

Job satisfaction among career record personnel in the Ghana civil service: a case study

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Abstract

Purpose – Good records management and effective employees contribute greatly to the success of every organization. Like any other employees, records personnel need to be satisfied with their jobs so they are motivated. Unfortunately, records personnel in Ghana are faced with many challenges which negatively affect their job satisfaction. This study aims to examine the issue of job satisfaction among career records personnel in the Civil Service of Ghana.

Design/methodology/approach – Civil servants from 27 ministries and the Public Records and Archives Administration Department (PRAAD) were selected for the study. A survey questionnaire was the main data collection instrument used to gather data on selected variables from respondents. The questionnaire was answered by 115 out of 208 respondents: a response rate of 74.5%.

Findings – Institutional policy, supervision quality, co-worker relations quality, promotions opportunities, salary levels, benefits availability, the nature of the work itself and reward availability all had a significant and positive relationship with job satisfaction.

Originality/value – The case study findings can be used to inform a working document to help other public sector organizations in policy making regarding conditions of service. It is also directly beneficial to the Ghana Office of the Head of Civil Service and policymakers because the findings will help them to reshape their employment policies to positively affect job satisfaction of members in its records class.

Keywords Job satisfaction, Motivation, Employee policy, Records personnel

Paper type Research paper

Background of the study

The human resource of every organization is an indispensable asset as, without employees, the organization cannot achieve its goals (Attrams, 2013). In today's business world where companies are competing for customers, it is of great importance for them to satisfy their employees in order to motivate them to work hard. Studies have shown that satisfied employees put in maximum effort, leading to high productivity. Conversely, when employees are not satisfied with their jobs, they lack the morale to work effectively, which negatively affects the organization. Every organization aims to achieve high productivity and this cannot be achieved with dissatisfied employees.

Several researchers, such as Coomber and Barriball (2007) and Omole (2020), have confirmed that in a situation where employees are aware that the organization is concerned about their well-being, they are compelled to work more effectively; hence, job satisfaction is critical to high productivity. Even though satisfaction varies for every employee, most organizations strive to increasing morale. Satisfied employees work more effectively to achieve organizational goals. Therefore, organizations should be interested in the factors



that make employees happy. Research has revealed that several variables account for employee job satisfaction; these include demographics (such as age, marital status, gender), salary, educational qualification, job security, supervisor and subordinate relationship, job type and status (Luddy, 2005; Milledzi, 2018; Boafo, 2018).

Job satisfaction brings several benefits to an organization. When employees are satisfied with their jobs, they become more committed and loyal to the organization and more likely to protect the organization's confidential information from unauthorized access (Popoola, 2009). It is also more difficult for an employee who enjoys their job to voluntarily quit to look for other opportunities (Lambert and Hogan, 2009). Employees demonstrate a positive work attitude when their level of satisfaction in the job is high, which leads to a higher level of retention and productivity and also encourages creativity and innovation, thereby contributing to the achievement of organizational goals. A lack of job satisfaction affects organizations negatively, as it may yield high employee turnover and low commitment levels, impacting intuitional knowledge and experience (Coomber and Barriball, 2007; Mbah and Ikemefuna, 2012).

Records management is a professional career that ensures that specific standards, tools and practices deliver effective organizational record keeping. Records are vital organizational resources for the conduct of operations. This is because without accurate and reliable records, it is difficult for organizations, whether public or private, to achieve their goals. Therefore, records should be well kept and properly managed. Records personnel are responsible for managing records from creation to final disposition. In public institutions, robust records management supports citizen rights and good governance.

The Civil Service in Ghana refers to the administrative arm of the executive, which is separate from its parliament and the judiciary. It is the responsibility of the Civil Service to help formulate and implement government policies for the development of the country (Tumfo, 2017). Within the Civil Service, records personnel manage the documentation created through government activities. The Public Records and Archives Administration Department (PRAAD) constitutes a distinct class in the Civil Service (Public Records and Archives Administration Establishment Instrument, 1996).

