

## ON THE EFFICIENCY OF PUBLIC ADMINISTRATION PERSONNEL MANAGEMENT THROUGH INVESTIGATION OF JOB SATISFACTION

**Yulia Yorgova**

PhD, Assist.Prof.

Faculty of Business Studies

Burgas Free University

Bulgaria



*Abstract: The paper investigates different aspects of community administration personnel' labour satisfaction. The aim is supported by the instrument Job Satisfaction Survey, developed by Paul E. Spector. The empirical research results are presented in graphs. The degree of satisfaction of the selected personnel group is analyzed and the outcomes of the degree of satisfaction are discussed.*

*Keywords: Job Satisfaction Survey, Motivation, Public Administration, Human Resource Management*

### 1. Introduction

Bulgaria's integration into European structures placed great challenges before the public administration - state and municipal. The need to adopt and incorporate European values and norms in the institutions' activities enforced the basic reforms and modernization on the basis of strategic, missional and goals' changing' as well as in the overall functioning. The process of synchronizing the administration with the European legislation and practices requires upgrading its capacity, effectiveness and work efficiency. On the other hand, the profound change going on in society brought forward increased expectations and requirements of citizens towards administration with particular accent of quality of administrative services.

These major goals have started an administrative reform in Bulgaria almost 15 years ago. The period is renowned with the adoption of different strategies and other documents on Government level aiming at the establishment of thoroughly new outlook and functioning of the administration. The focus is upon the citizen in the role of administrative services' consumer. The already achieved and the continuing structural changes of public institutional activities have incontrovertibly defined the necessity of changing the way their human resources are managed. The expected outcomes of the administrative reform could never be achieved without considering the key importance of the human factor and providing the conditions for the optimal job performance on the side of the administrative officers. Reaching the reform's goals is requiring change of thinking and, behavioral models as well as a proper motivation of officers as prerequisites for raising administrative capacity and efficiency. The degree of readiness and desire for change on the side of people working in public administration accompanied by modern approaches in human resources management are decisive for the realization of the bigger alteration.

The human resources management area is a field of discussion, but controversies concern rather the practical application than the theory and methodology. Each model for application should consider a number of characteristics starting

from the nations' psychology and traditions, following the level of economic and social development, reflecting the specific and current state of the organization and then reaching different people. [1]

Human resources management in Bulgarian administrative institutions is a complicated and difficult task. The bureaucratic behavioral models, attributable to every administration, no matter of what nationality, accompanied by corruptive and sometimes political pressure as well as the economic crisis are blocking the efforts directed towards change, to a great extent demotivating managers and officers. While the feeling of labor motivations same as other forms of motivation for work require stable conditions as one of the major factors leading to improved job performance raising the efficiency of any organization. [2]

Following the spirit of European values and traditions in humanism and respect of human dignity, a lot of effort should be made by management in order to create opportunity for raising the degree of job satisfaction in the administrative personnel. For this purpose it is necessary to evaluate and analyze the degree of job satisfaction in the members of administration, determine the key influencing factors, the way it is related with the success of the total organization and formulating outcomes and recommendations for administrative personnel management.

The presented paper is the first step towards a large scale research in the concerned field of knowledge.

The purpose of this preliminary stage of the research is to identify and measure the different aspects of job satisfaction of the administrative personnel. Subjects of research in the present paper are the personnel members of Municipality administration of the city of Burgas. The object of test is the degree of job satisfaction among two groups – one of the officers (experts and technical assistants), the second of managers of different level, who are not elected for a mandate.

The formulated goal leads to the following tasks:

- 1) Presentation of the research theoretical framework.
- 2) Determining the research object.

- 3) Explanation of the selected research method.
- 4) Generating and processing of data necessary for the ongoing research.
- 5) Summarizing and analyzing the results.
- 6) Formulating of outcomes and recommendations for the further research development.

## 2. Theoretical Framework

The term "job satisfaction" reflects the way people feel about their work in general and their job in particular. The job satisfaction could be considered a result between the sense of conformity between the deficits, motives and readiness for working, the level of individual expectations, claims and requirements as well as their achievement in the working process. [3] According to Spector, the job satisfaction is the extent to which people are fond of their job. [4] Several authors consider it one of the individual's whole life satisfaction aspects. [5]

It could be firmly stated, that when outlining a theoretical framework of a research on the problems of job satisfaction, special attention should be drawn on Herzberg's theory, acclaimed by both researchers and people practicing human resources management. [6,7,8] Based upon solid empirical researches, two basic theses emerge. The first is defending the concept of certain existing circumstances in the job environment, influencing the job unsatisfactory sides' overcoming. These job conditions Herzberg determines as "stabilizers". They cover the individual's job environment as well as the circumstances surrounding the job fulfillment. The group of these factors include such as company policy, job monitoring, interpersonal relations between colleagues and managers (coworkers), job conditions and payment. The second thesis affirms the existence of "motivators", which create job satisfaction. Among them the most significant are the job contents, achievements, job results, individual job responsibilities and the recognition obtained as well as the existing opportunities for professional development and eventual promotion. This factor group is linked to the self-realization and the possibility to prove one's abilities through the job. Both groups of factors imply a kind of impact on the personnel by management. So far as these factors are narrowly connected with the basic human needs, it is important to apply them in accordance with the people's expectations as a prerequisite for eliminating the frustration and raising the level of job satisfaction.

