

**Analyzing factors that affect Job Attitude, Job Satisfaction and Job  
Performance in public sector**

By

**KIM, Young Soo**

**THESIS**

Submitted to

KDI School of Public Policy and Management

In Partial Fulfillment of the Requirements

For the Degree of

**MASTER OF PUBLIC MANAGEMENT**

**2020**

**Analyzing factors that affect Job Attitude, Job Satisfaction and Job  
Performance in public sector**

By

**KIM, Young Soo**

**THESIS**

Submitted to

KDI School of Public Policy and Management

In Partial Fulfillment of the Requirements

For the Degree of

**MASTER OF PUBLIC MANAGEMENT**

**2020**

Professor Cho, Yoon Cheong

**Analyzing factors that affect Job Attitude, Job Satisfaction and Job  
Performance in public sector**

By

**KIM, Young Soo**

**THESIS**

Submitted to

KDI School of Public Policy and Management

In Partial Fulfillment of the Requirements

For the Degree of

**MASTER OF PUBLIC MANAGEMENT**

Committee in charge:

Professor Cho, Yoon Cheong, Supervisor



Professor Lee, Junesoo



Approval as of August, 2020

# Table of Contents

	<b>Page</b>
<b>Abstract</b> .....	(4)
<b>I. Introduction</b> .....	(5)
1. 1.Objective of the Study	
1. 2. Development of Research Questions	
<b>II. Literature Review</b> .....	(6)
2. 1. Job attitude	
2. 2. Job satisfaction	
2. 3. Job performance	
<b>III. Theoretical Background</b> .....	(12)
3. 1. The goal-setting theory	
3. 2. Motivation theory	
3. 3. Self-determination theory	
<b>IV. Hypothesis Development</b> .....	(17)
4. 1. Payroll system	
4. 2. Personnel Management system	
4. 3 Cooperative working environment	
4. 4. Self-efficacy	
<b>V. Methodology</b> .....	(26)
<b>VI. Data analysis</b> .....	(27)
<b>VII. Conclusions</b> .....	(37)
7. 1. Findings	
7. 2. Implications	
7. 3. Limitation of study and future research	

## LIST OF FIGURES

Figure 1. Schematic diagram of analytical model to verify four hypotheses .....(17)

## LIST OF TABLES

Table 1. Public sector in Korea (Year 2019) .....	(11)
Table 2. Sample Demographics .....	(28)
Table 3-1. Effects of wage and performance-based incentives on payroll system .....	(29)
Table 3-2. Effects of job placement, job training, promotion policy and job security on personnel management system .....	(29)
Table 3-3. Effects of cooperative interaction and Supervisor's role on cooperative working environment .....	(30)
Table 3-4. Effects of self-esteem and autonomy on self efficacy .....	(30)
Table 3-5. Effects of payroll system, personnel management system, cooperative working environment and self efficacy on job attitude .....	(31)
Table 3-6. Effects of job attitude on job satisfaction .....	(31)
Table 3-7. Effects of job attitude on job performance .....	(32)
Table 3-8. Effects of job satisfaction on job performance .....	(32)
Table 3-9. Effects of cooperative interaction and Supervisor's role on cooperative working environment .....	(32)
Table 4-1. Effects of payroll system, personnel management system, cooperative working environment and self efficacy on job satisfaction .....	(33)
Table 4-2. Whether responses differ in job attitude, job performance and job satisfaction depending on the type of organizations .....	(34)
Table 4-3. Whether responses differ in job attitude, job performance and job satisfaction depending on gender .....	(34)
Table 4-4. Whether responses differ in job attitude, job performance and job satisfaction depending on age .....	(35)
Table 4-5. Whether responses differ in job attitude, job performance and job satisfaction depending on the level of final education background .....	(35)
Table 4-6. Whether responses differ in job attitude, job performance and job satisfaction depending on the employment period .....	(36)

## Abstract

In Korea, the number of employees in public organizations has been increased recently to improve the quality of people's lives by enhancing the quality of services provided by the public sector. In order to improve the quality of services, it is essential to raise up working conditions, advance the personnel management and upgrade the organizational culture, in addition to increasing the number of the workers. The purpose of this paper is to investigate the factors that affect job attitude, job satisfaction and job performance in public sector. And the following research questions have been formulated. i) Does payroll system affect job attitude? ii) Does personnel management system affect job attitude? iii) Does cooperative working environment affect job attitude? iv) Does self efficacy affect job attitude? This paper used a survey through an online platform. It was found that cooperative working environment and self efficacy had a significant impact on job attitude. However, payroll system and personnel management system did not affect job attitude, especially the payroll system did not affect job satisfaction either. The results of this study provide policy and managerial implications what should be considered to enhance job attitude, satisfaction, and performance in public sector.

**Keywords: Job attitude, Job satisfaction, Job performance, Public sector, Working conditions**

## **I. Introduction**

The number of public sector workers in the Republic of Korea, which consists of the central and local governments and state-run companies, stood at 2.41 million as of 2017, or 9 percent of the total number of employed workers (Statistics Korea, 2019), and the current government of Korea, which was launched in May 2017, is pushing to increase the number of public service workers, including safety, living, welfare, education and national defense, with a pledge to create 810,000 new jobs in the aim to create quality regular workers in the public sector (National Planning Advisory Committee, 2017).

The purpose of the national policy to increase the number of public sector workers is to improve the quality of people's lives by enhancing the quality of services provided by the public sector. In order to improve the quality of services, it is essential to raise up working conditions, advance the personnel management and upgrade the organizational culture, in addition to increasing the number of the workers. That way, employees' satisfaction level will go up and their work performance also will be improved accordingly. Although many researchers have done a lot of research so far on how the job attitude formed by the working conditions affects job satisfaction and performance, most of the research was conducted for private firms and institutions, and the studies for public sector were limited to just certain areas, such as medical care and welfare.