In Ghana, records personnel are professionals with formal training or education in records management. Records personnel with an educational qualification from undergraduate degree to postgraduate and above are considered professionals, while diploma holders and West Africa Senior School Certificate Examination (WASSCE) or Ordinary and Advanced Level holders are considered paraprofessionals. There are several categories of records personnel in Ghana including public and private sectors records professionals and consultants. The public sector includes Civil Service ministries, department and agencies (MDAs).

The Records Class play a very important role within the Civil Service, as it ensures proper management of and access to records. Every aspect of governance depends on accurate and reliable records (Adams, 2006). It is notable that if job satisfaction among the records personnel is not high, it could result in mismanagement of records (Graham and Messner, 1998). If records are mismanaged, the opportunity for corruption in the public sector will be higher, as there will be fewer records to provide evidence of activities. In extremis, records personnel could also take opportunities to leak sensitive data and even sell vital organizational information (Popoola, 2009).

Problem statement

Recently, issues relating to job satisfaction have become rampant. In 2017, a research study concluded that 59% of the workforce of the UK was considering quitting their current jobs to look for other opportunities due to lack of job satisfaction (Investor In People, 2017). Employees may resort to absenteeism, strike action or demonstrations because they are

unhappy with their jobs. For example, in 2016 the Civil and Local Government Staff Association of Ghana embarked on a strike action over an interim allowance (Duodu, 2016); and in 2021, Ghana's University Teachers Association embarked on a nationwide strike to demand \$2000 as a basic annual salary (BBC, 2021).

Globally, factors such as recognition, demography, supervision and working conditions are seen as determinants of employee job satisfaction across sectors (Otterbring *et al.*, 2018; Yee, 2018; Suleman and Hussain, 2018). In Ghana, the concept of job satisfaction has been investigated across public sector institutions such as education, health and mining (Milledzi, 2018; Bofo, 2018). However, the literature on job satisfaction among records professionals is scarce and is addressed only by a small number of studies (Mensah, 2011; Abubakari, 2011; Mensah and Adjei, 2015), which focused on specific factors such as work roles and demographics (age, gender and marital status). They failed to cover other significant factors including salary, promotion opportunities, company policies, supervision and co-worker relationships; hence the need for this study.

Purpose of the study and research objectives

The purpose of the study was to examine the issue of job satisfaction among career records personnel in the Civil Service of Ghana with a view to identifying the key factors that affect job satisfaction and to offer solutions where needed. The specific objectives of the study were to determine the relationship between institution policies and job satisfaction and between supervision and job satisfaction, and to examine the impact of co-worker relationships on job satisfaction in the Records Class.

Concept of job satisfaction. Job satisfaction is defined as an individual's "positive emotional reactions to a particular job" (Oshagbemi, 1999). Similarly, Silva (2014) considers it the positive attitude and feelings people have towards their job. These definitions are limited to employees' emotional response and failed to identify specific factors that account for satisfaction; as emotions are subject to change, Oshagbemi and Silva's definitions make it difficult to accurately measure job satisfaction. On the other hand, Fidan *et al.* (2016) see job satisfaction as "the pleasure a person gets from [...] [their]... job, the feeling of satisfaction and the quality of life". This definition is in line with the view of Sriratanaprat and Songwathana (2011), who view job satisfaction as a pleasurable or positive emotional status resulting from the evaluation of one's job or job experience. However, although Sriratanaprat and Songwathana's definition address "pleasure" and "quality of life" as additional factors, these concepts are too general because they do not clearly comprise measurable variables. Thus, the definition fails to deal with the totality of the concepts that inform satisfaction.

