

# EFFECT OF SAFETY ATTITUDE ON EMPLOYEE SATISFACTION OF SELECTED FOOD AND BEVERAGE COMPANIES IN LAGOS STATE, NIGERIA.

Oboh, Sylvester

School of Social and Management Sciences, Near East University, Northern Cyprus, Cyprus.

**Abstract:** Getting the best out of an employee and making them fulfilled has consistently been a noteworthy test a business faces in the present competitive condition. It is in this way turned out to be basic for organizations to understand the importance of employee satisfaction and furthermore implement the key methods through which an employee can be impacted to create a positive safety attitude that can prompt higher employee satisfaction. The likelihood of working environment accidents to happen is high due to the nature of work in food and beverage organizations which includes complex exercises, hardware materials or machines, and risky gear. Duties to guarantee the safety at the working environment lies with the administration as well as the employees of these organizations. The examination of this study is to evaluate the effect of safety attitude on employee satisfaction. The study implemented a survey research design, an overall of 496 copies of questionnaire were distributed to the respondents. The result revealed that safety attitude had a significant effect on employee satisfaction ( $\beta = 0.719$ ,  $t = 24.131$ ,  $R^2 = 0.251$ ,  $p < .05$ ). Therefore, a safety attitude inside the organization will enable employees to act in a safe manner and firmly towards work which can improve employee satisfaction in everyday exercises in the organization

**Keywords:** Employee satisfaction, Safety attitude, and Safety practices

Food and beverage industries are one of the riskiest and hazardous industries. In recent years, safety-related accidents have accounted for a significant proportion of all industrial accidents. Studies show that the main cause of organizational accidents is unsafe working practices and the employee's lack of safety attitude towards work. Employees with a good safety attitude will reduce these unsafe behaviors, thus avoiding preventable accidents without the need for supervision Xiang, Wenwen, Chunlin, and Yuanlong, (2017). In the present worldwide economy, most managers have understood that for their organizations to contend and be productive, the display of their employees can be significant for positive organizational performance. For this reason, many employers of labor have put several mechanisms in place to ensure that optimum employee satisfaction is achieved. Watson (2009) investigation on the view of wellbeing and safety on a person's degree of consistency towards safety in the organization, revealed that safety attitude or its standards were influenced by the effect of the dangerous conduct employees display within the organization. Employees who saw that their management or organizations have a higher assurance of safety in their organization had low accident rates.

Idirimanna and Jayawardena (2011), stated that employees' commitment towards safety attitude, organization's safety center, work necessities, and staff impact were because of the employee's working background, past occurrences met, and the sort of business they have been involved in. While limited contributions to safety training, physical tests, and the growing of an easygoing workforce prompted employees to ignore safety activities in the organization. Moreover, Ann, Bartela, Richard, Freeman, Casey, Morris, and Kleiner (2011) stated that there is a particular working environment segment to employee attitude in spite of normal arrangement of corporate human asset the board practices in the organization, and that distinctions in employee attitudes can be to a great extent to impact work execution of the organization, in which the employees have increasingly good safety attitudes and have progressively predominant work execution. However, the purpose of this

## I. Introduction

research is to examine how safety attitude can positively affect employee job execution and how it can consequently lead to employee satisfaction. However, this can be achieved if safety measures are put in place and effectively utilized by the organization. Therefore, the main question for this study is; what the outcome of safety attitude on employee satisfaction of selected food and beverage companies in Lagos State is, Nigeria.

Safety attitude towards work encourages employees to stay protected and mindful of dangers in the organization. In any case, research has shown that the food and beverage business in Lagos State, Nigeria experience issues of negative safety attitude from employees towards work exercises in the organizations and not completing viable job activities in the organization, which is a constraint to how safety attitude influences employee's satisfaction. However, some of these companies have hailed to invest in the proper training for their employee and when employee satisfaction is low, it can lead to poor organizational performance Carpenter, Talya, and Erdogan (2009). The objective of this study is to determine the effect of safety attitude on employee satisfaction of selected deposit money banks in Lagos State, Nigeria. This research followed a quantitative research method of gathering data which is done through a questionnaire that will be distributed to respondents in the selected food and beverage companies. With a sample size of 496 employees. A quantitative study as defined by Bhatti and Sundram (2015) is a way of calculating the data through the application of statistical methods and analysis and the outcome of the analysis represents numbers that further explains the proposed remedy of the research problem.

