



UNIVERSITI TEKNIKAL MALAYSIA MELAKA

**STUDY AND ANALYSIS QUALITY SATISFACTION IN
SERVICE INDUSTRY (DAMANSARA SPECIALIST
HOSPITAL)**

This report submitted in accordance with requirement of the Universiti Teknikal Malaysia Melaka (UTeM) for the Bachelor Degree of Manufacturing Engineering (Manufacturing Management)

by

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2011



UNIVERSITI TEKNIKAL MALAYSIA MELAKA

BORANG PENGESAHAN STATUS LAPORAN PROJEK SARJANA MUDA

TAJUK: Study and Analysis Quality Satisfaction in Service Industry (Damansara Specialist Hospital)

SESI PENGAJIAN: 2010/11 Semester 2

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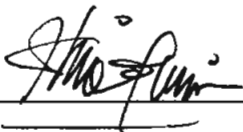
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APPROVAL

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ABSTRAK

Kajian ini adalah mengenai kepuasan kualiti di sektor perkhidmatan, terutamanya dalam perkhidmatan hospital. Perkhidmatan yang dipilih adalah di bahagian perkhidmatan pesakit luar dan kecederaan ringan. Namun, responden yang boleh dikaji adalah di kalangan pekerja dimana mereka ini adalah pengguna dalaman bagi pihak hospital. Hal ini kerana kajian terhadap pesakit iaitu di kalangan pengguna dari luar adalah tidak dibenarkan disebabkan perkara itu adalah dasar hospital. Harapan dan persepsi pekerja adalah dua benda berbeza. Objektif kajian ini adalah untuk mengenal pasti kepuasan pekerja mengenai keperluan atau kemudahan yang telah disediakan. Oleh itu, jika mereka berpuas hati dengan keadaan kerja mereka, hal ini mungkin dapat memberikan motivasi untuk member perkhidmatan yang terbaik kepada pelanggan mereka.

Untuk mengetahui tahap kepuasan pekerja terhadap keperluan yang telah disediakan, kaji selidik perlu dilakukan dan perlu diagihkan kepada mereka. Berdasarkan analisis dari SPSS itu, kesimpulan boleh dilakukan sama ada mereka berpuas hati atau tidak dengan keperluan yang telah disediakan. Kaedah yang digunakan adalah teori Herzberg dan kaedah Kano. Kaedah Kano digunakan untuk mengetahui keperluan pekerja dan persepsi mereka terhadap keperluan yang mereka perolehi. Teori Herzberg pula untuk memahami sikap dan motivasi pekerja, selain untuk mengetahui faktor yang mempengaruhi kepuasan mereka semasa bekerja.

ABSTRACT

This study is about the quality satisfaction in service industries, especially in hospital service. The department or service that focused is at the light injuries and illnesses services. Nevertheless, the respondents that being access are only among their employees which is the internal customers. This is because to get the feedback from patients or external customers can not be done because that is the policy of the hospital. Employee's perception and expectation are two things that are different. The objective of this research is to identify the employee's satisfaction about the requirement or facilities given. Hence, if the employees are satisfied with their working environment, it will lead them to give a good service to the customers.

In order to know the level of employee satisfaction based on the requirement provided, some survey and questionnaire have to be construct and distributed to them. The analysis of the data is being analyzes by using the SPSS software. Based on the data or analysis, the conclusion can be made whether the employees are satisfied or not with the requirements provided. The tools that used are Kano Method, and Herzberg's Theory. Kano Method is used to construct the employee needs and expectations from the requirement that they get. Herzberg theory is used to understand the employee attitudes and motivation besides, to determine which factors that caused of their satisfaction or dissatisfaction in their working life.

ACKNOWLEDGEMENT

I would like to acknowledge the advice and guidance of Mr. Hasoloan Haery Ian Peter as my supervisor for this Final Year Project. This is because without his advice and guidance, this study cannot be completed by following the objective.

Besides, I would like to thank to my entire class member because of their contribution during construct this study until finish. Special thanks go to Mr. Mohd Yazid Mohd Said because he always helps me while conducting the survey and distribute the questionnaire. Without him, the surveying process and distribution of questionnaire cannot be done properly. Moreover, I would like to thank to the top management and staffs of Damansara Specialist Hospital because of good cooperation from them.

Last but not least, to my family members who are always giving support while I was facing a problem. They are always being my backbone and always give me a strong spirit in order to me complete this study.