Job satisfaction also embraces elements such as pay, promotional opportunities, supervision, benefits and rewards, work itself, co-worker relationships, satisfactory communication and operational procedures. Spector (1997) specifies more granular elements including: pay satisfaction (employees' sense that they are paid fairly for the work they do); promotion satisfaction (fair chances given to employees for promotion to a higher level); supervision satisfaction (competence and the level of interest supervisors demonstrate in their subordinates' feelings); benefit satisfaction (perceived adequacy of employee benefit packages); rewards satisfaction (recognition and appreciation employees receive for effective work); operational procedure satisfaction (adequate rules and procedures that guide work performance); co-worker satisfaction (relationship among colleagues); the nature of the work itself (meaningfulness and joy derived from the job); and communication satisfaction (flow of information from supervisors to subordinates). These elements were quantified as variables in the PRAAD study.

Theoretical framework. The study was underpinned by Herzberg's Motivation – Hygiene Theory propounded by Frederick Herzberg, Bernard Mausner and Barbara Bloch Snyderman in 1959. It is also known as the Two-Factor Theory (Herzberg *et al.*, 2011). Many researchers have used Herzberg's theory to conduct research on job satisfaction. It states that two factors, motivation and hygiene, drive employee satisfaction levels. The motivation factor (also known as a satisfier) is the need for personal development and is related to the work itself. It comprises achievement, recognition, responsibility, challenge, promotion and growth. Lack of motivating factors make employees concentrate on hygiene factors (Herzberg *et al.*, 2011), which are necessary to avoid the dissatisfaction of employees but are not directly related to satisfiers. Hygiene factors focus on external factors or the employees' environment and include company policy, supervision, relationship with the manager and work conditions. The theory helped this researcher to understand the motivational factors that fueled Ghanaian civil service career records personnel.

Literature review for selected variables

Institutional policies and job satisfaction

Company policies or manuals outline the expectations for employee conduct and the support provided to them. Almost every organization has at least one policy that guides its operation. Research has proved that these policies influence employee satisfaction (Omole, 2020). Boles *et al.* (2007) also found that company policy was significantly related to organizational commitment.

The findings of a study conducted by Ngari and Mukururi (2014) revealed that a work-life balance policy was an important predictor of job satisfaction among employees in Kenya's banking sector. Ololube (2006) conducted a study to assess the difference and relationship between the level of Nigeria teachers' job satisfaction, their motivation and teaching performance in which dissatisfaction with educational policies was revealed. These studies clearly indicate that company policies have important roles to play in employees' satisfaction.

Communication in relationships of supervisors and co-workers

Relationships between supervisors, subordinates and co-workers affect job satisfaction. According to Charoensukmongkol *et al.* (2016), co-workers are people in the organization who have close interaction and to work together to achieve a common goal. Supervisors direct and oversee the work assigned to subordinates under their supervision. Communication facilitates all of these relationships. According to Kim (2001), communication is a very important tool for creating mutual understanding and reducing uncertainties during interaction. Raina and Roebuck (2016) posited that managers must give clear and concise information at the right time on work performed. Supervisors should involve subordinates in decision-making and provide several channels of communication so they are well informed about organizational issues. Raina and Roebuck's study sought to identify the critical importance of effective downward communication and its relationship with job satisfaction, organizational commitment and employees' propensity to leave the insurance sector of India. Their findings revealed a positive significant relationship between downward communication and employee satisfaction.

Furthermore, Luddy (2005) conducted a study on job satisfaction among employees of public health institutions in Western Cape, South Africa, which revealed that relationships with supervisors and co-workers were significantly related to job satisfaction. Koh *et al.* (2017) and Amisshah *et al.* (2016) were consistent with Ombima's (2014) findings, which in turn were consistent with Luddy's (2005) results. Ombima studied the factors affecting

employee job satisfaction in Kenya higher education institutions. The results showed a harmonious relationship between employees and their supervisors as well as among colleagues that supported improved work performance.

