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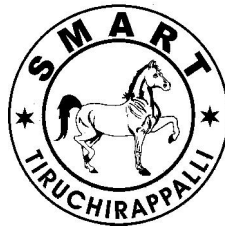
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ASTUDY OF JOB SATISFACTION AMONG NATIONALIZED BANK EMPLOYEES

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Abstract

This study was conducted to examine the relationship between various intrinsic and extrinsic factors on job satisfaction of public sector bank employees. The sample consisted of 120 clerical level employees working in public sector banks in Vellore District, Tamil Nadu. Job satisfaction was measured by Gangulie's Job Satisfaction Scale. The main objective of the study was to find out the relationship between job satisfaction and other intrinsic (content factors) and extrinsic (context factors) variables. The t-test result showed that both intrinsic factors (achievement, recognition and appreciation and sense of belongingness) and most of the extrinsic factors are significantly related with job satisfaction. Job satisfaction of public sector bank employees were found to be affected by both intrinsic and extrinsic factors. The author hopes that the findings may help the public sector banks to redesign their policies so as to meet the needs and aspirations of the employees which in turn, will lead to greater job involvement.

Introduction

The effectiveness of an organization is measured by various indicators like job satisfaction, productivity and labour turnover. It is natural that in an effective organization, job satisfaction and productivity will be high and turnover and absenteeism will be low. A worker, who is satisfied in his job, will be highly productive and will not leave the organization or absent himself unnecessarily. The present study was conducted to examine the relationship between various intrinsic and extrinsic factors and job satisfaction of public sector bank employees. The sample consisted of 120 clerical level employees working in public sector banks in Vellore District, Tamil Nadu. Job satisfaction was measured by Gangulie's Job Satisfaction Scale. The main objective of the study was to find out the relationship between job satisfaction and other intrinsic and extrinsic variables.

Concept of Job Satisfaction

Before discussing the factors related to job satisfaction, it would be desirable to clarify the concept which seems to have acquired a degree of ambiguity because of its frequent use in a rather general and loose manner. A clarification

of the meaning of words 'job' and 'satisfaction' is therefore necessary. According to Vroom (1964), the term "job" referred to worker's immediate work task and work role in a particular work organization.

As a generic concept, satisfaction may be described in a behavioural perspective. Individual or organizational behaviour is believed to be goal directed. Each human action has a primary motivation and most actions are attempts to maximize satisfaction by fulfilling multiple motivations, some of which are identified by Maslow (Maslow, 1954). Accordingly, the meaning of satisfaction in common usage, encompasses the degree to which goals, desires, needs, wants or motivations are accomplished. In other words, satisfaction occurs when one gets what he needs, desires, wants, expects, deserves or deems to be his entitlement.

According to Hoppock (1935) "Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job".

Bullock (1952) conceptualized job satisfaction as "an attitude which results from a

balancing and summation of many specific likes and dislikes experienced in connection with the job”.

Arnold and Feldman (1986) defined job satisfaction as “the amount of overall affect (or feelings) that individuals have toward their jobs”.

Robbins (1993) defined job satisfaction as “an employee’s general attitude towards his job”.

In the present study, job satisfaction is conceptualized as “a positive attitude or a pleasurable emotional state which results from specific work-related experiences”.

Review of Literature

Fringe Benefits and Job Satisfaction

There are several studies made by different authors in the field of fringe benefits or non-wage benefits available to workers and about the awareness of these fringe benefits by the workers.

Thakur (1978) studied the relationship between company sponsored benefits and welfare programs and employees’ identification with it. It was found that fringe benefits and welfare programs would influence employees’ identification with the company. The study also revealed that the management viewed these programmes as a means to promote loyalty of the workers to the company. The author concluded that the extent of workers’ participation and their attitude towards these measures positively influence their identification with the company.

