

## Studying the Employee Satisfaction Using Factor Analysis

### Situation

Mr LN seems to be excited as he is going to learn a new technique in the statistical methods class today. His professor had promised the class that he is going to introduce factor analysis and explain its importance in understanding the factors influencing the employee satisfaction. Mr LN is interested in HR and also interested to learn new techniques related to data analysis. He joined the class, as his professor encourages interaction in the class and also encourages the class to point out important points related to each method.

One point that the professor mentioned in the last class is regarding dimension reduction by grouping those variables that have association between them. Factor analysis identifies such groups and also makes one to give meaningful interpretations for each of the groups (factors). Under this method, each component consists of set of variables, which have association between them and also measures a construct uniquely.

In one of the classes his professor had stressed on scaling of the variables while selecting a method for analysis. For example, categorical variables are measured using nominal and ordinal scales while quantitative variables are measured using interval and ratio scales. Mr LN is much more interested, as he is aware from HR theory that the variables involved to measure employee satisfaction are



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The case writer(s) Srilakshminarayana G., Assistant Professor - Quantitative Methods, may be reached at [lakshminarayana@sdmimd.ac.in](mailto:lakshminarayana@sdmimd.ac.in). Author(s) have prepared this case as the basis for class discussion rather than to illustrate either effective or ineffective handling of the situation. This case is fictionalized and any resemblance to actual person or entities is coincidental. This publication may not be digitized, photocopied, or otherwise reproduced, posted, or transmitted, without the permission of SDMRCMS, SDMIMD, Mysore. For Teaching Notes please contact [sdmrcms@sdmimd.ac.in](mailto:sdmrcms@sdmimd.ac.in).

categorical. But, factor analysis needs quantitative data and his professor mentioned that he will be introducing a process of quantifying the categorical responses. This made Mr LN more interested in the class.

**Professor:** Good morning.

**Class:** Good morning sir.

**Professor:** I hope that most of you are eagerly waiting for today's class. Let us start the case.

The case is all about an organization that provides consultancy to its clients in the different areas of management. The employees are treated well by the organization and ensures that they are comfortable at each stage. They believe in few theories in HR, which stresses on relation between employees' satisfaction and the organizational growth. They also believe in theory Y. At regular intervals, they measure the employee satisfaction and also look at the needs of the employees. The newly recruited HR manger, Mr A, has been given the task of measuring the employee satisfaction this time. He had studied the processes being followed by the organization to study the employee satisfaction. He understood that they have questions that only ask "Yes" or "No" with respect to each of the variables. He feels that this is not sufficient and decides to introduce a new scaling process that captures employees' satisfaction in detail.

Mr. A then recalls that his professor introduced the concept of Likert scaling in his classes.

**Professor:** Can anyone of you expect what could be the Likert scaling?

**Mr LN:** Sir, is it diving the responses "Yes" and "No" into sub-categories that captures the employee satisfaction in detail.

**Professor:** Yes you are right. We introduce sub-categories, under each of them and construct a detailed scaling, which measures the employee satisfaction. For example, "Yes" or "Satisfied" can be split

into “Extremely satisfied”, “Moderately Satisfied”, “Satisfied”. Similarly, we can split the “No” or “Not satisfied”, into sub-categories. By doing this, we are including both positives and negatives that measures employee satisfaction. One more point one has to understand is that number of categories depends on extent of measurement one is interested in. This leads to defining the point scales. That is, based on the number of divisions, a weight can be assigned and this is the idea behind using the Likert scale. But, do not forget that the order in which one assigns the weight depends on the type of question (either positive or negative). For example, a question that measures a positive construct will have the order of weight 5(Strongly agree), 4(moderately agree), 3 (Agree or disagree), 2 (Moderately disagree), 1 (Strongly disagree), and the negative will have 1(Strongly agree), 2 (Moderately agree), 3(Agree or Disagree), 4 (Moderately disagree), 5(Strongly disagree). One can refer to the original paper of Likert (1932) for further details. Notice that, by adopting this process we will be able to quantify the responses of the employees for different constructs.