Ariani's(2015) study reinforced that a supervisor who is supportive and sensitive to the needs and emotions of subordinates creates a favorable environment in which employees develop the skills and ability to solve work problems. He concluded that a healthy relationship between supervisors and employees and fellow workers would motivate employees to be more closely involved across every activity in the organization, leading to higher productivity. The findings of Koh *et al.* (2017) also confirmed that co-worker relationships were an important determinant of job satisfaction.

Rewards and job satisfaction

According to Odembo (2013), reward is anything offered to a person in recompense for delivering a desired behaviour. Rewards may come in the form of money or in-kind compensation, public recognition, praise or recommendation. Islam *et al.* (2012) reported that reward and future opportunities had a significant influence on job satisfaction within the private sector.

Ssegawa's (2014) Kenya study confirmed recognition as a significant influence on job satisfaction. A study by Bustamam *et al.* (2014) conducted to examine the relationship between rewards and job satisfaction also showed that financial rewards had a particularly positive relationship with job satisfaction.

Benefits and job satisfaction

Employees' benefits refer to the compensation receive in addition to their salary (Fogleman and McCorkle, 2009). A study by Artz (2010) revealed that fringe benefits had a significant relationship to job satisfaction. A study of teachers across 17 public and private universities in Islamabad by Hina *et al.* (2014) investigated the difference in employee benefits provided to men and women, the difference in job satisfaction according to gender and the impact of employees' benefits on the job satisfaction of. The results show that benefits such as leave, travel allowance, house hiring and pension benefits were not provided to the majority of employees. The study concluded that there was a significant relationship between employees' benefits and job satisfaction. This finding is consisted with the study by Omole (2020).

Odunlade's (2012) study on employee compensation and benefits in libraries and information centers in Nigeria confirmed that there was a positive correlation between compensation, benefits and job satisfaction. To the contrary, Mabaso and Dlamini (2017) found that their study of academic staff in higher educational institutions in South Africa revealed that there was a positive relationship between compensation and job satisfaction, but no significant relationship existed between benefits and job satisfaction. Although that finding contradicts Artz (2010), Odunlade (2012), Hina *et al.* (2014) and Jaworski *et al.* (2018), it can still be argued that benefits are a significant predictor of employees' satisfaction.

Supervision and job satisfaction

Supervision style employed has a great influence on employees' satisfaction. Dartey-Baah and Ampofo (2016) in reviewing the literature on transformational leadership adds that leadership is a significant factor in the pursuance of organizational goals.

A transformational leader serves as a role model for followers, offers inspiration that motivates followers to act, considers the views of followers in decision-making and coaches followers towards achieving their full potentials. In their literature review, Dartey-Baah and Ampofo (2016)

argued that a supervisor who is a transactional leader sets standards to which followers should strictly adhere, as they are the means to measure individual work performance. With such a supervisor, individuals are rewarded for good performance and those who produce poor performance are coached to improve. The results of a study conducted by Nyenyembe *et al.* (2016) on the relationship between managers' leadership style and teachers' job satisfaction in Tanzania proved that there was a significant correlation between leadership styles and job satisfaction.

Alonderiene and Majauskaite (2016) also found that leadership style has a positive relationship with job satisfaction in a higher education setting. The study showed that the servant (serving the greater good) leadership style has a positive effect on satisfaction, while the autocratic leadership style has the least effect on job satisfaction.

Koh *et al.* (2017) also showed that leadership style was a significant factor in predicting job satisfaction. Taliadorou and Pashiardis (2015) add that the emotional intelligence and political skills of Cypriot school principals have relationships with leadership style, which in turn affects job satisfaction. While Podsakoff *et al.* (2006) found that transactional leadership is more strongly linked to achieving desirable outcomes than transformational leadership; Dartey-Baah and Ampofo's (2016) research examined the relevance of the "carrot and stick" (transactional) leadership style in predicting employees' job satisfaction in business organizations in Ghana and concluded that it had a significant relationship with overall job satisfaction.