Another positive outcome of Herzberg's theory is in determining the opposite of satisfaction, i.e. frustration as a lack of satisfaction, thus allowing us to ascertain the existence of a demarcation zone between satisfaction and frustration, characterized by the lack of both. [1] Determining the zone, to which officers belong depending on the degree of job satisfaction and knowing both factor groups allow managers to undertake more decisive actions to influence personnel and expect positive results of them.

It is well-known, that Herzberg's theory is actively criticized due to the insufficiently formulated difference between motivation and satisfaction, the lack of experience to establish the link between satisfaction and job performance,

etc. A lot of well-known empirical researches indicate the lack of a considerable correlation between certain aspects of job satisfaction – such as payment, job position and coworkers – and job effectiveness. [9]

Apart from the critics on the theoretical side, managers in practice perceive the 2-factor Herzberg's model theses, due to the easiness of application and the useful recommendations for better performance in human resources management. The level of job satisfaction could influence the turnover, unjustifiable absence, conflicts, which are often to be met with in practice. The goal achievement of the present research, directed towards identifying different aspects of the job satisfaction, could be based upon the theses in Herzberg's theory as a suitable framework for making assumptions and analysis.

## 3. Methodology

The tool applied in the research is Job Satisfaction Survey (JSS)<sup>1</sup>, developed by Paul E. Spector. [10] JSS was originally developed for use in human service organizations, but it is applicable to all kind of organizations. The norms provided on JSS website include a wide range of organization types in both private and public sector. JSS has been used in numerous research projects.

The survey is a 36-item, nine facet scale, ranked with six choice scale. The JSS subscales proved Cronbach's reliabilities ranging from 0.60 to 0.82, with a total score of 0.91. The generally accepted minimum reliability coefficient is 0.70; therefore, the coefficients show that the JSS is a reliable instrument.

JSS is designed to assess employee attitudes about the job and aspects of the job. It is composed of the following nine aspects: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance based rewards), Operating Procedures (required rules and procedures), Coworkers, Nature of Work, and Communication. Each facet is assessed with four items, and a total score is computed from all items.

When filing the survey, the respondents must choose only one among 6 possible answers to every question, ranked from "strongly disagree" to "strongly agree". The items are written in both directions, so about half must be reverse scored.

The officers of Municipal administration of City of Burgas, subject of the present survey amount at 412 people. The proportion "management personnel - officers" is 13% to 87%. The survey enhanced almost 13% of the personnel, preserving the quota "officers - managers". The profile of the surveyed people according to several demographic indicators is presented in Table 1 below

**Table 1.**

**Profile of the survey participants**

Indicator		Share
Gender	Man	24%
	Woman	76%
Age	19-34	14%
	35-50	20%
	51-64	66%

<sup>1</sup> JSS, Copyright Paul E. Spector 1994, All rights reserved

Table1.

Profile of the survey participants		
Indicator		Share
Degree of education	High School graduates	4%
	Bachelor	26%
	Master	70%
Job position	Managers	13%
	Officers	87%

#### 4. Empirical Results

The survey data is processed according to the instructions of Spector.[10] The means, standard deviations and internal consistency reliabilities (coefficient alpha) are determined for each aspect and the general values of both surveyed groups. The average results obtained for each group, based upon the average value of surveyed extract data are presented in graphs on Fig. 1 and Fig. 2 below:

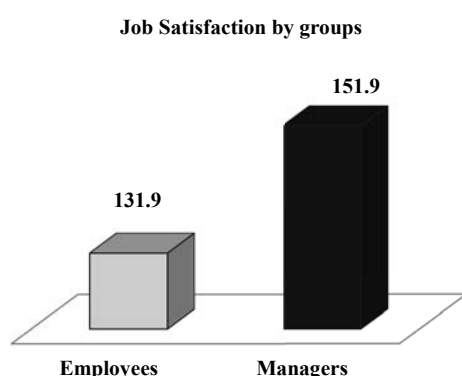


Figure 1. Total job satisfaction of both groups

The results' interpretation based upon means (average value) is accordingly: for the 4-item subscales, as well as the 36-item total score, this means that scores with a mean item response of 4 or more represents satisfaction, whereas mean responses of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence. Translated into the summed scores, for the 4-item subscales with a range from 4 to 24, scores of 4 to 12 are dissatisfied, 16 to 24 are satisfied, and between 12 and 16 are ambivalent. For the 36-item total where possible scores range from 36 to 216, the ranges are 36 to 108 for dissatisfaction, 144 to 216 for satisfaction, and between 108 and 144 for ambivalent.[10]

#### 5. Conclusions

The results' analysis allows for the following implications:

1. According to Figure 1, both groups of the personnel fall in different categories concerning the degree of their job satisfaction. Managers belong to the category of people satisfied with their job, though scores are not very high. Simultaneously, the surveyed officers belong to the dual category concerning the job satisfaction or in the already

mentioned double deficits' zone, i.e. deficit of frustration but also deficit of satisfaction.