The following case has got the following constructs in the study: **Working conditions and hygiene issues, Salary, Interpersonal relations, Work itself, Achievement and recognition, Growth and advancement.** Each of them are measured based on different variables and the same can be seen in exhibit-1 (questionnaire).

The data is collected from the employees from different departments like HR, Marketing IT, etc., and analysed appropriately to take necessary actions that will improve the employees’ satisfaction.

**Mr LN:** So Likert is mainly used to quantify the responses. Can we apply factor analysis for this type of scaling?

**Professor:** There are different opinions on this. But, most of the social scientists use factor analysis for such type of scaling. Hence, let us proceed further and observe how factor analysis works. Also, let us look at what it extracts and suggests.

## Factor Analysis

### *Professor*

This is a technique which is being used by many researchers in their studies, to study the associations between the variables and group them into components. By adopting this process, the dimension of the study gets reduced to few components. In this study, components and factors are used as synonyms. The HR manager has got a number of variables in the study, to be measured and use the same to know whether the employees are truly satisfied. In the process, he guesses that there could be few correlations between the variables. For example, working conditions and work assigned, salary and recognition etc. Also, he feels that studying all the variables may be time consuming and he may not be able to take appropriate actions. Another point he notes is that if he takes few into consideration by ignoring others, he may lose the information that is valuable and leave out few variables that have association with other variables. In order to study this he prefers to use factor analysis, as it takes into consideration correlation and also dimension reduction.

**Mr LN:** Professor, this is interesting and also gives us new thoughts on correlation.

**Professor:** You are right. The basic foundation for factor analysis is correlation and the strength of the correlation between the variables decides which variables have to be grouped into components. Let us look at various aspects that one has to look at while conducting factor analysis.

**Mr LN:** Professor. I have one question. In the last discussion you have mentioned about studying the reliability of the questionnaire in measuring the constructs. Can you please explain us in brief? Also, you have mentioned that the sample size has to be adequate while using statistical methods. Can you please help us understating how to test whether the current sample is adequate?

**Professor:** Good question. Let me explain the first question and answer to your second question lies in discussion on factor analysis.

To check the reliability of the questionnaire in measuring the constructs, one uses Cronbach alpha. This alpha measures the consistency between the responses given by the respondents in the survey. A value of at least 0.65 of alpha is desirable. In our study the Cronbach alpha is as follows.

**Table 1 :**  
Cronbach Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.962	36

Source : Based on researcher's data analysis

Now, let us start the discussion on factor analysis. The first aspect one has to take into consideration before the analysis is KMO and Bartlett's test. The KMO (Kaiser-Meyer-Olkin) test is used to test the sampling adequacy while Bartlett's test is used to test the significance of the correlations between the variables. If the value of the KMO test is at least 0.6 then the sample can be considered as adequate to conduct the factor analysis. Some others also use at least 0.5 for adequacy. Bartlett's test tests the null hypothesis that the correlations are insignificant against that the correlations are significant. It is desired to have a p-value less than the level of significance, so that the null hypothesis is rejected and this confirms that the correlations between the variables are significant. These two are very critical for factor analysis. The following table gives the results.

**Table 2 :**  
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.878
Bartlett's Test of Sphericity	Approx. Chi-Square	2398.051
	df	630
	Sig.	.000

Source : Based on researcher's data analysis

The next aspect is to observe the communalities. These communalities indicates the proportion of variance in each variable explained by the factors extracted. If any variable has a communality less than 0.5, it is advised to remove that variable from the analysis as the amount of variance explained by the factors is less than 50%. This is similar to R-square in regression analysis.