It is suggested that the key element to achieving organizational objectives is a positive leadership style exhibited by the supervisor. It is clear from the reviewed literature that both transformational and transactional leadership have some level of influence on employees' job satisfaction.

Research methodology

Introduction and scope

A descriptive research approach (narrative of the behaviour of the population or events so as to give meaning to an existing condition) was adopted for this study in combination with a quantitative research approach to determine the relationship between Spector's variables (Boateng, 2014). The researcher used questionnaires that asked four demographic questions and provided 10 statements for respondents to rate. Responses were rated in percentages where the six-Likert scales (disagree very much, disagree moderately, disagree slightly, agree slightly, agree moderately, agree very much) were used to present results.

The selected population sample for the case study was Civil Service records personnel at the head office of PRAAD and in Accra, chosen because every ministry has a registry (or records office) and records class personnel. The questionnaire template can be found at <https://sites.google.com/view/researchcorner/ansong-and-darko-adjei2022-tables-and-questionnaire-appendix>

This Records Class also includes technical staff that carry out preservation activities. Within PRAAD, technical staff ensure that records remain accessible for as long as they are needed. The study comprised a total population of 208 records personnel. They included 49 records personnel from PRAAD (head office) and 159 persons in ministries, distributed as shown in Tables A1 and A2.

In Table A2, the total number of records personnel in the ministries shown is 159. Out of that total, 84 were professionals, while 75 were paraprofessionals.

The study used the Inter-Correlation Matrix to determine the relationship among variables. This was used to determine whether there were significant relationships between job satisfaction and the indicator variables (institutional policy, pay and benefits, promotion,

supervision, actual work, co-worker, reward and communication). The correlation analysis introduces a correlation coefficient (r). This coefficient (r) explains the extent to which two variables move together. The r -value falls between -1 and $+1$. Where the r -value is zero (0), it depicts that no relationship exists between the two variables. Where the r -value is positive, it represents a positive relationship (when one variable increases, the other variable also increases) and where the r -value is negative, it depicts a negative relationship and this shows that the variables move in opposite directions. That is, when one variable increases, the other variable decreases and vice versa. In determining the relationship between variables, the correlation table brings to view the statistical significance of the relationships. Where a relationship between two variables is statistically significant, it indicates that the two variables are related to each other (Yeboah, 2013). Cohen (as cited in Yeboah, 2013) suggests the following guidelines for interpreting the values from 0 to 1.0 :

$r = 0.10$ to 0.29 or $r = -0.29$ Small/Weak

$r = 0.30$ to 0.49 or $r = -0.30$ to -0.49 Medium

$r = 0.50$ to 1.0 or $r = -0.50$ to 1.0 Large/Strong

Table A3 shows the relationship between the selected indicators and job satisfaction as found in the link below.

Major findings and discussion

Relationship of institutional policy and job satisfaction

Table A3 results indicate that institutional policy had a significant positive relationship with job satisfaction: $r(155) = 0.14, p < 0.05$. The survey results indicate that records personnel had rules and procedures that make task performance easy (25.8%). The survey also revealed that some efforts to do work were blocked by bureaucratic structure (21.3%) as evident in the policy and a minority of respondents were tasked with “too much work” (24.5%). A significant proportion of respondents had too much paperwork, as many duties were done manually (42.6%). It can therefore be inferred that the policy guiding the work of records personnel in the Civil Service had a positive influence on records personnel, but that records management should pay critical attention to that policy and possibly amend it to reduce the level of bureaucracy.

Even though this study revealed that good policies perform strong roles in guiding records personnel in the Civil Service, some records personnel reported that there was an aspect of bureaucracy that slows down task performance, which if addressed would have pushed the level of satisfaction higher. These findings reflect those of Ololube (2006) who found that Nigerian teachers were not satisfied with their educational policies, which was attributed to the bureaucratic nature of existing policies in use at the time.

