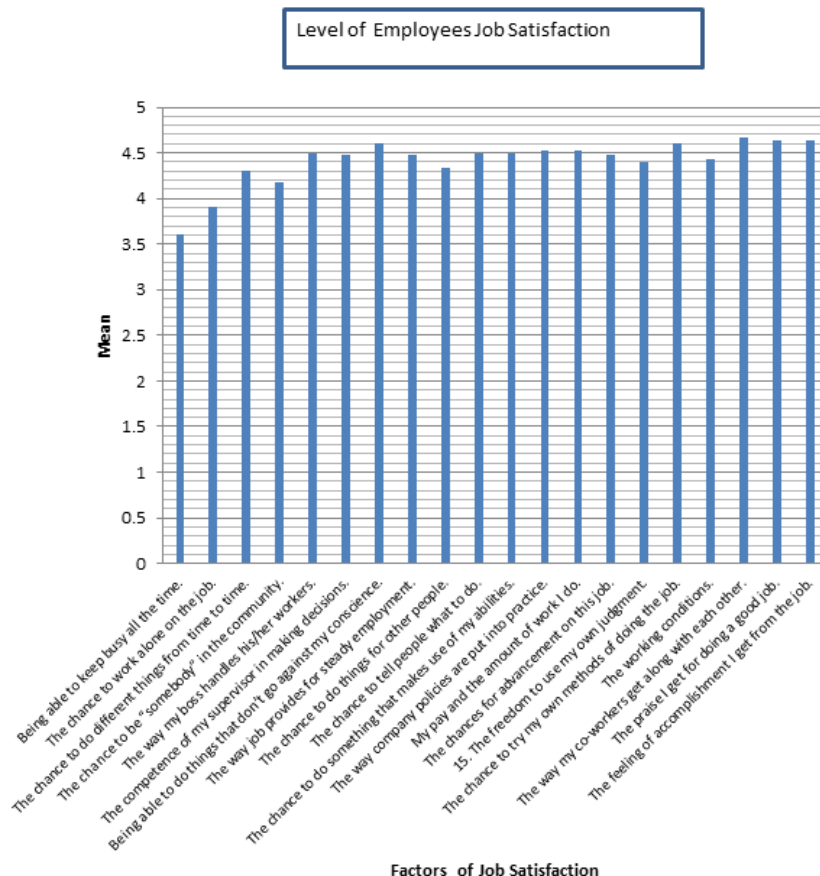
ANALYSIS AND INTERPRETATION:

As discussed above, the data has been collected from thirty employees from public sector undertaking in Delhi. The data collected aims to measure the level of job satisfaction and the factors affecting Job Satisfaction. This section will also highlight and discuss the results and the findings based on the analysis done on the data collected from respondents. This research focuses on the factors affecting employee job satisfaction in selected public sector undertaking.

ASSESS THE OVERALL LEVEL OF JOB SATISFACTION:

Table 1: Overall level of employee satisfaction

Factor	Mean	Level of satisfaction
1. Being able to keep busy all the time.	3.60	Dissatisfied
2. The chance to work alone on the job.	3.90	Dissatisfied
3. The chance to do different things from time to time.	4.30	Dissatisfied
4. The chance to be "somebody" in the community.	4.17	Dissatisfied
5. The way my boss handles his/her workers.	4.50	Satisfied
6. The competence of my supervisor in making decisions.	4.47	Satisfied
7. Being able to do things that don't go against my conscience.	4.60	Satisfied
8. The way job provides for steady employment.	4.47	Satisfied
9. The chance to do things for other people.	4.33	Dissatisfied
10. The chance to tell people what to do.	4.50	Satisfied
11. The chance to do something that makes use of my abilities.	4.50	Satisfied
12. The way company policies are put into practice.	4.53	Satisfied
13. My pay and the amount of work I do.	4.53	Satisfied
14. The chances for advancement on this job.	4.47	Satisfied
15. The freedom to use my own judgment.	4.40	Neutral
16. The chance to try my own methods of doing the job.	4.60	Satisfied
17. The working conditions.	4.43	Satisfied
18. The way my co-workers get along with each other.	4.67	Satisfied
19. The praise I get for doing a good job.	4.63	Satisfied
20. The feeling of accomplishment I get from the job.	4.63	Satisfied
Average Mean	4.4115	



The study found that the average mean is 4.4115, so the overall level of employees are “happy” in public sector undertaking in Delhi .In terms of freedom to use judgement, the study found that the level of employee job satisfaction is “neither happy nor unhappy” and in terms of working independently, keep busy all the time, doing different things, do things for other people and be somebody in the community, the level of employee job satisfaction is “somewhat unhappy”.