**Table 3 :**  
Communalities

	Initial	Extraction		Initial	Extraction
G11	1.000	.702	G46	1.000	.702
G12	1.000	.678	G47	1.000	.702
G13	1.000	.648	G48	1.000	.817
G14	1.000	.700	G49	1.000	.729
G15	1.000	.593	G51	1.000	.723
G16	1.000	.785	G52	1.000	.768
G17	1.000	.667	G53	1.000	.598
G21	1.000	.800	G54	1.000	.778
G22	1.000	.826	G55	1.000	.730
G23	1.000	.790	G61	1.000	.797
G31	1.000	.792	G62	1.000	.596
G32	1.000	.642	G63	1.000	.772
G33	1.000	.763	G71	1.000	.819
G34	1.000	.720	G72	1.000	.776
G41	1.000	.793	G73	1.000	.797
G42	1.000	.743	G74	1.000	.828
G43	1.000	.829	G75	1.000	.714
G44	1.000	.767	Extraction Method: Principal Component Analysis.		
G45	1.000	.727			

Source : Based on researchcer's data analysis

Observe that, for the current case all the communalities are more than 0.5.

The next aspect is the total variance extracted by the components from all the variables put together. It is expected a good factor analysis will give at least 60% of the variance extracted.

**Table 4:**  
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.347	45.410	45.410	16.347	45.410	45.410	8.121	22.557	22.557
2	2.013	5.591	51.001	2.013	5.591	51.001	5.540	15.388	37.945
3	1.627	4.519	55.519	1.627	4.519	55.519	3.156	8.767	46.711
4	1.605	4.457	59.976	1.605	4.457	59.976	2.884	8.012	54.724
5	1.394	3.873	63.850	1.394	3.873	63.850	2.485	6.902	61.626
6	1.316	3.654	67.504	1.316	3.654	67.504	1.526	4.240	65.866
7	1.185	3.292	70.796	1.185	3.292	70.796	1.474	4.095	69.960
8	1.126	3.128	73.924	1.126	3.128	73.924	1.427	3.964	73.924
9	.901	2.502	76.426						
10	.831	2.308	78.734						
11	.757	2.103	80.838						
12	.717	1.993	82.831						
13	.603	1.674	84.504						
14	.575	1.597	86.102						
15	.542	1.506	87.607						
16	.458	1.273	88.880						
17	.454	1.262	90.142						

17	.454	1.262	90.142						
18	.422	1.172	91.314						
19	.366	1.016	92.330						
20	.318	.883	93.213						
21	.310	.861	94.074						
22	.293	.815	94.889						
23	.253	.704	95.593						
24	.238	.660	96.253						
25	.210	.583	96.836						
26	.185	.514	97.350						
27	.160	.445	97.795						
28	.138	.384	98.179						
29	.132	.368	98.547						
30	.107	.298	98.845						
31	.104	.290	99.135						
32	.085	.235	99.370						
33	.078	.216	99.586						
34	.057	.159	99.745						
35	.054	.151	99.896						
36	.037	.104	100.000						
Extraction Method: Principal Component Analysis.									

Source : Based on researchcer's data analysis



From the above table, it is very evident that the variance explained is 74% and the analysis has extracted 8 components. Note that, the method used to extract the components is principal component analysis (PCA). This method considers the linear combination of the variables and groups those variables which have maximum relation between them and the second one has next level of variance but lower than the previous one and so on. There are other methods to extract but in this case only PCA is discussed. I want you to think of other methods and find the difference.

Note that, sometimes the direction of the data measured for the variables may be different and the direction of the factors extracted may be slightly different. In other words, the loading of each variable in a factor can be improved. This problem arises because, some variables load higher on some factors and load lower on some other. To overcome this we use the rotation methods, which improve the loadings of the variables on each of the factors. The following table gives you the rotated component matrix. I would suggest that you look in the book by Field (2009). In this he discusses the rotation methods in detail. For our discussion, we will be using a rotation type called as "Varimax".

We have an option in SPSS to suppress the factor loadings that are less than 0.5. The following tables give you the rotated component loading matrix. The first table gives you the matrix without the suppression and the other gives with suppression.