2. The officers find the working environment and to a great degree the social benefits frustrating, and according to this viewpoint their value is on border dividing frustration from satisfaction.

3. The aspects with highest influence over the job satisfaction among managers are as follows:

- nature of work (20,4);
- managers' working style (19,9);
- promotion opportunities (17);
- communication (16,9);
- co-workers (16,9);
- payment (16,7);

4. Those with highest influence over the job satisfaction among officers are:

- managers' working style (18,5);
- nature of work (17,2);
- co-workers (17,1)
- communication (16,2);

5. The contribution of the aspect "Operating procedures" to the job satisfaction of both groups is minimal.

6. The data indicate the biggest difference in results between officers and managers in the field of Promotion and Pay aspects.

7. The only aspect contributing to job satisfaction in which the group of officers scores higher than the group of managers is Co-workers.

Job Satisfaction by facets and by groups

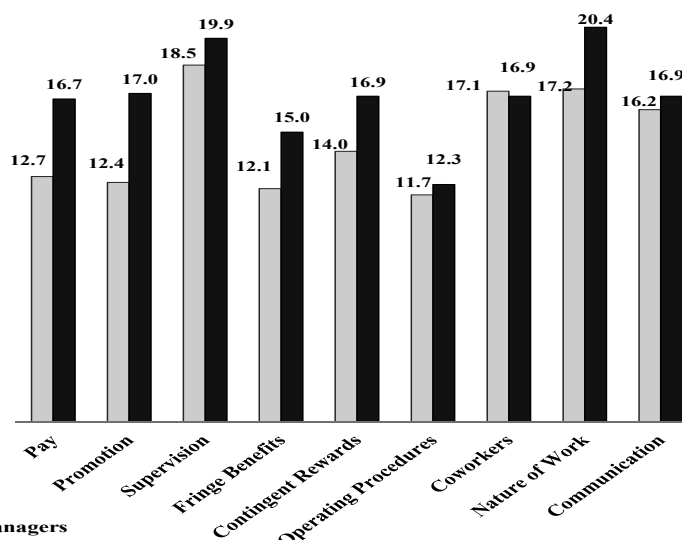


Figure 2. Comparison of the job satisfaction by facets and by groups

The results' comparison over the different aspects of job satisfaction of both groups of the personnel indicates the necessity of applying different approaches for management and motivation, with a varied balance of the factors used – motivators and stabilizers.

The present research will be continued and directed towards research of differences in job satisfaction of administrative personnel dependent on the job position (meaning state or local authorities, town or a city), dependence

on the age, work routine, as well the correlation with other job realization aspects. It would be most relevant to make a parallel with previous researches done in Bulgaria related to the job motivation within state authorities.[11]

#### References

- [1] Iliev, J., Upravljenienachoveshkiteresursi: Umenieto da motivirame, ABAGAR, 2005.
- [2] Paunov, M., M. Paunova, A. Paunov, Organizacionnopovedenie, Ciela, 2013
- [3] Paunov, M., Motivacia: Zadobriterezultati I loyialnosttanahorata, s koitorabotim, UI“Stopanstvo”, 2001.
- [4] Spector, P. E., Job satisfaction: Application, assessment, causes, and consequences. Thousand Oaks, CA.: Sage, 1997.
- [5] Davis, K., and Newstrom, J. W. Human behavior at work: Organizational behavior (8th ed.). New York, NY: McGraw Hill, 1989.
- [6] Herzberg, F., The motivation to work, 2<sup>nd</sup> ed., New York: John Wiley & Sons, 1959.
- [7] Herzberg, F., Work and the Nature of the Man, Cleveland: World Publishing, 1966.
- [8] Herzberg, F., One more time; how do you motivate employees, Harvard Business Review, 1968.
- [9] Vroom, V.H., Work and motivation, John Wiley and Sons, New York, 1964.
- [10] JSS Page, <http://shell.cas.usf.edu/~pspector/scales/jsspag.html>.
- [11] Ilieva S., Tzennosti I trudovamotivacia, UI “Sv. KlimentOhridski”, 2009.

#### **Information about author:**

*Yulia Yorgova*, PhD, Assist.Prof., Faculty of Business Studies, Burgas Free University, 62 San Stefano St., Burgas 8001, Bulgaria, email for correspondence: [yulia@bfu.bg](mailto:yulia@bfu.bg); [yulia46@abv.bg](mailto:yulia46@abv.bg)