Bhatia (1973) in his study, ‘Fringe Benefits and Employee Perceptions’ has brought out a summary of the cost of fringe benefits. The survey revealed that the expenditure of developing countries on fringe benefits in the manufacturing industries showed a persistent upward trend. Based on the study, the author concluded that women employees appeared to be more interested in short- run security like paid sick leave, maternity benefits etc, than in

long run security like pension, provident fund, Group Life Insurance. Also old people were more receptive to fringes than young ones who were attracted more by pay increases.

Jayalakshmi Indiresan (1981), in a sample consisting of 50 teachers from U.K and 158 teachers from India, found significant relationship between job satisfaction and fringe benefits.

Sharma et al.(1991), in their study of 5184 managerial personnel taken from 30 public sector undertakings, found significant correlation between job satisfaction and welfare facilities provided to them ($r = +.387$; $t = 2.22$; $p < .05$).

Sinha and Sarita Singh (1995) investigated employees’ satisfaction and its organizational predictors on a sample of 248 managers and 1795 workers from a large manufacturing organization. The respondents were asked to express their views on various facilities like housing, medical, education for children, recreational, perks, township facilities, recognition schemes, incentive measures and social security measures provided to them by the organization. The findings showed that facilities and service conditions failed to emerge as significant predictors of any of the satisfaction indices of the managers. In the case of workers, facilities and service conditions was postulated to be one of the main predictors of satisfaction ($\beta = .08$; $p < .01$).

Joshi et al. (1997) studied the determinants of managerial job satisfaction by taking a sample of 124 managers from a private sector organization. The authors found no significant relationship between job satisfaction and welfare facilities provided by the organization (second order partial correlation = $+.0839$; $t = 0.922$).

Sharma et al. (2000) examined the relationship between job satisfaction and a number of organizational characteristics from data collected from 163 executives of a public sector organization. Based on the study, they concluded that out of the 11 independent

variables selected for the study, only two (job content and monetary benefits) emerged as the best predictors of job satisfaction. The study further revealed that when the effect of the above said two variables is controlled, none of the remaining nine organizational characteristics including welfare facilities has any significant relationship with job satisfaction. As far as welfare facilities was concerned, the second order partial correlation was .09; $p < .26$.

Wolniak et al. (2005) examined the predictors of job satisfaction in a sample consisting of 2515 college graduates from 30 institutions. Their study revealed a significant relationship between fringe benefits and job satisfaction.

Training and Job Satisfaction

Arya (1984), in a study conducted on a sample of 375 workers from two public sector undertakings, found that education and training have a positive influence over work satisfaction.

Sharma et al. (1991), in their study of 5184 managerial personnel from 30 public sector undertakings, concluded that out of 25 factors, only three factors (objectivity, liberal and experience) had significant relationship with job satisfaction. The result showed that when the effect of these three factors is controlled, none of the remaining variables, including training, has significant relationship with job satisfaction. For training and education, the Zero order correlation coefficient was $+0.609$, $t = 4.06$; $p < .001$.

Khan and Robertson (1992) in their study reported that the type of training and previous work experience added little more to the job holder's satisfaction than was predicted by the job characteristics model.

Joshi et al. (1997), with a sample of 124 managers drawn from a private sector organization, studied the determinants of managerial motivation. The findings revealed that out of a large number of combinations and

permutations possible, only two variables (job content and training) were found to be the best predictors of job satisfaction. As far as training is concerned, the Zero order correlation was $.5380$ and Standard Beta coefficient = $.2464$; $p < .001$.

Sharma and Kamaljit Kaur (2000) examined the relationship between job satisfaction and a number of organizational factors on a sample of 163 executives. The findings showed that only two variables (job content and monetary benefits) emerged as the best predictors of job satisfaction. The findings also revealed that when the effect of these two variables is controlled, none of the remaining job characteristics, including training and development has significant relationship with job satisfaction. As regards training and development, the second order partial correlation was $.06$; $p < .44$.