The significance of the study can be seen in diverse ways. The study will provide useful information for the managements within individual company and the insight into employee's view of safety attitude within such organizations. It will give detailed recommendations for the management of the selected companies on how to accomplish and improve employee satisfaction through safety attitude practices. The study aimed at contributing to existing knowledge of how safety attitude can be utilized, effected upon and implemented in the food and beverage industry.

## II. Outcomes and Discussions

The research adopts SPSS data analysis and test of reliability. A sum of 496 copies of the questionnaire was given out to the respondents who are the employees of the selected food and beverage companies. Out of which 474 were returned and were analyzed. This, therefore, constitute 95.6% of the total respondent on this basis it is okay to carry out the analysis.

**Table 1.1 Response Rate**

Category	Frequency	%
Completed usable copies of questionnaire	474	95.6
Unusable, unreturned and disqualified copies of questionnaire	22	4.4
Total	496	100

Source: Field Survey, (2019)

Considering this high estimation of reaction rate, the reaction pace of 95.6% accomplished was sufficient for reaching determinations on the examination targets. Consequently, the specialist utilized poll duplicates gathered for investigation and announcing.

**Table 1.2: Demographic Characteristics of Respondents**

Variables	Characteristics	Frequency	Percentage (%)
Gender	Male	294	62.0
	Female	180	38.0
Age	18-30	243	51.3
	31-40	90	19.0
	41-50	108	22.8
	51-60	30	6.3
	Others	3	0.6
Educational Qualification	SSCE/WAEC	168	35.4
	OND/HND	90	19.0
	BA/BSc	3	0.6
	MA/MBA/MSc	192	40.5
Position in the Organisation	PHD	21	4.4
	Junior Staff	255	53.8
	Senior Staff	78	16.5
	Management Staff	114	24.1
	Director	27	5.7

Source: Field Survey, (2019)

The outcome demonstrates that dominant part of respondents were junior staff suggesting that they had the option to figure out which variable impacts representative fulfillment just as organizational performance.

## A. Research Objective

**Research Objective:** The objective of this study is to determine the effect of safety attitude on employee satisfaction.

The respondents were asked to respond to the statement relating to safety attitude and employee satisfaction. The retorts were on a measure of 1-6 where 1 point was given strongly disagree, 2 points disagree, 3 points partially disagree, 4 points partially agree, 5 points agree, and 6 points strongly agree. The results are presented in Tables 1.3 and 1.4 followed with an analysis and interpretation.

**Table 1.3: Descriptive Statistics Analysis of Safety Attitude**

Items	Strongly Agree	Agree	Partially Agree	Partially Disagree	Disagree	Strongly Disagree	Mean	Standard Deviation
I encourage people to be careful around the working environment while carry out their duties.	13528.5%	33670.9%	30.6%	00.0%	00.0%	00.0%	5.28	.463
I attend safety lectures, seminars organized by my organization	8718.4%	38481.0%	30.6%	00.0%	00.0%	00.0%	5.18	.399

I believe that safety comes first as I carry out my work in the organization	18338.6%	27958.9%	122.5%	00.0%	00.0%	00.0%	5.36	.531
I personally go out of my way to ensure that persons and properties are safe in the workplace	30965.2%	15332.3%	122.5%	00.0%	00.0%	00.0%	5.36	.534
My attitude on safety activities with my fellow employees is on a high level	25253.2%	21645.6%	613.6%	00.0%	00.0%	00.0%	5.52	.525
Average Score							5.39	0.490

Source: Field Survey, (2019)

Table 1.3 shows the respondents' opinions on various dimensions of safety attitude. The total mean estimation of reactions for safety attitude was 5.39 which demonstrates that the respondents concur with the things in safety attitude frame of mind scale, and the appropriate responses were not fluctuated as appeared by a standard deviation of 0.490. Along these lines, it tends to be presumed that there is a wellbeing disposition among representatives of the chosen food and beverage organizations.