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CHAPTER 1

INTRODUCTION

Customer satisfaction is a measurement on how products and services supplied by a company to meet or surpass customer expectation. To be successful, a company therefore must look into the needs and wants of their customers. Based on the empirical literature, Bulgarella (2005:6) summarized that customer satisfaction give the impact of on organizational profit. This is also previously reported by Anderson *et al.*, (1994:64) whose analyze between customer satisfaction, the market share, and profitability in Sweden, that when quality and expectations increase, there is positive effect on customer satisfaction in the long run. In addition, the fundamental relationship among employee satisfaction, service quality, customer satisfaction, and firm profitability is also supported by Yee *et al.*, (2008:662) through using structural equations modelling that concluded the customer satisfaction is eventually lead to financial gains.

Related to the customer satisfaction in the service industry, who's the customer are based on the stand point of their existences. First, called as the external customers whose are an organization's clients, users, and others. Second, the internal customer whose are an organization's employees and those stakeholders that supporting the production process. In facts, the customer satisfaction is therefore not only regarding to product or service provided by organization and employees, but also pertinent to the satisfaction among the workers who are satisfied to their condition and working environment that

have the impacts to the quality of services and products. Through the good condition, the output will meet the customer requirement which then will make the customer satisfaction of the output produced. This is parallel to ~~internal~~ marketing is the key to superior service and the result is external marketing success.” (Greene *et al.*, 1994:5; Varey, 1995:43-45).

In reality, against the external customer satisfaction, it is hard for the company to fulfill all the needed by customer. This is due to the internal employees should drive along the way to make their customer satisfy with their products or services produced. ~~Customers~~ are always right”. So, company should provide the best products or services based on the customer requirement and needed. Even though, some of the customers are very concern with what they are buying. But against the service provided by the company, also becoming the concerned of the customers that can be as a positive input for the companies to improve their existing products or services. Therefore, to provide excellent service quality by the company is widely recognized as a critical business requirement (Voss, 2003:92).

1.1 Background of study

Usually, the top management of the company may take various steps in order to fulfill their customer or patient satisfaction (Shabbir *et al.*, 2010:2458). This is as what the hospital top management done to ensure their patients satisfied with service provided. Basically, they will provide several numbers of counters in order to ease and fasten their patients in registering process. In addition, there are also the professional employees available to handle their jobs in decreasing the waiting time of patients by B L Conner-Spady *et al.*, (2004:1306-1307). Moreover, the numbers of treatment room that is required by patients also increased so that the patients can have treatment in one time without waiting so long. However, in the condition when there are too many patients,

queuing and long waiting times per patient become critical to the service given. This is maybe due to the type of the illness of the patient needs to treat. If the patient is in critical such as injuries, disease, malignancy, that may give bad impact to the visitors and also service operators. Otherwise, the cycle time will fasten and the waiting time per customer may decrease.

Furthermore, the top management has to still find some way in order to fulfill their patient requirement. According to Coskun Bakar *et al.*, (2008:344) the goals of those efforts have been to identify problems and areas that need improvement, to formulate quality improvement objectives, to periodically assess the influence of changes and improvement activities, and to create monitoring tools that can be used by hospital management and by medical, nursing, logistics, and operations services staff. This is because, their customers will turnover if the service provided are not good by Alqhtani *et al.*, (2010:2-7). Hence, they will never come again to their company or hospital. Although their waiting time may be decrease, but the service provided by the employees have to always maintain. This can be said as continues improvement should be implementing by that hospital in order to care their patient feeling.

1.2 Problem Statement

Shabbir *et al.*, (2010:2458) stated that customer satisfaction in health care providers or hospitals is as important aspect as in other service-oriented sectors. This is because many obstacles that the management will face in order to fulfill their customer satisfaction. For an instance; the patients that come to hospital in order to get treatment cannot be predicted. Sometimes they are too many and sometimes otherwise. If the hospital are famous and big, it will provided many services to their customers such as dental surgery, pregnancy, operation, light injuries or illness, and many more. Usually, when the hospital are famous and provide good services to their customers, many people

will go there in order to get treatment. This will make the employees become busier which they push them to the limit that then they cannot produce a good service to their customers. In other hand, the employees as the internal customers will feel unsatisfied with their jobs if there are too problems should be handled.

Furthermore, against the working quality and environment of the employees in the company due to the employees do not work properly, which the output of products or services will fall down to meet the customer requirement. Therefore, all of the employees that are related to the production of services should be placed in properly manner, besides the involvement of top management. Through of the suitable treatment, it will come out the good output of services that will satisfy them as well the customer or patient. Whenever the employees are satisfied with their existing job, it is not impossible that the outcome that are produced by them are very good and will find customer satisfaction requirement. Here, Silvestro and Cross (2000:246) cast some doubts on the strength of the relationship; the balance of evidence suggests that employee satisfaction is a key driver of service quality.

1.3 Objectives

1. To identify what the employee requirement and employee satisfaction in the service sector like hospital.
2. To analyze the employee satisfaction through Kano Method and Herzberg Theory in the service industry.

