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A STUDY ON EMPLOYEE JOB SATISFACTION IN CONSTRUCTION COMPANIES IN VIETNAM

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ABSTRACT

Employee job satisfaction has not been extensively explored yet in Vietnamese companies and therefore, there has been still a big gap in academic research on this area in Vietnam. For this reason, this study attempted to investigate whether significant differences in the demographic characteristics of employees could have different impact on the level of job satisfaction. The sample was a total of 348 participants, who work for the construction companies in Vietnam. The Job Satisfaction Survey was used to measure the level of job satisfaction. The one-way Analysis of Variance indicated that the only significant difference in job satisfaction mean scores was found when age group was the independent variable.

KEYWORDS

Construction companies, Job satisfaction, Vietnam.

INTRODUCTION

During the past few decades, job satisfaction has gained a great amount of attention among researchers in both developed and developing countries, especially in Western countries and the U.S. Job satisfaction has already become a very popular term in the business world. Many researchers agreed that the feeling of job satisfaction influenced positively on the achievements of employees, while dissatisfaction could negatively reflect on their performance. Job satisfaction was defined as the extent to which the work environment fulfills the requirement of the individual (Smith, Balzer, et. al., 1989). Agho and Mueller (1993) described that job satisfaction related to people's own evaluation of their job against those issues that were important to them. Adkins and Caldwell (2004) investigated the extent to which fit between individuals and their competency groups (person-group fit) and the organization (person-organization fit) were related to job satisfaction. These research results suggested that job satisfaction was positively associated with the degree to which employees fit into both the overall culture and subculture in which they worked. Scarpello and Campbell (1983) emphasized that only when employees were excited and satisfied by what they did, be business excellence achieved.

Since 1986, with innovation policy and economic reform, Vietnam has gradually integrated into the world economy. Events that Vietnam joined ASEAN in 1995 and became the official member of WTO in 2007 have brought Vietnamese organizations a lot of opportunities and new challenges. Since then, the concept of job satisfaction has introduced into Vietnam and become a hot topic, attracting the attention of numerous intellectuals, businesses and society. With increasing global and local competitiveness, it was crucial for any organization, and particularly for those in developing countries with limited resources, such as Vietnam, to ensure that it developed and retained skilled workforce on a consistent basis. In real life, a great number of employees did not enjoy the level of job satisfaction, and as a result, they opted for seeking alternative employment where they may be able to experience a higher level of job satisfaction.

REVIEW OF LITERATURE

The concept of job satisfaction has been defined in many ways. Smith, Kendall, and Hulin (1969) argued that "job satisfaction is a discrepancy between what is aspired to and what is currently received". They considered the different facets of job satisfaction: pay, promotion, coworker, supervision, the work itself and total satisfaction." Locke (1976) explained that we understand the job attitudes through job dimensions, which are complex and interrelated in nature. He mentioned the common dimensions of job satisfaction as "work, pay, promotions, recognition, benefits, working conditions, supervision, coworkers, company and management".

Hopkins (1983) defined it as "the fulfillment or gratification of certain needs of the individual that are associated with one's work". Spector (1997) stated that job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job." Balzer (1997) defined job satisfaction as "the feelings a worker has about his or her job or job experiences in relation to previous experiences, current expectations, or available alternatives." Agho (1993) defined job satisfaction as "the extent to which employees like their job".

AFFECT THEORY

Among the theories of job satisfaction, probably the most widely-known is the Range of Affect Theory (Locke, 1976). The main premise of this theory is that a person's job satisfaction can depend on two factors: what one wants in a job and what one has in a job. The smaller the gap between these two, the more chances he is satisfied in his job. For example, a person may desire to manage others, yet his actual job tasks do not require such and thus, he is dissatisfied. The Affect Theory also states that a person prioritizes one aspect of the job more than the other aspects, and that certain aspect can affect how satisfied he is. For example, an employee prioritizes social connections with his coworkers, and when this factor is appropriately met, he may experience greater job satisfaction. When a person values a particular facet of a job, his satisfaction is more greatly affected both positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet. Further, this theory states that too much of a particular facet will produce stronger feelings of dissatisfaction, the more a person values that facet. Therefore, employees may achieve different levels of job satisfaction when ones can value different facets.

JOB CHARACTERISTICS MODEL

Hackman and Oldham (1976) proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The Job Characteristics Model argues that jobs that contain intrinsically motivating characteristics will lead to higher levels of job satisfaction. Five core job characteristics define an intrinsically motivating job:

- (1) Task identity: degree to which one can see one's work from beginning to end;
- (2) Task significance: degree to which one's work is seen as important and significant;
- (3) Skill variety: extent to which job allows one to do different tasks;
- (4) Autonomy: degree to which one has control and discretion over how to conduct one's job;
- (5) Feedback: degree to which the work itself provides feedback for how one is performing the job.