**Table 1.4: Descriptive Statistics Analysis of Employee Satisfaction**

Items	Strongly Agree	Agree	Partially Agree	Partially Disagree	Disagree	Strongly Disagree	Mean	Standard Deviation
I am glad working in this organization	13 5 28 .5 %	33 6 70 .9 %	3 0 6 %	0 0 0 %	0 0 0 %	0 0 0 %	5 .6 2 8	.4 6 3
The work routine gives me greater chance to be what I need to be.	18 6 39 .2 %	28 5 60 .1 %	3 0 6 %	0 0 0 %	0 0 0 %	0 0 0 %	5 .0 3 9	.5 0 0
I discover fulfillment doing what I am doing in this organization.	23 1 48 .7 %	24 0 50 .6 %	3 0 6 %	0 0 0 %	0 0 0 %	0 0 0 %	5 .1 4 8	.5 1 3
My working relationship	30 3 63 .9 %	16 2 34 .2 %	9 1 9 %	0 0 0 %	0 0 0 %	0 0 0 %	5 .2 6 2	.5 2 4

with my colleagues is cordial.								
The organization's procedures make my job difficult.	21 4. 4 %	21 4. 4 %	0 0. 0 %	1 8 3. 8 %	48 10 .1 %	36 6 77 .2 %	1 .5 8	1. 3 2 0
Average Score							4 .6 6 7	0. 6 6 4

Source: Field Survey, (2019)

Table 1.4 presents opinions of employees surveyed on numerous problems on employee satisfaction, that is, a pleasant feeling a person has when their expectations from work have been fulfilled. The respondents indicated that there is a moderate level of employee satisfaction of employees within the selected food and beverage companies. The aggregate mean value of feedbacks for employee satisfaction was 4.67 that indicates the respondents concurred with the things in the employee satisfaction scale. The standard deviation is 0.664 and implies that there was little variation between those who agreed and disagreed.

## B. Restatement of Hypothesis

**Hypothesis:** H<sub>01</sub>: safety attitude does not significantly affect employee satisfaction.

The researcher utilized linear regression investigation to test the hypothesis where the scores of safety attitude were relapsed on the estimations of worker fulfillment. The information for safety attitude and representative fulfillment were produced by including scores of reactions of all things for every one of the factors. In the examination, the coefficient of determination (R square) was utilized as a proportion of informative force, to show how the independent variable clarifies the dependent variable. The F-statistics was utilized as a proportion of the model integrity of fit. The important results for the hypothesis are shown in Tables 1.5a-1.5c.

**Table 1.5: Summary of Regression Results Safety attitude and Employee satisfaction**

(a) Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501 <sup>a</sup>	.251	.250	1.809
a. Predictors: (Constant), Safety Attitude				

(b) Overall Significance						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	517.937	1	517.937	158.262	.000
	Residual	1544.696	472	3.273		
	Total	2062.633	473			
a. Dependent Variable: Employee Satisfaction						
b. Predictors: (Constant), Safety Attitude						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.951	1.544		2.559	.011
	Safety Attitude	.719	.057	.501	12.580	.000
a. Dependent Variable: Employee Satisfaction						

Source: Researcher's Field Results (2019)

Table 1.5a-c present the outcome of linear regression analysis on the effect of safety attitude on employee satisfaction. The results in the Table show that Safety attitude has a significant effect on employee satisfaction of selected food and beverage companies in Lagos, Nigeria ( $\beta = 0.719$ ,  $t = 24.131$ ,  $p < .05$ ). The results further show that there is a moderate relationship between safety attitude and employee satisfaction of selected food and beverage companies in Lagos, Nigeria ( $R = 0.501$ ). Furthermore, the results showed that 25.1% of the variation in employee satisfaction was explained by the variations in safety attitude. These findings are confirmed by the overall significance of the model which states that safety attitude has a positive and significant effect on employee

satisfaction. It implies that safety attitude is a good predictor of employee satisfaction. Using the unstandardized coefficients on the line of best fit the regression equations were obtained as follows;

$$ES = 3.951 + 0.719$$

SA ..... eq. (i)

Where:

ES = Employee satisfaction

SA = Safety attitude

The regression calculation above displays that when safety attitude is constant at zero, employee satisfaction takes a value of 3.951 suggesting that without safety attitude, employee satisfaction takes a value of 3.951. The regression coefficient of safety attitude was 0.719, implying that a unit increase in safety attitude will lead to a 0.719 increase in employee satisfaction. This infers that safety attitude has a significant ( $p$ -value = 0.000) effect on employee satisfaction. Therefore, the null hypothesis two ( $H_{01}$ ) which states that safety attitude does not significantly affect employee satisfaction is hereby rejected.