1.4 Scope of the project

The project is focused on the employee satisfaction who is the internal customer on the health care or medical providers. The company that was chosen to conduct of the project and study is a service-oriented business on the light injuries and illness service. The analysis of the employee satisfaction is based on the data collected through surveys and questionnaires which will be then processed by using Quality Function Deployment (QFD), Kano method, and Herzberg theory. In order to fulfill this study, some surveys also including the results of their internal audit and quality improvement program regarding their quality management system ISO 9001:2000 implementations.

1.5 Summary

This case study is based on the employee satisfaction which is the internal customer. To fulfill the external customer satisfaction, the company should fulfill first their employee's satisfaction that is the internal customer satisfaction. Whenever, the employees are happy with their jobs, they will work properly, hence they will give a perfect service to their customers.

On the other hand, the limitation is at the light injuries and illness department. This means that, this is the only one department that has to be analyses the service given by the employees to the customers. It is also to measure how satisfied the employees with the requirement that being provided by the company.

CHAPTER 2

LITERATURE REVIEW

This literature review is about the story of critical point for the overall story of project. The research also being conduct based on the journal, case study and thesis. The journal, case study, and thesis are must related about the job satisfaction and the service quality. This is because many things that can be learn and can be explore about the satisfying the customer needed through those journal.

Many things that company should do to satisfied their employees needed such as their job, wage, and working environment. Those aspects must be fulfill first for the employees in the company, so that they will feel appreciated and enjoy with their working. Thus, they will work seriously and more hardworking in order to produced good output products or services. Hence, customers, employees, and the company will satisfy with the good achievement.

Besides, there are many tools that can be implementing to measure the customers satisfaction levels. It is include of Herzberg's Theory, and Kano Method. Each of them consists of their special techniques on how to measure the satisfaction of customers. So, it is good for all of companies in the service and manufacturing industry apply all of these tools in their customer feedback process.

2.1 Job Satisfaction

Employee's satisfaction also must be seen as an important aspect in order to fulfill the customer's satisfaction. This can be said as the employee's satisfaction may guide to the good products finish or the service given. As being stated by Frederick A. Frost and Mukesh Kumar (2001:372) "if the outside customer can get better service because of concerted internal marketing efforts, they will come back for more of what you are selling". The term of internal marketing is used as employees and the external marketing is their outcome such as products or services given. It is proved that the key to get best output is from the input given that is satisfied the employee's first before go to the satisfying the customers needed. Crompton *et al.* (1987:7), have stated that an "internal action program is a prerequisite for successful external marketing".

In the service industry, it is more important to satisfy the employee's rather than the manufacturing industry. "internal marketing is important to all industries, but . . . it is even more important to service industries" that is being stated by Greene *et al.*, (1994:5). This because in the service industry, the employee's are going to face the customers but for manufacturing industry the employee's only making products. They did not have to face their customers although their products are not too good. If the employee's in the service industry threat the customers badly, it will make the customers not feel good with the services provided hence they will not come again to that company. So, fulfill the employee's satisfaction in the service industry is much important so that they will work nicely and will give good effect to that company.

The term of employee's satisfaction also include of the satisfaction of their job, wage, and environment. "Results indicated that two work-related attitudes, job satisfaction and organizational commitment, had the strongest and most direct influence on turnover intention" that stated by Peter Hoonakker *et al.*, (2003). It is shown that the job satisfaction may give greater effect on the organization, products or services, and also the customers' satisfaction. According to the job characteristics theory of Peter Hoonakker *et al.*, (2003) it depend on five job characteristics: reasonable objective,

measurable and changeable properties of the job that foster the desired psychological states to produce internal work environment. Whenever the employee's are satisfied with the jobs given, then the performance of their working will increasingly to be better. Grund (2001: 212-220) concentrates on increases of job satisfaction after job changes.

The wage provided by company also must meet to the employee's satisfaction which is suitable with the current job given. Based on Christian Grund and Dirk Sliwka (2001:1) the higher the previous wage, the more effort the employee has to exert to attain a higher current wage as he enjoys wage increases. The level of wage must be reach to the job given and cannot be less if their job is hard. If that so, the employee's will not feel satisfied with the company and hence they will do their jobs badly. The payment of wage also must be on time in order to satisfy them because nowadays anything is about money. Previous explanations include human capital formation as stressed by Becker (1962) and the subsequent literature or moral hazard problems which lead to delayed wage payments as proposed by Lazear (1979) which is discussed by Christian Grund & Dirk Sliwka (2001:2). So, on time payment wage and suitable wage rate is one of the key elements to make the employee's feel happy with their job.