Leadership /Supervision and Job Satisfaction

Swaran Pratap (1985) found significant relationship between job satisfaction and leadership style on a sample of 200 employees consisting of 40 executives, 60 supervisors and 100 operating employees ($r = 0.56$; $p < 0.01$).

Griffin et al. (2001) examined the relationship between job satisfaction and supervisor support in a sample of 4708 employees from 48 manufacturing companies. The result showed that supervisory support had an overall positive impact on satisfaction across all companies ($\beta=0.91$; $p < 0.001$).

Steinhardt et al.(2003) with a sample consisting of 160 full-time Dell employees, found that supervisor support and group cohesion were related to low levels of job stress, which in turn was related to higher levels of job satisfaction.

Job Satisfaction and Intrinsic Factors

Friedlander (1964), in a more limited study, measured the importance of 18 job characteristics

on a four point scale choice. The results indicated that achievement; challenging work, recognition and work itself were the four most important job characteristics both for satisfaction and dissatisfaction. In yet another study, Friedlander (1965) made a comparative study of blue collar and white collar employees. His main findings were that compared to blue collar employees, white collar employees rated intrinsic factors like achievement, challenging work, use of abilities as significantly more important.

Centre and Bugental (1966) interviewed a cross section of 692 workers to study the importance of intrinsic and extrinsic job characteristics in determining job satisfaction. The study revealed that higher occupational level employees assigned more value to intrinsic aspects as interesting work, self expressions as determinants of job satisfaction.

Madhu Lal et al. (1981) tested the Herzberg's two factor theory on three levels of workers consisting of 25 supervisors, 25 skilled workers and 25 clerks. The results partially supported the Herzberg theory. The authors concluded that satisfaction and dissatisfaction were found to be unipolar dimensions and both motivators and hygiene factors influenced the feelings of satisfaction and dissatisfaction.

Pritpaul Kaur (1984) investigated the determinants of job satisfaction of university employees in a sample of 106 employees from teaching and administrative departments. His study revealed that out of 15 variables, ten job context variables were closely associated with job satisfaction. Hence he concluded that Indian workers give much importance to job context factors than job content factors.

Lambert (1991), in his study of male and female workers, found that jobs that provided workers with the opportunity to do a variety of tasks and to do work that is personally meaningful, promoted job satisfaction, job involvement and intrinsic motivation.

Sinha and Sarita Singh (1995), in their study on 248 managers and 1795 workers, found that in the case of workers, the nature of work and the service conditions were the strong predictors which affected organizational satisfaction directly and by rendering their work more satisfying. In the case of managers, challenging work and freedom to do their work was found to be the most important factors in determining job satisfaction.

Joshi and Sharma (1997) investigated the determinants of managerial job satisfaction in a sample of 124 managers from a private sector organization. The study revealed that content factors such as interesting job, challenging work, opportunities for participation, interaction and autonomy have significant influence upon employee attitude and behaviour (Zero order correlation = +.7143, Beta = .5931; $p < .001$).

Sharma and Kamaljit Kaur (2000) found that out of 11 independent variables selected for the study, only two variables (job content and monetary benefits) have emerged as the best predictors of job satisfaction. Looking at the individual contribution of the two determinants, job content alone accounted for 45 percent of the total variance.

Statement of the Problem

The core concept of job satisfaction has a vital bearing on industrial and organizational behaviour of the human component. Therefore the maximization of organizational effectiveness depends on the achievement of highest level of job satisfaction on the part of the members of organization. Thus all efforts in maximizing organizational effectiveness have to be directed towards improving the level of job satisfaction of employees to the highest possible level. This could perhaps be the reason for these concepts being one of the most sought after topics for research. The extent to which employees are satisfied with their jobs have, there fore, been of considerable interest to scholars, researchers and practitioners.

The main purpose of the present study is to ascertain the relationship between job satisfaction and various demographic factors, extrinsic factors and intrinsic factors.

This raises the following questions:

- ii) What are the extrinsic factors that determine job satisfaction?
- iii) What are the intrinsic factors that determine job satisfaction?