Overall, these findings agree with the propositions posed by Herzberg’s Motivation – Hygiene Theory (Herzberg *et al.*, 2011), on which this study hinges. Well-designed company policy increases satisfaction, while poorly designed policy reduces satisfaction. Therefore, this finding validates the theory that company policies influence the satisfaction of records personnel.

Relationship between supervision and job satisfaction

Gregory (2011) posits that supervisors must pay attention to the concerns and questions of employees and provide solutions to and guidance on these concerns. Ariani (2015) adds that a supervisor who is supportive and sensitive to the needs and emotions of subordinates creates a favourable environment for employees to develop their skills and ability to solve problems.

Supervision also had a positive and significant relationship with satisfaction $r(155) = 0.65, p < 0.01$. Findings skewed towards positive perception, as 33.5% of the respondents indicated that their supervisors were competent, 42% showed that their supervisors treated subordinates fairly and 35.5% noted that superiors showed a lot of interest in subordinates' feelings. This signifies that the better the supervision, the higher the satisfaction of records personnel, and also implies that a good relationship between supervisors and subordinates is crucial because it affects productivity.

The finding of the present study in this variable conforms to those of [Bowen and Cattell \(2008\)](#) who conducted a study on job satisfaction among quantity surveyors in South Africa. They reported that the degree of supervision, participation in decision-making and social interaction at work were found to have significant relationships with job satisfaction. This is also similar to [Naseem and Salman \(2015\)](#), [Brough and Frame \(2004\)](#) and [Amisshah et al. \(2016\)](#), who found that supervision had a significant relationship with job satisfaction among the academic staff of Pakistan, police officers of New Zealand and employees of the hotel industry in Ghana.

Furthermore, it is also in tandem with [Koh et al. \(2017\)](#) and [Luddy \(2005\)](#) who found in their study on job satisfaction among public accounting professionals in Malaysia and employees of public health institutions in Western Cape, respectively, that relationship with supervisors was a significant factor in determining job satisfaction.

The finding of this study is in line with Herzberg's Motivation – Hygiene Theory ([Herzberg et al., 2011](#)), which indicates that there should be an appropriate relationship between supervisors and subordinates and that supervisors should not humiliate subordinates in any way so that unhealthy relationships do not reduce the level of satisfaction. The application of the theory to this variable's finding is that records personnel are more likely to achieve higher satisfaction when there is better supervision, while poor supervision leads to a low level of satisfaction.

Co-worker relationship and job satisfaction

Similarly, the results revealed that co-workers had a positive significant correlation with job satisfaction of $r(155) = 0.48, p < 0.01$. The findings revealed that respondents liked their co-workers (40.6%). Respondents expressed satisfaction in the competencies of their co-workers (27.7%), and due to this, they were not compelled to work harder than they should. Also, the results indicated that records personnel enjoyed the company of their co-workers (35.5%) and did not experience too much fighting or bickering at the workplace (37.4%). This finding suggests that good interpersonal relationships among records staff contribute to the satisfaction of employees, which invariably affects work performance.

The finding revealed that there was a positive and significant relationship between co-worker relations and job satisfaction. This implies that the healthier the relationship among co-workers, the more satisfied records personnel are and vice versa. This is inconsistent with the findings of [Gulnar \(2007\)](#) who reported that co-worker relationship was a good predictor of job satisfaction among the research assistants of Selcuk University; and in tandem with that of [Koh et al. \(2017\)](#) who found that co-worker relationship was an important determinant of job satisfaction among public accounting professionals in Malaysia. It also aligns with those of [Suttikun et al. \(2018\)](#), [Ssegawa \(2014\)](#) and [Ombima \(2014\)](#) who observed that co-worker relationships had a positive relationship with job satisfaction among spa therapists, employees' in a Kenyan branch of a multinational business and employees at a Kenyan institution of higher education, respectively.