FACTOR ANALYSIS:

A principal components analysis (PCA) was conducted on the 20 items with using SPSS software. The test results for ‘Kaiser-Meyer-Olkin Measure of Sampling Adequacy’ and ‘Bartlett's Test of Sphericity’ of the variables of Job satisfaction are shown below:

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.662
Bartlett's Test of Sphericity	Approx. Chi-Square	426.807
	Df	190
	Sig.	.000

KMO and Bartlett's Test of Job satisfaction

The value for Kaiser-Meyer-Olkin Measure of Sampling Adequacy was more than 0.6, and it is 0.662. Also Bartlett's Test of Sphericity has sig. value less than 0.05 at 5 % level of significance. So factor analysis could be conducted successfully for data reduction.

Further, the number of factors has been decided based on the screen plot. The same is shown below:

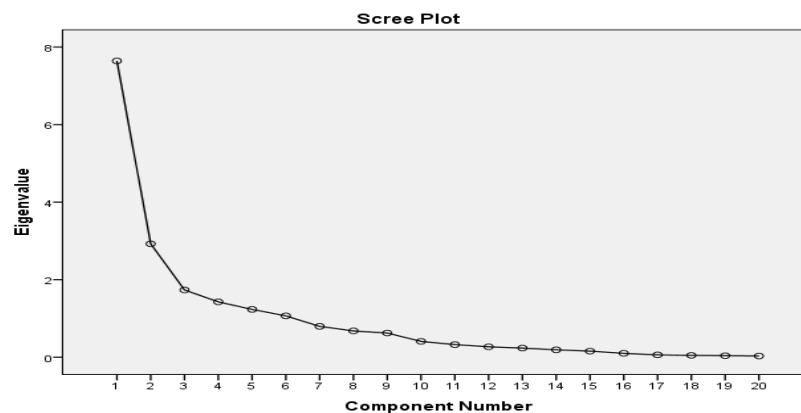


Figure 1: Screen plot of job satisfaction

Based on points on the slope of screen plot, six factors can be made out of the variable of the job satisfaction.

Table 3: Rotated Component Matrix

Factors	Component					
	1	2	3	4	5	6
The way job provides for steady employment.	0.717					
The competence of my supervisor in making decisions.	0.703					
The chance to tell people what to do.	0.702					
The chance to be “somebody” in the community	0.674					
The way my boss handles his/her workers	0.654					
The way my co-workers get along with each other.	0.572					
The praise I get for doing a good job.		0.863				
My pay and the amount of work I do.		0.693				
Being able to do things that don’t go against my conscience		0.686				
Being able to keep busy all the time.			0.860			
The chance to work alone on the job.			0.842			

Factors	Component					
	1	2	3	4	5	6
The chance to do things for other people.			0.704			
The chance to do something that makes use of my abilities.			0.638			
The chances for advancement on this job				0.876		
The chance to try my own methods of doing the job.					0.903	
The freedom to use my own judgment					0.585	
The chance to do different things from time to time.						0.735
Working conditions						0.656
The way company policies are put into practice						0.223
The feeling of accomplishment I get from the job.						0.056

Extraction method: Principal Component Factor

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 14 iterations.

In this study, the KMO value is 0.662 which can be interpreted as adequate to predict each factor. The Bartlett test insured the significance the value less than 0.005. In this study, the finding indicates that all the factors measured were correlated to provide reasonable bases for factor analysis. The rotated factor matrix is key to understand the results of the analysis.

The result in the table 3 indicates how each factor correlates with other factors. We found six components, from our 20 factors. Based on the factors loading, these components were respectively labelled as

First Component – explains, **“Job security and Supervisory support”**

Second Component - explains, **“Appreciation and Salary”**

Third Component - explains, **“Job Engagement and Autonomy”**

Fourth Component - explains, **“Job Advancement”**

Fifth Component - explains, **“Empowerment”**

Sixth Component - explains, **“Job Enrichment”**

Each component has a cluster of factors that have loading from highest to lowest. The same is explained below

The component “Job security and Supervisory support” has a cluster of six factors i.e., ‘The way job provides for steady employment’, ‘The competence of my supervisor in making decisions’, ‘The chance to tell people what to do’, ‘The chance to be “somebody” in the community’, ‘The way my boss handles his/her workers’ and ‘The way my co-workers get along with each other’. Where the factor ‘The way job provides for steady employment’ has the highest loading of 0.717 and the factor ‘The way my co-workers get along with each other’ has the lowest loading at 0.572.