### III. Related Works

In this section, literatures within safety attitude and employee satisfaction will be examined under the concepts of this study, whereas safety attitude will also explain dimensions such as work pressure and risk awareness. The first part of the concept will examine safety attitude, work pressure, risk awareness, and employee satisfaction individually while the second part will examine the effect of safety attitude on employee satisfaction. However, this study will not measure the effect of work pressure and risk awareness on employee satisfaction as also revealed in the conceptual framework.

#### A. Safety Attitude

Carpenter, Talya, and Erdogan (2009), Safety attitude is defined as a caution towards work which causes employees to stay protected and mindful of hazards in the organization. In any case, research reveals that the food and beverage industry experience issues subsequently to the negative safety attitude of employees towards work activities in the organization which goes to show how safety attitude influences employee satisfaction (Susanty & Miradipta, 2013). Individuals are unique, their qualities contrast, what others hold with high regard may be viewed as irrelevant by another employee. A few people get joy from taking part in dangerous practices while others watch cautiously against dangers (Kenya Economic Report, 2013).



Susanty and Miradipta (2013), stated that employee attitudes have a critical influence on the wellbeing and safety practices in the organization. Most employees are not dedicated to the possibility of safety and disregard to participate in safety activities, consequently making safety measures become incapable. Without a doubt, any safety measure or activity with respect to government policies or management rules may prove useless if the employees are not dedicated to the possibility of safety. Additionally, businesses neglect to see wellbeing and safety practices as a procedure that can be beneficial to the organization. It isn't enough to find safety measures and disregard to give satisfactory instructions on these measures and standards. Safety attitude ought to be a joint obligation between the organization, the executives and employees. They ought to have the right equipment to distinguish the connections between the workplace, organization, execution, and wellbeing.

Mamady (2016) defined safety attitude to be with regards to the employee's sentiments on their wellbeing and safety, they are regularly disregarded because of different administrative styles (certain administrative styles don't consider the perspectives and assessments of employees) and an absence of a sufficient security and safety strategy. This considers almost no reflection for employee commitment to wellbeing and safety inside the organization. According to Ray (2017), poor employee attitude can prompt diminished trust and worry towards their colleagues, and this can damage joint effort and can reduce organizational performance. A negative social condition can disconnect an outstanding employee and makes the motivation to maintain a strategic distance from or leave the activity at work. On the other hand, a positive safety attitude can make communication and joint effort increasingly gainful. The empowering collective appearance that results from great attitudes makes intentions to be a piece of the group and give employees a feeling of having a place and passionate notion with the accomplishment of the organization. However, the safety attitude in this study revealed two other dimensions of food and beverage industries which should also be addressed, they are work pressure and risk awareness.

1. Work pressure: Recent research has demonstrated that the weight of work affects an employee's wellbeing conduct in the organization Nahrgang, Morgeson, and Hofmann (2011). They likewise accepted that a high level of weight will truly influence employees' physical, emotional well-being, and conduct decisions and can make them very inclined to mishaps which can influence the fulfillment of the workers and therefore lead to low organizational performance.

2. Risk awareness: The related attitudes include attitude toward personal risks and control of risky behaviors. If the employees have negative attitudes towards risks and if they cannot identify the risks caused by mistakes, accidents will probably occur, whereas the employees with a good sense of risk and of risk prevention will reduce the occurrence of such accidents Xiang *et al* (2017). Therefore, it is the duty of the managers and employees to identify these risky behaviors which can enable them to perform effectively and efficiently and can also lead to improved organizational performance.

## B. Employee Satisfaction

The term employee satisfaction alludes to the attitude and sentiments individuals feel on the job (Jones, 2008). Encouraging and ideal attitudes toward the activity of work demonstrate employee satisfaction. Employee satisfaction is the gathering of inclination and principles that individuals have about their present place of employment. Employee's degree of satisfaction can go from outrageous satisfaction to extraordinary dissatisfaction. Notwithstanding having attitudes about their employments overall. Employees can likewise have attitudes about different parts of their occupations, for example, the sort of work they do, their associates, directors or subordinates and their compensation (George & Jones, 2008). Employee satisfaction is an employee's feeling of accomplishment and accomplishment at work. It is commonly seen to be straightforwardly connected to execution just as to individual prosperity. Satisfaction infers carrying out a responsibility one appreciates, doing it well and being remunerated for one's endeavors. Employee satisfaction is further defined as the excitement and joy with one's work. employee satisfaction is the key fixing that prompts acknowledgment, pay, advancement, and the accomplishment of different objectives that lead to a sentiment of satisfaction (Kaliski, 2009).