According to the theory, jobs that are enriched to provide these core characteristics are likely to be more satisfying and motivating than jobs that do not provide these characteristics.

HERZBERG'S TWO-FACTOR THEORY

In the early 1960s, Frederick Herzberg, an American psychologist proposed a motivation theory that came to be called the "two-factor theory" (Herzberg, 1966). He set out to determine the effect of attitude on motivation by asking people to describe situations where they felt good, and bad about their jobs. What he found was that people who felt good about their jobs gave very different responses from the people who felt bad. These results form the basis of Herzberg's Motivation-Hygiene Theory (sometimes known as Herzberg's Two-Factor Theory.) Published in his famous article "One More Time: How do You Motivate Employees", the conclusions he drew were extraordinarily influential, and still form the bedrock of good motivational practice nearly half a century later. The two-factor theory focused on the distinction between factors that can increase job satisfaction ("motivators") versus those that can prevent dissatisfaction but cannot increase satisfaction ("hygiene factors") (Herzberg, 1974).

- *Motivators* are "intrinsic" factors directly related to the doing a job, such as recognition, achievement, responsibility, nature of the work itself, and growth.

- *Hygiene factors* are "extrinsic" factors associated with conditions surrounding the job, such as supervision, compensation, working conditions, relations with co-workers, and benefits.

The conclusion he drew is that job satisfaction and job dissatisfaction are not opposites. Remedying the causes of dissatisfaction will not create satisfaction. Nor will adding the factors of job satisfaction eliminate job dissatisfaction. If you have a hostile work environment, giving someone a promotion will not make him or her satisfied. If you create a healthy work environment but do not provide members of your team with any of the satisfaction factors, the work they are doing will still not be satisfying.

According to Herzberg, the factors leading to job satisfaction are "separate and distinct from those that lead to job dissatisfaction." Therefore, if you set about eliminating dissatisfying job factors you may create peace, but not necessarily enhance performance. This placates your workforce instead of actually motivating them to improve performance. When these have been adequately, people will not be dissatisfied nor will they be satisfied. If you want to motivate your team, you then have to focus on satisfaction factors like achievement, recognition, and responsibility.

MEASUREMENT OF JOB SATISFACTION

Researchers have developed several instruments to measure the levels of job satisfaction. Most researchers recognized that job satisfaction is a global concept that is comprised of various facets. The most typical categorization (Smith, et.al., 1969) considered five facets of job satisfaction: pay, promotions, coworkers, supervision, and the work itself. Locke (1976) added a few other facets: recognition, working conditions, and company and management. Furthermore, it is common for researchers to separate job satisfaction into intrinsic and extrinsic elements whereby pay and promotions are considered extrinsic factors and coworkers, supervision, and the work itself are considered intrinsic factors.

The Brayfield- Rothe Index (BRI) (Brayfield & Rothe, 1951) has 18 items to measure overall job satisfaction. Although several of these items have become obsolete over time, the instrument has been still very reliable and correlated highly with other job satisfaction measures.

The Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Dawis, England, and Lofquist (1967), is used for determining a general job satisfaction score, an intrinsic job satisfaction score, and an extrinsic job satisfaction score. The MSQ has the advantage of versatility-long and short forms as well as faceted and overall measures.

The Job Descriptive Index (JDI), created by Smith, et. at. (1975, 1969), is a specific questionnaire of job satisfaction that has been widely used. They conducted a study in organizations within a variety of industries in order to investigate general job satisfaction as well as specific facets of job satisfaction. Their research study included every level of an organizational hierarchy from senior level management to entry-level workers. They attempted to do so by gauging how employees feel about specific aspects of their job such as their compensation, coworkers, or tasks of their job. Their study resulted in the creation of the Job Descriptive Index (JDI) used for to measure the five different facets of job satisfaction, which include work itself, coworkers, supervision, pay, and opportunities for promotion. The JDI is considered the best choice when survey participants are not good readers or attempt to finish quickly the questionnaire. The scale is very simple - participants just answer either yes, no, or cannot decide (indicated by '?') in response to whether given statements accurately describe one's job.

The Job Satisfaction Survey (JSS), designed by Spector (1994), is used for measuring the levels of job satisfaction of each study participant. The JSS is a 36 item, nine- facet scale to assess employee attitudes about the job and the aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. The nine facets of job satisfaction are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication.