Objectives of the Study

The main objectives of the study were

- 1) To measure the degree of job satisfaction among the bank employees.
- 2) To study the relationship between various intrinsic factors and the bank employees' job satisfaction.
- 3) To analyse the relationship between various extrinsic factors and the bank employees' job satisfaction.

Hypothesis

The following general hypothesis was formulated to test the relationship between job satisfaction and various intrinsic and extrinsic factors

H₁ There exists significant relationship between job satisfaction and various intrinsic and extrinsic factors

Research Methodology

To achieve the objectives of the study, the job satisfaction inventory standardized by Gangulie and Rita Shresthya (1994) was adopted with slight modifications. Gangulie's job satisfaction inventory had 26 statements. To suit the requirements of the present study, the profile was modified on the basis of findings of the pilot study. Five questions from the inventory were omitted and two questions were included. Thus the modified version of the questionnaire had 23 questions to be filled by the respondents

on a five point Likert Scale ranging from 'very much satisfied' to 'very much dissatisfied' as well as 'strongly agree' to 'strongly disagree': The scoring pattern was 1 to 5 in positive direction of the job satisfaction giving a minimum score of 23 and a maximum score of 115. Those respondents who scored below 33 percent were considered to experience low level satisfaction and those who scored between 33 and 66 percent were classified as moderately satisfied and those respondents whose scores were above 66 percent were classified as highly satisfied.

Pilot Study and Pre Testing

A pilot study was undertaken by the Researcher to find out the feasibility of collecting the required information by administering the Gangulie's job satisfaction questionnaire on 20 clerical level employees of public sector banks. Based on the pilot study, the questionnaire was modified to suit the requirements of the present study. To test the reliability and validity of the questionnaire, Cronbach-Alpha reliability test was applied and the result was more than 0.7. Therefore it was found that the questionnaire used for assessing the satisfaction level of the bank employees was reliable.

Sample

The study covered clerical level employees working in the nationalized commercial banks of Vellore District. According to the National Bank for Agriculture and Rural Development (NABARD) District Office, Vellore, and the Lead Bank (Indian Bank, Vellore), as on 31st March, 2005, there were 166 branches of public sector commercial banks functioning in Vellore District. Hence the clerical level employees working in the above said 166 banks formed the population for the present study. As the Researcher was not able to get data on the total number of clerical level employees working in Vellore District, 50% of the total number of banks i.e. 83 banks from the above list were selected through simple random sampling

method. The Researcher personally visited all randomly selected banks and explained the purpose of study to the respective branch managers and requested them to provide the names of those employees who were working at the clerical level. From the list of names provided by the manager, two names were selected in each bank at random. Thus by the above process, 166 employees were selected for the study and they were administered the questionnaire with a request to fill up and hand over personally or send it by post. The Researcher was able to receive responses only from 126 respondents. Out of the 126 filled in questionnaires, six of them were found to be incomplete and were rejected. Thus the final sample for the present study consisted of 120 respondents.

Statistical Tools

Based on the data collected through questionnaire, analysis was carried out. The Researcher used statistical techniques like frequency distribution, percentages, mean and standard deviation for analyzing the data. T-test was applied to determine the influence of various intrinsic and extrinsic factors on job satisfaction. As the main objective of the study was to examine the relationship between job satisfaction and various context/extrinsic and content/intrinsic factors, correlation analysis and factor analysis were used to test the relationship between them. Factor matrix was used to find out the contributory factors which increased the level of job satisfaction among bank employees.

Limitations of the Study

The study was limited to the employees of nationalized commercial banks only. The study has excluded private commercial bank employees as their pay structure, service conditions, transfer policy and career advancement procedure differ from nationalized commercial bank employees. The present study was confined to bank employees working at the

clerical level only. Employees working at higher levels were not considered for the present study. The Researcher was not able to get data on the total number of clerical level employees working in Vellore District.