Employee satisfaction can be characterized additionally as the degree to which a specialist is happy with the prizes the individual escapes their activity, especially as far as characteristic inspiration (Rose, 2010). Egwuonwu, Chieze, Kabouh, and Adeoye (2017), stated that employee satisfaction is the level of favorableness or generally with which an employee surveys their activity. For this situation work conditions, work plans, and occupation execution gear sway on an employee being happy with the activity. Employees are happy with so many occupations as those that are wealthy in positive conduct components, for example, self-rule, task character, task essentialness, great input, acknowledgment, and strengthening. Employee satisfaction is unique in relation to business satisfaction in

that employee satisfaction is worried about the activity an employee does in work while business satisfaction is worried about the work in general.

### C. Safety attitude and Employee satisfaction

Susanty and Miradipta (2013), completed an investigation on the impact of safety attitude toward work, employee satisfaction, and organizational duty. Employee satisfaction is a pleasurable or positive enthusiastic state coming about because of the examination of one's activity and professional quests. The more pleased the individual, the higher the level of satisfaction and the more secure the attitude of individual employees in the organization the less degree of incidents and injuries that can happen in the organization. In this way, the management ought to orientate the employees on safety systems in order to improve their degree of satisfaction as improved employee satisfaction can prompt employee duty and thusly it can increase organizational performance. However, the study postulated by Kaya and Ceylan, (2014), on safety attitude programs in organizations on employee work satisfaction in assembling organizations, revealed that safety attitude programs and organizational duty partially affect employee's satisfaction.

Kundu, Yadav and Yadav (2015), study on safety attitude and employee satisfaction in factories which was aimed to investigate the relationship between safety attitude and employee satisfaction of the organization indicated that safety attitude had positive significant impact on employee satisfaction in the organization because the positive behaviors, actions, and reaction between the employees was key in preventing unnecessary incidents in the workplace. The emphasis of the management should be on developing a safety culture, safety training, and safety policies that allow the employees to have a more positive attitude towards safety in the organization. Management and employees should collectively create and manage a safety attitude in the workplace that gives a meaningful contribution to the satisfaction of employees in the organization and this can consequently improve the general performance of the organization.

### IV. Conclusion

The data analysis of this study discovered that safety attitude and employee satisfaction have the same pattern of increase which suggests that safety attitude influences employee satisfaction. The results revealed that employees personally go out of their way to ensure that persons and properties are safe in the workplace. The finding also reveals that employee attitude on safety activities with their fellow employees is on a high level and believe that safety comes first as they carry out their work in the organization. Furthermore, this shows that there is a cordial working

relationship among the employees. Also, that employee finds satisfaction doing their jobs in their companies. These conclusions provide an answer to the research question and enable the researcher to achieve the objective of the study.

Positive safety attitude assumes a significant role in improving unsafe behavior, so investigating the structure of the safety attitude and precisely estimating safety attitude can viably improve employees' satisfaction, just as employee satisfaction or fulfillment can adversely improve organizational performance. The study tends to add to the existing occupational safety research by building up a substantial and solid factor structure of safety attitude and employee satisfaction. Considering the hypothesis and research question, a successful safety attitude and employee satisfaction scale were gotten by investigating and structuring items identified with the emotional and behavioral tendencies of the employees in the questionnaire. The safety attitude and employee satisfaction factor structure will give a progressively significant translation of this development in the safety research domain and can also help in improving further research.