PURPOSE OF THE STUDY

The aim of this study was to investigate whether differences in the demographic characteristics of employees could have different impact on the level of job satisfaction in Vietnamese construction companies. The demographic variables to be investigated included the respondent's current position, age, gender, and length of employment in the organization.

RESEARCH QUESTIONS AND HYPOTHESES

Most studies on the topic have been conducted in Western settings. There has been no academic study exploring the effect of demographic variables on employee job satisfaction in Vietnamese construction companies. Thus, this study sought to enhance the understanding of employee job satisfaction in Vietnamese construction companies based on employee's current position, age, gender, and length of employment within the organization.

Current position, age, gender, and length of employment were some factors that could affect the level of job satisfaction. As usual, it is said that employees, who were older or who have worked in the organization for a longer time, might have a higher level of job satisfaction. However, this has no scientific basis and it needs to be verified in scientific way. Therefore, a study to examine how demographic variables could influence job satisfaction in Vietnamese construction companies was very necessary. Based on the information documented in this paper, the following question has been raised:

Question: *Are there significant differences in job satisfaction scores related to demographic variables?*

Null Hypotheses:

- H1. *There is no significant difference in job satisfaction scores based on current position.*
- H2. *There is no significant difference in job satisfaction scores based on age.*
- H3. *There is no significant difference in job satisfaction scores based on gender.*
- H4. *There is no significant difference in job satisfaction scores based on length of employment.*

RESEARCH METHODOLOGY

Quantitative research (Sekaran, 2005; Creswell, 2003) was used to examine the relationship among variables. Participants were asked to complete two questionnaires: The Employee Demographic Survey (EDS) and the Job Satisfaction Survey (JSS). A one-way Analysis of Variance (ANOVA) was conducted to evaluate the relationships between the dependent variables and the independent variables (Ha, 2010).

POPULATION AND SAMPLE

The population of this study consisted of full-time employees working for the construction companies in Vietnam. Such employees were construction engineers, site managers, project managers, and office staff. In order to participate in this study, the participant must have been employed in the construction companies. There were no restrictions regarding the participant's gender, religion, ethnicity, or level of education. The sample size for this study consisted of 348 employees within construction sector. Participants were randomly selected from the employee list by selecting even-numbered members. In order to ensure an adequate sample size, approx 1,200 survey packets were distributed to the employees and 348 valid ones were returned, for a response rate of 29.0%.

INSTRUMENTATION

The instruments used for this study were the Employee Demographic Survey (EDS) and the Job Satisfaction Survey (JSS). All instructions and questions were translated from English into Vietnamese in order to help all participants understand easily these surveys.

The EDS was designed by the researcher to collect demographic information from the population. The EDS consisted of four items about the respondent's current position, age, gender, and the length of employment within the organization. The respondent were asked to mark their appropriate response with an "X".

The JSS, designed by Spector (1994), was used for measuring the levels of job satisfaction of each study participant. The JSS is a 36 item, nine- facet scale to assess employee attitudes about the job and aspects of the job. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Negatively worded items are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36. High scores on the scale represent job satisfaction, so the scores on the negatively worded items must be reversed before summing with the positively worded into facet or total scores. A score of 6 representing strongest agreement with a negatively worded item is considered equivalent to a score of 1 representing strongest disagreement on a positively worded item, allowing them to be combined meaningfully. Scores with a mean item response (after reverse scoring the negatively-worded items) of 4 or more represents satisfaction, whereas mean responses of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence. Translated into the summed scores, for the 36-item total where possible scores range from 36 to 216, the ranges are 36 to 108 for dissatisfaction, 144 to 216 for satisfaction, and between 108 and 144 for ambivalent.

In this study, however, overall job satisfaction was measured rather than as individual facets due to the specific purpose of the study.

ANALYSIS AND INTERPRETATION OF DATA

Data collected from the test instruments were entered into the Statistical Package for the Social Sciences (SPSS), version 16.0 software and Microsoft Excel to evaluate descriptive statistics and percentages and to provide analysis to answer the research question posed. The null hypotheses for this research study were tested at level of significant $\alpha = 0.05$ for ANOVA.

Approx 1,200 survey packets were delivered to the participants and 348 completed packets were returned on time, for a response rate of 29.0%. A summary of demographic data is shown in Table 1.