The finding is also in tandem with Herzberg's Motivation – Hygiene Theory (Herzberg *et al.*, 2011), which states that co-worker relationships are linked to employees' satisfaction. The theory explains that relationships among peers at the workplace should be appropriate and acceptable such that there should not be any conflicts among co-workers. The theory also indicates that a good relationship among co-workers increases satisfaction among employees. The finding of this study, therefore, supports the theory that a good relationship among records personnel affects their satisfaction, as it does across the public sector and in other private sector areas.

Conclusion

From the study, it can be concluded that factors contributing to the satisfaction of records personnel include institutional policy, supervision quality, co-worker relations quality, promotions opportunities, salary levels, benefits availability, the nature of the work itself and reward prevalence. A majority of these factors must be fulfilled to achieve satisfaction among records personnel. As motivation is dependent on individual differences, the onus lies on the records management unit to investigate what factors should be taken into account for career records personnel. There is also a need for effective management of human resources and policy revision to improve job motivation and reach higher productivity targets. The study adds to the small volume of literature on the subject, and it is hoped that its findings will encourage PRAAD to reduce bureaucracy, provide more opportunities for promotion in the records class; and review its professionals' salary structures, benefits and rewards so as to improve overall job satisfaction.

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Career record
personnel

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Table A1.
Population (PRAAD
staff)

Type of staff	Total no.
Professional	23
Technical staff	7
Paraprofessional	19
Total number	49

Table A2.
Population
(ministries' records
personnel)

Ghana ministries	Professional	Paraprofessional	Total staff
Attorney General and Ministry of Justice	4	4	8
Aviation	2	0	2
Chieftaincy and Religious Affairs	2	1	3
Communication	3	1	4
Defense	5	0	5
Education	2	4	6
Employment and Labour Relations	2	1	3
Energy and Petroleum	2	1	3
Environment, Science and Technology	2	1	3
Finance	3	12	15
Fisheries and Aquaculture	0	2	2
Food and Agriculture	4	0	4
Foreign Affairs	4	11	15
Gender, Children and Social Protection	2	1	3
Health	3	1	4
Information	3	3	6
Interior	1	4	5
Lands and Natural Resources	4	5	9
Local Government and Rural Development	5	5	10
Railway Development	2	0	2
Roads and Highways	3	1	4
Sanitation and Water Resources	2	0	2
Tourism, Culture and Creative Arts	2	1	3
Trade and Industry	9	6	15
Transport	3	2	5
Works and Housing	3	3	6
Youth and Sports	2	1	3
Total	84	75	159

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
Reward	11.28	3.72	-											
Transactional	45.68	12.44	0.04	-										
Actual work	14.48	4.65	0.08	0.74**	-									
Supervision	12.63	4.09	-0.04	0.34**	0.34**	-								
Communication	9.14	2.61	0.17*	0.53**	0.52**	0.33**	-							
Promotion	8.99	3.65	0.25**	-0.25**	-0.23**	-0.21**	-0.15*	-						
Policies	10.76	3.75	-0.01	0.23**	0.16*	0.22**	0.33**	-0.00	-					
Benefits	6.90	2.91	0.35**	-0.06	-0.10	-0.21**	-0.03	0.24**	-0.12	-				
Salary	5.59	2.55	-0.11	0.16*	0.05	0.01	-0.03	0.06	0.21**	-0.01	-			
Coworker	13.26	3.29	0.17*	0.11	0.09	0.24**	0.15*	0.12	0.28**	0.17*	0.15*	-		
Satisfaction	14.96	3.17	0.32**	0.22**	0.21**	0.33**	0.27**	0.06	0.07	0.12	0.01	0.32**	-	
	168.24	26.99	0.32**	0.84**	0.75**	0.49**	0.65**	0.01	0.40**	0.14*	0.22**	0.40**	0.48**	-

Notes: * $p < 0.05$; ** $p < 0.01$; $N = 155$

Table A3.
Summary of inter-
correlation matrix
showing the
relationship of job
satisfaction indicator
variables