### References

- Ann, P. Bartela, D., Richard, B., Freeman, B. D, Casey, I., Ichniowski, D., Morris, M. & Kleiner, C (2011). Can a workplace have an attitude problem? Workplace effects on employee attitudes and organizational performance. *Labour Economics*, 5 (2), 411–423.
- Bhatti, M. A., & Sundrum, V. P. K (2015) *Data analysis using SPSS and AMOS*. Pearson publication; Kuala Lumpur.
- Carpenter, M., Talya, B., & Erdogan, B. (2009) *Principles of management*. New York: Flat World Knowledge.
- Chieze, A., C., Kabouh, M., N. Adeoye, I. A. & Egwuonwu, C. O (2017). Working environment and employees' job satisfaction in Nigerian banks. *International Journal of Development Strategies in Humanities, Management, and Social Sciences*, 7 (1), 62-63.
- George, J. M., & Jones, G. R., (2008). *Understanding and Managing Organizational behavior*, (5 ed). New Jersey: Pearson/Prentice Hall.
- Idirimanna, I. S. & Jayawardena, N. (2011). Factors affecting the health and safety behavior of factory workers. *Global Conference on Business and Economics*, 15 -16.
- Kaliski, B. S., (2009). *Encyclopedia of business and finance*, (2<sup>nd</sup> ed). Detroit: Thompson Gale.

Kaya, C. & Ceylan, B. (2014). An empirical study on the role of safety attitude programs in organizations on employee job satisfaction. *American Journal of Business and Management*, 3 (3), 178-191.

Kenya Economic Report (2013). *Kenya institute for public policy research and analysis publication*. Retrieved from <http://www.kippra.org/downloads/Kenya%20Economic%20Report%202013>.

Kundu, S., Yadav, B. & Yadav, A (2015). Effects of safety attitude on employee satisfaction: A study of an Indian organization, *Journal of Human Resource Management*. 6 (4), 12-22.

Mamady, K. (2016) Factors influencing attitude, safety behavior and knowledge regarding household waste management in Guinea: A cross-sectional study. *Journal of Environmental and Public Health*, 6 (4), 124-153.

Nahrgang, J. D., Morgeson, F. P., & Hofmann, D. A. (2011) Safety at work: A meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes. *Journal of Applied Psychology*. 96, 71-94.

Ray, L. (2017). The effect of employee attitude on productivity in the workplace. Retrieved from [Http: oureverydaylife.com/effect-employee-attitude-productivity-workplace-3168.html](http://oureverydaylife.com/effect-employee-attitude-productivity-workplace-3168.html)

Rose, N. (2010) Occupational stress, job satisfaction, and job performance among hospital nurses in Kampala Uganda. *International journal of Wisconsin-Stout* 87 (6), 77-80.

Susanty, A., & Miradipta, R. (2013). Analysis of the effect of attitude toward works, organizational commitment, and job satisfaction, on employee's job performance. *European Journal of Business and Social Sciences*, 1 (10), 15-24.

Watson, W. (2009). *Playing to win in a global economy: Global strategic rewards report and United States findings*. United State: Watson Wyatt Worldwide.

Xiang, W., Wenwen, Y., Chunlin, W., & Yuanlong, L. (2017). Development and validation of a safety attitude scale for coal miners in China.

## Section A: Demography Characteristics

1. **Gender:** Male [ ] Female [ ]
2. **Age:** 18 – 30 [ ] 31 – 40 [ ] 41 – 50 [ ] 51 – 60 [ ] others, specify\_\_\_\_\_
3. **Educational Qualification:** SSCE/WAEC [ ] OND/HND [ ] BA/B.Sc [ ] MA/MBA/M.Sc [ ] PhD [ ] Others .....
4. **Position in the Organization:** (a) Junior Staff (b) Senior Staff (c) management staff (d) Director

## Section B

Tick the level of agreement to the following questions.

**Options:** Strongly Agree (6points), Agree (5points), Partially Agree (4points), Partially Disagree (3points), Disagree (2points), Strongly Disagree (1point)

	1. Safety attitude	
1	I encourage people to be careful around the working environment while carrying out their duties.	
2	I attend safety lectures, seminars organized by my organization.	
3	I believe that safety comes first as I carry out my work in the organization.	
4	I personally go out of my way to ensure that persons and properties are safe in the workplace	
5	My attitude on safety activities with my fellow employees is on a high level	
	II. Employee Satisfaction	
6	I am happy working in this company	
7	The work schedule gives me more opportunity to be what I want to be.	
8	I find satisfaction in doing what am doing in this company.	
9	My working relationship with my colleagues is cordial.	
10	The organization's procedures make my job difficult.	

## Questionnaire