TABLE 1: A SUMMARY OF THE DEMOGRAPHIC DATA AND JS MEAN SCORES

Variables	Number	Percent	JS mean scores
Current position:	348	100%	144.353
<input type="checkbox"/> Construction Engineer	133	38.22%	145.368
<input type="checkbox"/> Site/ Project Manager	67	19.25%	147.164
<input type="checkbox"/> Office Staff	148	42.53%	142.169
Age:	348	100%	144.353
<input type="checkbox"/> 18 – 30	151	43.39%	140.119
<input type="checkbox"/> 31 – 40	142	40.80%	146.781
<input type="checkbox"/> 41 and over	55	15.81%	149.709
Gender:	348	100%	144.353
<input type="checkbox"/> Female	88	25.29%	140.740
<input type="checkbox"/> Male	260	74.71%	145.580
Length of employment:	348	100%	144.353
<input type="checkbox"/> Less than 3 years	126	36.21%	144.603
<input type="checkbox"/> 4 to 7 years	149	42.82%	142.591
<input type="checkbox"/> 8 years or more	73	20.97%	147.521

NULL HYPOTHESIS TESTING

H1. There is no significant difference in JS scores based on current position.

The data collected from 348 repondents, including 133 (38.22%) Construction Engineers, 67 (19.25%) Site/ Project Managers, and 148 (42.53%) Office Staff, were used to conduct the analysis for H1.

TABLE 2: JS DESCRIPTIVE STATISTICS AND ANOVA BASED ON CURRENT POSITION

Single Factor	Job Satisfaction					
SUMMARY						
Groups	Count	Sum	Mean	Variance	SD	
Con. Engineer	133	19334	145.368	435.053	20.858	
Site/Project Manager	67	9860	147.164	808.624	28.436	
Office Staff	148	21041	142.169	1186.618	34.447	
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	1372.61	2	686.304	0.830	0.437	3.022
Within Groups	285228.92	345	826.750			
Total	286601.53	347				

Table 2 displays JS Descriptive Statistics and ANOVA results by current position. In general, two groups (Construction Engineer & Site/ Project Manger) had mean scores more than 144, representing job satisfaction. Site/ Project Manger group had the highest mean score (M = 147.164), while Office Staff group had the lowest mean score (M = 142.169), representing ambivalence (mean scores between 108 and 144 are ambivalent).

The dependent variable was the JS mean scores and the independent variable was current position at three levels: Construction Engineer, Site/ Project Manager, and Office Staff. As shown in Table 2, F-computed (0.830) was less than F-critical (3.022) at $\alpha = 0.05$. Therefore, H1 could not be rejected at level of significant $\alpha = 0.05$.

H2. There is no significant difference in JS scores based on age

The data collected from 348 repondents were used to conduct the analysis for H2. Of 348 respondents, 151 (43.39%) respondents were '18 – 30' years of age, 142 (40.80%) respondents were '31 – 40' years of age, and 55 (15.81%) respondents were '41 and over' years of age.

Table 3 displays JS Descriptive Statistics and ANOVA results by age group. In general, '31-40' & '41 and over' groups had JS mean scores more than 144, representing job satisfaction. '41 and over' group had the highest mean score (M = 149.709), while '18-30' group had the lowest mean score (M = 140.119), representing ambivalence (mean scores between 108 and 144 are ambivalent).

TABLE 3: JS DESCRIPTIVE STATISTICS AND ANOVA BASED ON AGE

Single Factor	Job Satisfaction					
SUMMARY						
Groups	Count	Sum	Mean	Variance	SD	
18-30	151	21158	140.119	811.652	28.489	
31-40	142	20843	146.781	779.306	27.916	
41 and over	55	8234	149.709	923.136	30.383	
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	5122.09	2	2561.047	3.138	0.044	3.022
Within Groups	281479.43	345	815.882			
Total	286601.52	347				

The dependent variable was the JS mean scores and the independent variable was age group at three levels: '18-30', '31-40', and '41 and over'. As shown in Table 3, F-computed (3.138) was more than F-critical (3.022) and P-value = 0.044 < α = 0.05. Therefore, null hypothesis H2 could be rejected at significant level α = 0.05.

H3. There is no significant difference in JS scores based on gender.

The data collected from 348 respondents, including 88 (25.29%) female and 260 (74.71%) male, were used to conduct the analysis for H3.

TABLE 4: JS DESCRIPTIVE STATISTICS AND ANOVA BASED ON GENDER

Single Factor	Job Satisfaction					
SUMMARY						
Groups	Count	Sum	Mean	Variance	SD	
Female	88	12385	140.74	819.78	28.63	
Male	260	37850	145.58	825.26	28.73	
ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	1539.1	1	1539.08	1.868	0.173	3.868
Within Groups	285062.5	346	823.88			
Total	286601.6	347				

Table 4 displays JS Descriptive Statistics and ANOVA results by gender. Male group had JS mean score (M = 145,58), representing job satisfaction, while Female group had lower mean score (M = 140,74), representing ambivalence (mean scores between 108 and 144 are ambivalent).