**Table 5 :**  
Rotated Component Matrix

	Component							
	1	2	3	4	5	6	7	8
G11	.185	.479	.227	.044	.547	-.269	.088	.076
G12	.264	.170	.325	.351	.153	-.227	.513	.109
G13	.188	.271	.009	.152	.106	.687	.154	.093
G14	.026	.102	.187	.745	.112	.219	.192	.043
G15	.336	.277	.380	.080	.058	.335	.363	.079
G16	.175	.331	.073	.109	.764	.147	.148	-.021
G17	.282	.184	.616	-.012	.150	.055	.226	.313
G21	.337	.559	.140	.564	.174	.010	.002	.071
G22	.505	.495	.134	.518	.171	-.089	.037	.037
G23	.419	.533	.083	.540	-.082	-.003	-.123	.099
G31	.507	.146	.303	.282	.464	.245	.029	.258
G32	.599	.026	.070	.247	.261	.295	.036	.244
G33	.660	.095	.250	.398	.288	.090	-.057	.051
G34	.468	.034	.208	.176	.562	.201	-.204	-.167
G41	.745	.278	.289	-.178	.084	.175	-.057	-.065
G42	.544	.254	.580	.137	.002	.144	-.073	.030
G43	.046	.128	.792	.345	.091	-.209	.056	-.099
G44	.404	.505	.280	.118	.384	-.174	.033	.279

G45	.364	.226	.640	.088	.213	.242	-.118	-.087
G46	.272	.490	.431	-.142	.304	-.014	.029	.298
G47	.722	.135	.177	.248	.159	.165	-.083	-.100
G48	.020	-.027	-.014	-.067	.023	-.067	.055	-.896
G49	.642	.378	.329	.214	.048	.103	.033	-.078
G51	.731	.127	.227	.241	.221	-.078	.062	.071
G52	.794	.287	.126	-.145	.004	-.083	.078	.069
G53	.625	.272	.193	.201	.117	.032	-.149	.137
G54	.721	.358	-.053	.215	.254	-.014	.040	.123
G55	.690	.338	.084	-.181	.066	.216	.213	-.048
G61	.540	.528	.096	.322	.287	-.041	.165	-.046
G62	.493	.525	.093	.124	.073	-.097	.169	-.100
G63	.561	.428	.046	.386	.240	.176	.160	-.097
G71	.128	.765	.338	.180	.000	.263	.046	-.006
G72	.221	.770	.092	.177	.186	.236	-.014	-.070
G73	.338	.731	.147	-.062	.273	.133	.029	.173
G74	.442	.611	.219	.308	.253	.219	-.021	.066
G75	.097	.019	.023	-.050	-.015	-.150	-.820	.080
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.								

Source : Based on researchcer's data analysis

**Table 6:**  
Rotated Component Matrix-Suppressing the values <0.5

	Component							
	1	2	3	4	5	6	7	8
G11					.547			
G12							.513	
G13						.687		
G14				.745				
G15								
G16					.764			
G17			.616					
G21		.559		.564				
G22	.505			.518				
G23		.533		.540				
G31	.507							
G32	.599							
G33	.660							
G34					.562			
G41	.745							
G42	.544		.580					
G43			.792					

G43			.792					
G44		.505						
G45			.640					
G46								
G47	.722							
G48								-.896
G49	.642							
G51	.731							
G52	.794							
G53	.625							
G54	.721							
G55	.690							
G61	.540	.528						
G62		.525						
G63	.561							
G71		.765						
G72		.770						
G73		.731						
G74		.611						
G75							-.820	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.								

Source : Based on researchcer's data analysis

From the above table, note that variables coded as G22, G31, G32, G33, G41, G47, G49, G51, G52, G53, G54, G55, G61, G63, are grouped as one component. But, observe that few variables that are in one group also have loading under other components. The following section gives the interpretation part.

**Mr LN:** Sir, before we proceed can you explain the Eigen values that appear very frequently in factor analysis.

**Professor:** Recall that we are using PCA for extracting the components. The components are extracted based on the rule that the variance of the components will be maximized. Eigen values are the variances of each component extracted and it is suggested to have components whose Eigen values are more than one. The sum of all the Eigen values gives us the total variance and the ratio of individual Eigen value to the total of all Eigen values gives the proportion of the variance contributed from each component. For example, in our case, observe that the first component has Eigen value 16.347 and the total of all the Eigen values is 36. The variance explained by the first component is 45%. A similar interpretation can be given to other Eigen values and the corresponding components as well. But traditionally, researchers use only those Eigen values that are greater than 1. Hence, if most of the variance is explained by the first few components, then they can replace the variables in the study.