Results and Discussion

As per the analysis mentioned in **Table - 1**, nearly 75 percent of respondents were highly satisfied and 25 percent were moderately satisfied in their job. It is interesting to note that there is no one with a low level of satisfaction.

The main objective of the present study was to examine the relationship between job satisfaction and various intrinsic and extrinsic factors. Intrinsic factors or content factors are those factors which come from the job itself. Extrinsic factors or context factors refer to those factors which are external to the job. In order to find out the relationship between various intrinsic (motivating factors) and extrinsic factors (hygiene factors) and the level of job satisfaction of public sector bank employees, correlation analysis and t-test was applied.

The result shows (**Table-2**) that except seven variables, all other variables selected are significantly correlated with job satisfaction and are relevant for explaining variation in the level of job satisfaction. It may be noted, however, that the strength of the relationship between job satisfaction and other variables is not uniform but ranges widely between 0.516 (highest) and 0.091 (lowest). It is evident from the above table that among the 23 variables, only 16 variables show a significant correlation with job satisfaction and other seven variables i.e. policy of the organization, interpersonal relations, workload, privatization, computerization, salary and treatment of employees by the organization show a very weak correlation.

It is also evident that several variables were considered by the respondents as sources of satisfaction. Both intrinsic or content factors (achievement, recognition and appreciation and

sense of belongingness) and many of the extrinsic or context factors are significantly related with the level of job satisfaction of public sector bank employees. The t-test result shows that only three variables (promotion, workload and treatment of employees by the organization) show no significant relationship. Hence it is clear from the above analysis that both intrinsic factors and extrinsic factors contribute towards the job satisfaction of public sector bank employees. The present study supports the findings of Madu Lal and Gopa Bhardwaj (1981), Nazir (1998) and Sharma and Kamaljit Kaur (2000). As pointed out by Agarwala (1978), it is a myth that motivators are more job satisfiers. Satisfaction is not independent of contextual factors or hygiene like pay and conditions of work. Human system may still function in the absence of hygiene, but human labor cannot work without hygiene at the place of work. Hence, according to him, separating motivators and hygiene is irrelevant. From the above table it is clear that both intrinsic factors and extrinsic factors determine the level of job satisfaction of public sector bank employees.

The large number of statistically significant relationship between job satisfaction and other variables reported in the above table does not necessarily suggest that job satisfaction is caused by so many factors. While it is reasonable to believe that complex human response like job satisfaction is unlikely to be caused by any single factor, it is equally unlikely that as many as 16 factors must combine to produce job satisfaction. It so happens that the predictors used by social scientists, instead of being independent of one another, are often inter-correlated.

Factor Analysis

To analyze the data further, factor analysis was applied to know the inter correlations among different variables and to determine which of the factors contribute much towards job satisfaction of public sector bank employees.

The factor matrix analysis revealed (**Table-3**) that among the eight variables which were initially extracted, the scores of only three variables i.e. communication, salary and fulfillment of needs and fringe benefits, were more than 0.5. Therefore it is concluded that only these variables inter correlate more frequently with other variables and they may be considered as the contributing factors as far as the job satisfaction of public sector bank employees are concerned. Therefore it may not be wrong to state that effective communication system in the organization helps develop greater understanding between the employees and management which in turn leads to the satisfaction of employees. The employees working in any organization will feel satisfied only when they are able to fulfill their needs through the salary they are getting from the job. Also fringe benefits or various non monetary benefits provided by the management create a positive impression about the management in the minds of the employees which in turn leads to high level of job satisfaction.

Findings of the Study

The Researcher analyzed the data to study the various aspects of job and measure the extent of job satisfaction. The data showed that 74.2% of public sector bank employees were 'highly satisfied' and 25.8% were 'moderately satisfied'. It was interesting to note that there was no respondent in the 'low satisfaction' classification. Hence it is inferred that the public sector bank employees are either 'highly satisfied' or 'moderately satisfied' in their jobs.