The component “Appreciation and Salary” has a cluster of three factors i.e., ‘The praise I get for doing a good job’, ‘My pay and the amount of work I do’ and ‘Being able to do things that don’t go against my conscience’. Where the factor ‘The praise I get for doing a good job’ has the highest loading at 0.863 and the factor ‘Being able to do things that don’t go against my conscience’ has the lowest loading at 0.686.

The component “Job Engagement and Autonomy” has a cluster of three factors i.e., ‘Being able to keep busy all the time’, ‘The chance to work alone on the job’ and ‘The chance to do things for other people’. Where the factor ‘Being able to keep busy all the time’ has the highest loading at 0.860 and the factor ‘The chance to do something that makes use of my abilities’ has the lowest loading at 0.638.

The component “Job Advancement” has only one factor i.e., ‘The chances for advancement on this job’ with the loading at 0.876.

The component “Empowerment” has a cluster of two factors i.e., ‘The chance to try my own methods of doing the job’ has the highest loading at 0.903 and the factor ‘The freedom to use my own judgment’ has the lowest loading 0.585.

The component “Job Enrichment” has a cluster of four factors i.e., ‘The chance to do different things from time to time’, ‘Working conditions’, ‘The way company policies are put into practice’ and ‘The feeling of

accomplishment I get from the job'. Where the factor 'The chance to do different things from time to time' has the highest loading at 0.735 and the factor 'working condition' has the lowest loading at 0.656.

CONCLUSION:

The study tried to analyze the factors which affect the Job satisfaction of employees working in public sector undertaking in Delhi. The results indicate that Job security and Supervisory support, Appreciation and Salary, Job Engagement and Autonomy, Job Advancement, Empowerment and Job Enrichment are the factors that enhance the job satisfaction of employees.

It can be recommended that management of public sector undertaking must create an environment of job security among employees. Apart from the job security, superiors should support or provide guidance to their subordinates on work related matters. In addition the employer should encourage the employee's participation such as knowledge sharing, mentoring and coaching and discussion with employees to solve problems and give chances to think innovative ideas. Management must provide the freedom to employees to use their own judgement and take the decision relating to the job. Employees should be given job autonomy so that they can give their best. They will be more satisfied and remain with the job. Management must formulate the policies regarding the job advancement and provide the platform to employees to grow in the job. In order to have a better satisfaction level amongst the employees and better retention. Every employee working in an organization should be provided with opportunities to improve their work and chance to try their own methods to perform the task. Employees must be appreciated or motivated time to time for their good work.

The research indicates that the organisation must formulate customized human resource management practices in order to satisfy employees and gain competitive advantage. Job satisfaction of employees in any organization is of utmost importance in order to achieve the objectives of an organization and make it sustainable in the long run.

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APPENDIX I

The Job Satisfaction Questionnaire

(Weiss et al., 1967)

Note: Responses to each item are measured on a 5-point scale with scale point anchors labelled: (1) Very Dissatisfied: (2) Dissatisfied: (3) Neutral: (4) Satisfied: (5) Very Satisfied

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1. Being able to keep busy all the time.					
2. The chance to work alone on the job.					
3. The chance to do different things from time to time.					
4. The chance to be “somebody” in the community.					
5. The way my boss handles his/her workers.					
6. The competence of my supervisor in making decisions.					
7. Being able to do things that don’t go against my conscience.					
8. The way job provides for steady employment.					
9. The chance to do things for other people.					
10. The chance to tell people what to do.					
11. The chance to do something that makes use of my abilities.					
12. The way company policies are put into practice.					
13. My pay and the amount of work I do.					
14. The chances for advancement on this job.					
15. The freedom to use my own judgment.					
16. The chance to try my own methods of doing the job.					
17. The working conditions.					
18. The way my co-workers get along with each other.					
19. The praise I get for doing a good job.					
20. The feeling of accomplishment I get from the job.					