The dependent variable was the JS mean scores and the independent variable was gender at two levels: Female and Male. As shown in Table 4, F-computed (1.868) was less than F-critical (3.868) at α = 0.05. Therefore, H3 could not be rejected at significant level α = 0.05.

H4. There is no significant difference in JS scores based on length of employment.

As to the length of employment, the respondents consisted of three groups: 126 (36.21%) 'less than 3 years', 149 (42.82%) '4 to 7 years', and 73 (20.97%) '8 years or more'. The data collected from 348 respondents, who indicated the length of employment in the construction companies, were used to conduct the analysis for H4.

Table 5 displays JS Descriptive Statistics and ANOVA results by length of employment. In general, 'less than 3 years' & '8 years or more' groups had JS mean score more than 144, representing job satisfaction. '8 years or more' group had the highest mean score (M = 147.52), while '4 to 7 years' group had the lowest mean score (M = 142.59), representing ambivalence (mean scores between 108 and 144 are ambivalent).

The dependent variable was the JS mean scores and the independent variable was length of employment at three levels: 'less than 3 years', '4 to 7 years', and '8 years or more'. As shown in Table 5, F-computed (0.727) was less than F-critical (3.022) and P-value = 0.484 > α = 0.05. Therefore, H4 could not be rejected at level of significant α = 0.05.

TABLE 5: JS DESCRIPTIVE STATISTICS AND ANOVA BASED ON LENGTH OF EMPLOYMENT

Single Factor	Job Satisfaction					
SUMMARY						
Groups	Count	Sum	Mean	Variance	SD	
Less 3 years	126	18220	144.60	820.05	28.64	
4 to 7 years	149	21246	142.59	782.07	27.97	
8 years or more	73	10769	147.52	932.59	30.54	
ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	1203.1	2	601.56	0.727	0.484	3.022
Within Groups	285398.4	345	827.24			
Total	286601.5	347				

CONCLUSION AND DISCUSSION

The results obtained from analyzing the JS mean scores provided useful information about the levels of job satisfaction of the respondents who were classified by demographic characteristics in this study. In particular, four subgroups: Office Staff, '18-30' years of age, Female, and '4-7' years of length of employment had JS mean score less than 144, representing low levels of job satisfaction, while seven remaining subgroups had JS mean scores more than 144, representing high levels of job satisfaction. Interestingly, '41 and over' years of age and '8 years or more' of length of employment were two of the highest levels of job satisfaction subgroups. Therefore, this leads to the conclusion that employees, who are older or who have been employed for a longer time, have a higher level of job satisfaction in Vietnamese construction companies. However, the only statistically significant difference in JS mean scores was found in age group.

Understanding the level of job satisfaction has implications for leaders within the organization. Based upon the results of this study, leaders may understand how and why their employees have dissatisfied or how to motivate employees in the workplace. The leaders can create a working environment that encourages employees to work better and achieve personal, professional, and organizational goals, and minimizes all costs related to job dissatisfaction, such as employee turnover, absenteeism, and reduced productivity (Cranny, C.J., Smith, P.C., & Stone, E.F.,1992).

Conclusions from this study were consistent with the previous research findings conducted in other countries. This study extended the concept of job satisfaction beyond the borders of Western countries and the United States. It could also apply to the Eastern settings such as in Vietnam.

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APPENDIX

JOB SATISFACTION SURVEY

	Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.	
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6
24	I have too much to do at work.	1 2 3 4 5 6
25	I enjoy my coworkers.	1 2 3 4 5 6
26	I often feel that I do not know what is going on with the organization.	1 2 3 4 5 6
27	I feel a sense of pride in doing my job.	1 2 3 4 5 6
28	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
29	There are benefits we do not have which we should have.	1 2 3 4 5 6
30	I like my supervisor.	1 2 3 4 5 6
31	I have too much paperwork.	1 2 3 4 5 6
32	I don't feel my efforts are rewarded the way they should be.	1 2 3 4 5 6
33	I am satisfied with my chances for promotion.	1 2 3 4 5 6
34	There is too much bickering and fighting at work.	1 2 3 4 5 6
35	My job is enjoyable.	1 2 3 4 5 6
36	Work assignments are not fully explained.	1 2 3 4 5 6

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