The findings showed that only seven variables i.e. computerization, interpersonal relations, policy of the organization, privatization, salary work load and treatment of employees showed a weak correlation and all other variables, both intrinsic and extrinsic, showed significant relationship with job satisfaction. Another interesting finding of the study was that among all the variables, only two variables i.e.

salary salary occurs in both weak and strong correlations! and fulfillment of needs (0.516) and fringe benefits (0.506) showed a very strong correlation with job satisfaction.

The t-test result (**Table- 3**) showed that both intrinsic factors (achievement, recognition and appreciation and sense of belongingness) and most of the extrinsic factors are significantly related with job satisfaction at 0.01 level. The finding also showed that only three variables (i.e. promotion, work load and treatment of employees by the organizations) are not significantly related with job satisfaction. Hence it can be concluded that both intrinsic factors (job content factors) and extrinsic factors (job context factors) lead to the job satisfaction of public sector bank employees.

Factor Analysis was applied to study the inter correlations among different variables and to know what factors actually interact more and thus cause job satisfaction. Among the 23 variables, eight variables whose 'Initial Eigen Value' was more than 1, were selected by adopting 'Principal Axis Factoring Method'. These eight factors are: communication, salary and fulfillment of needs, fringe benefits, sense of belongingness, comparison of scale of pay, supervision, training and working conditions. The Factor Matrix result showed that among the above said eight variables, the scores of only three variables i.e. communication, salary and fulfillment of needs and fringe benefits were more than 0.5. Hence it is concluded that only these three variables interact more frequently with other variables and were considered as the contributing factors as far as the job satisfaction of public sector bank employees were concerned.

Conclusion

The findings of the present study show that job satisfaction is found to be affected by both intrinsic and extrinsic factors. The management can further improve the level of satisfaction of bank employees by means of adopting the following recommendations.

Firstly, though optimum number of labour force is considered good for the efficient administration, it should not be at the cost of over burdening the workers by assigning more work load. In view of the importance attached to workload, it is high time that the managements of public sector banks take immediate steps to reduce the burden of long hours of work by recruiting fresh employees to fill the vacancies. Also, full fledged computerization can be of great help in reducing the work load of the employees to a great extent. As majority of respondents feel that computerization is threatening their jobs, the management may take appropriate steps to convince the employees that computerization of banking operations is good not only for the management but also for the employees, customers and the entire nation.

Secondly, most of the public sector bank employees feel that they were not satisfied with the transfer policy being followed by their respective managements. According to these employees, the convenience of the employees was not at all taken into consideration at the time of transfer. Though transfer of employees from one place to another place is inevitable, it is always better to take into account the convenience of employees also at the time of transfer. Again promotion need not always be accompanied with transfer.

Thirdly, most of the employees feel that the management of public sector banks are adopting the policy of over-driving the workers in order to get the maximum out of them. The management can remove this type of feelings by proper counseling and also framing their policies and regulations in such a way that it is mutually beneficial to both the workers and the management.

It is felt by the Researcher that the above said measures will certainly further increase the level of satisfaction of public sector bank employees which in turn will help the management to have a highly motivated and

dedicated work force to face the future challenges successfully.

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Table -1 Level of Satisfaction of Public Sector Bank Employees

Degree of Satisfaction	Frequency	Percentage
Low job satisfaction	Nil	-
Moderate job satisfaction	31	25.8
High job satisfaction	89	74.2
Total	120	100.0