Savicki and Cooley (1987:249-252) stated that investigated work environment factors associated with burnout in mental health professionals. This working environment is about others employee's age and gender. A study by de Frias and Schaie (2001:67-81) found significant differences in perceived work environment based on age, gender, and occupation type. Sometimes, people are more comfortable if others workers at their department are at their age and same gender with them. Hence, the company should consider and give some comfort working environment for those employee's like this.

Besides, Yet Battu *et al.* (1999:21-38) found that over-educated graduates had significantly lower job satisfaction than those who were in graduate-level jobs. Green and Tsitsianis (2005:401-429) likewise found for a cross-section of workers that job satisfaction was lower for both over-educated and under-educated workers in their British sample. Buchel (2002:263-275) found no significant difference in job satisfaction

between overeducated and adequately educated employees in his study of German firms. These things all are influence of the job satisfaction on the employee's, the company should good in managing people's like this, then they can make profit from them.

As for the employees in the hospital industries, the top management should being good in managing their employee's satisfaction. This is due to their employee's commitment with their family for those who are married. The top management should consider that those who are already married, they can be choose either want to work at night shift or not. This is one of the factors that contribute to the degree of satisfaction among that employee's. The working environment also may contribute to the satisfaction of the employee's because there are several people that are not comfortable when working with other gender. Hence, this situation will make the services given by that employee's are going bad. According to Peter Hoonakker *et al.*, (2003) job factors can influence attitudes, which in turn, can influence turnover intention. So, the top management of the hospital should very concern about their employee's satisfaction in order for them working in a good condition.

2.2 Herzberg's Theory

To better understand employee attitudes and motivation, Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. The studies included interviews in which employees where asked what pleased and displeased them about their work. He developed the motivation-hygiene theory to explain these results.

From the below table of results, one observes that the factors that determine whether there is dissatisfaction or no dissatisfaction are not part of the work itself, but rather, are external factors. If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs.

Herzberg argued that job enrichment is required for intrinsic motivation, and that it is a continuous management process.

Table 2.1: Factors Affecting Job Attitudes

Leading to Dissatisfaction	Leading to Satisfaction
<ul style="list-style-type: none"> • Company policy • Supervision • Relationship w/Boss • Work conditions • Salary • Relationship w/Peers 	<ul style="list-style-type: none"> • Achievement • Recognition • Work itself • Responsibility • Advancement • Growth

According to Herzberg:

- The job should have sufficient challenge to utilize the full ability of the employee.
- Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.
- If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem.

2.2.1 Herzberg's Motivational factors (intrinsic factors)

Motivational factors involve "job content" that lead to job satisfaction. The employee's do not feel dissatisfied if these factors are not being fulfilled in their job.

When they feel not satisfied, they will just ignore of their jobs. While whom those feel satisfied, they will work properly in order to increase the productivity. There are several “job content” that included as follow (Maslow *et al*,1943 & Herzberg *et al*, 1959, 1966):

- **Growth:** This includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth.
- **Work Itself:** The actual content of the job and its positive or negative effect upon the employee whether the job is characterized as interesting or boring, varied or routine, creative or stultifying, excessively easy or excessively difficult, challenging or non-demanding.
- **Responsibility:** This includes both the responsibility and authority in relation to the job. Responsibility refers to the employee’s control over his or her own job or being given the responsibility for the work of others. Gaps between responsibility and authority are considered under the company policies and administration factor.
- **Achievement:** This includes the personal satisfaction of completing a job, solving problems, and seeing the results of one’s efforts.
- **Advancement:** The actual change in upward status in the company. Increased opportunity changes with no increase in status are considered under responsibility.
- **Recognition:** This is the recognition by others for a job well done or personal accomplishment.

2.2.2 Herzberg's Hygiene factors (extrinsic factors)

Hygiene factors involve “job context” that to lead to job dissatisfaction. When those factors are being fulfilled, the employee's still does not tend to be satisfied. However, when that employee's become dissatisfied with any of the factors, they will tend to restrict the output. The hygiene factors included as follow (Mascow *et al*,1943 & Herzberg *et al*, 1959, 1966):

- **Company Policies & Administration:** The feelings about the adequacy or inadequacy of company organization and management. This includes poor communications, lack of delegated authority, policies, procedures, and rules.
- **Supervision:** The competency or technical ability of the supervisor. This includes the supervisors' willingness to teach or delegate authority, fairness, and job knowledge.
- **Interpersonal Relations:** The relationships between the worker and his or her superiors, subordinates, and peers. This includes both job related interactions and social interactions within the work environment.
- **Working Conditions:** Factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation, and general appearance of the work place.
- **Job Security:** The employee's job tenure and/or the company's stability or instability – objective signs of the presence or absence of job security, not the feelings of security.
- **Salary:** This includes all forms of compensation and focuses on wage or salary increases or unfulfilled expectation of increases.