Now, let me proceed to the interpretation.

### **Interpretation**

As indicated earlier, the first component is a combination of 15 variables. I will present the interpretation for only one component and other can be understood on similar lines. Now look into the questionnaire to properly interpret and give an appropriate name. The following table gives the variables

**Table 7 :**  
Variables for the First Component

Salary increment based on performance. G22	Satisfaction on workload assigned. G42	Openness of activities in the organization. G53
Job is interesting and motivated. G31	Getting value addition and meaning from your work. G47	Encouragement and appreciation for the work done. G54
Relationship with co-workers. G32	Overall job satisfaction. G49	Good use and application of skills and qualification along with experience. G55
Supervisors' active involvement in career development. G33	Opinion considered in decision making. G51	Opportunity for promotions. G61
Job is interesting and motivated to do well. G41	Opportunities to work on interesting projects. G52	Growth in the organization. G63.

Source : Based on researcher's data analysis

From table-8, we can observe that few variables also have loading in other components. In such cases, we have to choose the variables in one of them by considering the level of loadings and theoretical closeness. In this case, for example G61 appears in component 1 and component 2 but has higher level of component loading in component 1. Also, theoretically G61, opportunity for promotions can go with growth than advancement.

Now I want you to observe and interpret other variables with respect the remaining components. Consider this as an exercise.

**Professor:** Once the components have been extracted, they have to be named appropriately. For example, the first component can be named as "career advancement". Now, you think of giving names for other components.

The last step in factor analysis is to compute factor scores. Using SPSS, one can easily generate the factor scores for each of the employees. The following table gives the factor scores for the first 10 employees. Scores can be computed on similar lines, for other employees.

**Table 8 :**  
Factor Scores

C1	C2	C3	C4	C5	C6	C7	C8
0.24257	-1.03321	-0.21715	-1.06186	-1.04914	-1.04182	-0.49257	1.16963
1.027	-1.03064	1.74185	-0.57484	-0.24642	-1.60705	0.27332	0.75849
0.6319	-0.12633	-0.11884	-0.76375	-0.19175	-1.27263	-7.32572	0.7518
-0.47715	-0.59887	-0.2968	-1.83761	-0.37726	-0.39187	-0.50738	-0.11246
1.50653	1.65605	0.67293	-0.94941	-0.74739	2.5433	-0.95645	-2.90647
0.77766	-0.00906	1.12404	0.01283	-1.78919	1.57459	0.28684	-1.54324
2.49746	-0.01393	-0.66094	0.50447	1.29072	2.55682	-0.50934	0.91863
-0.79932	-0.81828	0.18067	-0.97126	0.25505	1.26709	-0.23184	-0.31795
0.50501	0.22338	-0.78123	0.2891	-1.18493	-0.28955	0.91811	-0.22641
-1.14333	0.85113	-0.24918	0.05868	-0.96219	0.34074	-0.27016	-0.67145

Source : Based on researchcer's data analysis

Note that, the first employee has got the scores given in the first row and they are computed using regression method in factor analysis. That is, based on his measurements, for the variables grouped in the first component, the score for the first component is computed and similarly other scores are calculated by taking his measurements on other variables of other components. Hence, the first employee gets 0.242857 for career advancement. He scores better on other components C2, C3, C4, C5, C6, and C8. Please ignore the sign while you are considering the scores for the employees.

### How to use the Factor Scores?

**Mr LN:** Sir, Can you please let us understand the importance of these scores and how they can be used further?

### Professor:

These scores can be further used in predicting whether the employee is really is satisfied or not. Under this, the components will be treated as regressor variables and factor scores of all the employees are the



measurements on the same. The response variable is the employee's satisfaction level, which is again measured on Likert scale. That is towards the end, if the employees have been asked to give their overall satisfaction level, then we can use these responses to fit a regression line and make predictions on employees' overall satisfaction level.