Table -2 Relationship between Job Satisfaction and Other Variables

S. No	Independent Variables	Mean	S.D	Correlation	t - value df.199	Level of Significance
1	Salary & fulfillment of needs	1.30	0.84	.516	17.031	0.01
2	Fringe benefits	1.10	0.96	.506	12.602	0.01
3	Occupational freedom	1.01	1.04	.393	10.609	0.01
4	Comparison of scale of Pay	1.00	1.05	.385	10.401	0.01
5	Job security	1.20	0.98	.384	13.478	0.01
6	Training	0.99	1.15	.354	9.458	0.01
7	Recognition	0.92	1.05	.288	9.565	0.01
8	Decision making	1.04	1.06	.285	10.802	0.01
9	Belongingness	1.28	0.93	.278	15.157	0.01
10	Transfer	0.35	1.23	.271	3.106	0.01
11	Achievement	1.12	0.95	.267	12.819	0.01
12	Working conditions	0.94	1.15	.247	8.992	0.01
13	Supervision	1.00	1.00	.246	11.001	0.01
14	Communication	0.98	1.08	.231	9.885	0.01
15	Grievance handling	0.91	1.09	.228	9.109	0.01
16	Promotion	0.18	1.35	.205	1.491	N.S*
17	Policy of the organization	0.88	1.32	.175	7.265	0.01
18	Interpersonal relations	1.35	0.96	.143	15.431	0.01
19	Work load	0.29	1.29	.135	2.485	0.05
20	Privatization	5.00	1.26	.100	.434	NS*
21	Computerisation	0.73	1.30	.098	6.127	0.01
22	Salary	1.24	1.20	.091	11.380	0.01
23	Treatment of employees	0.16	1.59	.063	1.092	NS*

*Not significant

Table-3 Factor Matrix

	Factor							
	1	2	3	4	5	6	7	8
COMMUNICATION	.568	-.243	4.57E-02	2.56E-02	.218	-.160	.167	7.40E-02
SALARY&NEEDS	.557	3.16E-02	.246	-.191	4.35E-02	-.111	.277	.115
FRINGE BENEFITS	.521	.181	.441	7.56E-02	-.518	-.261	6.69E-02	.385E-03
BELONGING	.485	-.315	.205	4.08E-03	.258	-.173	-.262	-.107
SCALE OF PAY COMPARISON	.484	2.73E-02	.985E-02	-.115	.147	.103	.115	-.111
SUPERVISION	.481	2.66E-02	-.435	.253	-.106	-.131	-.126	.188
TRAINING	.480	.258	.135	-.367	.236	3.25E-02	-.224	1.13E-02
WORKING CONDIT	.438	.294	-.262	4.39E-02	2.35E-02	.506E-02	2.60E-02	-.156
DECISION MAKING	.432	-.134	-.124	.176	.137	-.109	.201	.108
GRIEVANCE	.423	-.233	-.260	.952E-02	.729E-02	4.33E-03	1.38E-02	.107E-02
RECOGNITION	.385	7.88E-02	-.221	.150	.529E-03	.166	.147	.196
ACHIEVEMENT	.323	-.228	.479E-02	.240E-02	5.90E-02	.144E-02	-.216	7.71E-02
OCCUPATIONAL FREEDOM	.451	.483	-.268	.174	-.126	6.19E-03	-.212	3.76E-02
PROMOTION	.262	.418	6.70E-02	-.308	.114	.301	.158	.034E-03
PRIVATISATION	7.42E-02	.412	.274	.327	.120	9.80E-02	.752E-02	.124
TRANSFER	.234	.310	9.04E-02	-.155	.724E-03	.197	5.45E-03	5.74E-02
POLICY	.174	-.347	.410	.240E-02	.780E-02	6.17E-02	6.74E-02	.141
JOB SECURITY	.318	.106	.356	.974E-02	.891E-02	.123	.546E-03	.149
COMPUTERISATIO	1.55E-03	.367	.397	.412	.268	.208	-.102	.568E-02
TREATMENT	-.277	.144	.243	-.329	.396E-02	-.190	.128E-02	.850E-02
WORK LOAD	.186	.260	.116	.293	-.158	-.177	.239	-.276
COLLEAGUES	.275	-.384	.278	.120	-.289	.449	.600E-02	-.206
Salary	.121	.723E-03	1.76E-03	-.228	-.298	.130	4.56E-02	.328

Extraction Method: Principal Axis Factoring.