One can also calculate the extent to which each of the factor contribute to the overall score for the employees. This can be done by calculating the total score and calculating the proportion for each component. I will conclude this discussion here and wish that you explore the analysis further and identify the way this can be used to understand the employees' satisfaction.

There are two good references for understanding factor analysis, written by Kim and Mueller (1978).

## References

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**Exhibit-1****Questionnaire for the study on employee satisfaction:**

Kindly fill the questionnaire by giving a tick on the appropriate box for the questions.

<b>Age</b>	less than 20	
	20-30	
	30-40	
	40-50	
	50 above	
<b>Experience</b>	less than 1 year	
	1-2	
	2-4	
	4-8	
	8-15	
	15 above	
<b>Gender</b>	male	
	female	
<b>Marital status</b>	married	
	unmarried	
<b>Position</b>		
<b>Department</b>		

**Working Conditions and Hygiene Issues**

1. Satisfaction with the surrounding environment and general layout of office

<b>Extremely Satisfied</b>	<b>Very Satisfied</b>	<b>Moderately Satisfied</b>	<b>Slightly Satisfied</b>	<b>Not at all Satisfied</b>

## 2. Satisfaction with the geographically situated workplace

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

## 3. Satisfaction of parking facility

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

## 4. Satisfaction of canteen facility

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

## 5. Satisfaction of uniform at work

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

## 6. Satisfaction in cleanliness and ventilation in the working areas of the company

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

## 7. Satisfaction of duration given for lunch breaks

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

### Salary

1. Satisfaction of salary fairness for your responsibility

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

2. Satisfaction of salary increment based on performance

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

3. Satisfaction with the pay levels as compared to similar employers

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

### Interpersonal Relations

1. Satisfaction of relationship with the supervisors

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

2. Satisfaction of relationship with the co-workers

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

3. Supervisors active involvement in your career development

Extremely Involved	Very Involved	Moderately Involved	Slightly Involved	Not at all Involved

4. Satisfaction of co-operation and teamwork between departments.

Extremely Co-operative	Very Co-operative	Moderately Co-operative	Slightly Co-operative	Not at all Co-operative

**Work Itself**

1. Satisfaction of job is interesting and motivated to do well

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

2. Satisfaction of the workload given in the company.

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

3. Satisfaction with the working hours.

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

4. Satisfaction of comfortable personal workplace.

Extremely Comfortable	Very Comfortable	Moderately Comfortable	Slightly Comfortable	Not at all Comfortable

5. Satisfaction in accessing to the resources necessary to do my job.

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

6. Satisfaction of Safe working area.

Extremely Safe	Very Safe	Moderately Safe	Slightly Safe	Not at all Safe

7. Satisfaction in getting a value addition and meaning from your work

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

8. This job adds pressure and anxiety to my life

Extremely True	Very True	Moderately True	Slightly True	Not at all True

9. Overall satisfaction with the job

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

**Achievement and Recognition**

1. Your opinion considered in decision making of the work.

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

2. Opportunities to work on interesting projects

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

3. Satisfaction of openness of activities in the company

Extremely Open	Very Open	Moderately Open	Slightly Open	Not at all Open

4. Encouragement and appreciation for the work done in the company.

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

5. My job is a good use and application of my skills, experience and qualification.

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

**Growth and Advancement**

1. Satisfaction with the Promotional opportunities given in the company.

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

2. Opportunities for advancement in the organization

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

3. Satisfaction of your growth in the company

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

**Benefits**

1. Frequency and amount of bonuses provided.

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

2. I'm satisfied with the fringe benefits provided in the company

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

3. Job security in the company

Extremely Secure	Very Secure	Moderately Secure	Slightly Secure	Not at all Secure

4. Overall satisfaction of the company

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

5. How well are you satisfied with the overtime work in the company?

Extremely Satisfied	Very Satisfied	Moderately Satisfied	Slightly Satisfied	Not at all Satisfied