### **1.1. Objective of the Study**

The purpose of this paper is to investigate the factors that affect job attitude, job satisfaction and job performance in public sector. This study applied factors such as payroll system, personnel management system, cooperative working environment and self efficacy to explore job attitude, job satisfaction and job performance. So the factors that are effective should be further strengthened and developed and if not, the measures should be improved or

other methods must be taken to satisfy the employees. The results may have some important implications for policymakers and human resources managers in public sector. And they are also expected to help overseas researchers who want to study the performance of public sector workers.

## **1.2. Development of Research Questions**

From the variables identified, the following research questions have been formulated for the effects of job attitude:

1. Does payroll system affect job attitude?
2. Does personnel management system affect job attitude?
3. Does cooperative working environment affect job attitude?
4. Does self efficacy affect job attitude?

The rest of the manuscript is organized as follows. In section 2, research summaries of precedent studies are described. Section 3 presents a theoretical background in particular chosen models will be described. Section 4 describes the hypothesis development, and section 5 covers hypothesis development and support reasons will be listed. In section 6, chose methodology explaining survey development, and sampling and data will be described. Finally, in Section 7 and 8, findings including data analysis and conclusion will be discussed.

## **II . Literature Review**

Previous and precedent studies suggest the concept of the selected variables.

### **2.1. Job Attitude**

Job attitudes in the workplace are the thoughts, feelings and beliefs about how to act. Since they are essential elements of understanding work experience and they are positively linked to organizational performance, specific attitudes, including work involvement and

organizational commitment have been studied much in the literature of work psychology (George & Jones, 2008). The attitude of the workplace affects how we view and judge the environment at work, and experts of organizational behavior are very interested in the nature of the worker's attitude toward their jobs, careers and the organization itself (Velnampy, 2008). We can therefore argue that job attitudes are social attitudes; It is perhaps one of the more centric social attitudes because people spend most of their waking hours in work, work is central to their identity, and job attitudes have crucial consequences (Judge & Kammeyer-mueller, 2012).

Job attitudes, such as work participation and organizational dedication, are important to study as they have been shown to foretell diverse workplace behaviors such as tardiness, absence, turnover intent and performance of duties (Harrison, Newman, & Roth, 2006). The low level of investment in people and the concentration of transaction-HR activities have shown negative job attitudes such as employees' low morale and frustration among them (Berta et al., 2018).

Job attitudes are multi-step concepts which show so called "traitlike (stable individual differences) and statelike(within-individual variation) properties" (Judge & Kammeyer-mueller, 2012). Individuality traits such as personality effects influence job attitudes, but given a well-balanced and fixed personality traits, supervisors are better served concentrating attention not on trying to switch a staff 's personality, but on addressing circumstances of the work, the duty, and the environment to make optimal climates for work (Matteson & Kennedy, 2016). Employees' attitude to work is formed by the conditions of the place of work as well as from individuality traits (Czajka, 1990).

## **2-2. Job Satisfaction**

If workers are not satisfied in their workplace, that can affect the organization

considerably, such as turnover, absenteeism, occupational stress, sick leave, humiliation, exhaustion, loss of productivity and lack of commitment. Besides, individual dissatisfaction directly affects the quality and desirability of the products or services provided (Barcelona, 2018). Discussions on job satisfaction have usually focused on issues such as the type of work, working atmosphere, working conditions, supervision, leadership, acknowledgment, opportunities, career compensation and future progress (Moorman, 1993; Nemani and Diala, 2011; Limbu et al., 2014; Meneghel et al., 2016).

Locke (1976) defines job satisfaction as a pleasant or positive state of emotion resulting from the assessment of one's job or career experience. And Kumari and Pandey (2011) assert that "we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors". "At the same time, theoretical frameworks and empirical evidence categorize job satisfaction as extrinsic and intrinsic" (Warr et al., 1979). External job satisfaction indicates satisfaction with all-inclusive aspects of the job such as wage, schedule and number of days for vacation, and intrinsic job satisfaction indicates satisfaction with internal features of the job such as learning opportunities, diversity of work to be performed and the level of autonomy (Peiro, 2017).

One of the greatest overtures of job satisfaction research was the Hawthorne study, which provides powerful evidence that employees work for purposes other than pay, and this opened the way for researchers to explore other components in job satisfaction (Kumari & Pandey, 2011). Hackman and Oldham (1976) put forward the job characteristics model, which is broadly used as a frame to study how certain job features such as skill diversity, job identity, job importance, feedback and autonomy affect job performance, along with job satisfaction. Bal et al. (2008) stress that if workers recognize reciprocity, they may be satisfied with their jobs and play extra role such as innovation. A lack of reciprocity, however, makes an asymmetry in social exchanges, and workers may restore it by reducing job

satisfaction. Empirical evidences also show that the work environment described by equitable and impartial standards not only elevates the efficient functioning of the organization, but also enlarges the satisfaction of its members (Omar, Salessi, & Urteaga, 2017). And satisfied workers are more liable to stay to feel motivated. On the other hand, unsatisfied employees will put less effort into their output, which will lead to lower performance and generally lean toward ineffectiveness (Clark and Oswald, 1996; Benjamin et al., 2014). Alexander et al. (1998) state that the deficiency of job satisfaction calls for the abandonment of employees' organizational goals. Thus, job satisfaction should be a vital concern and a major goal for any company.

### **2.3. Job Performance**

It is designated that job performance is the deliberate behavior and action of the members of the organization that support organizational aims (Murphy, 1989). Workers job performance can be depicted as an exercise in which individuals can successfully perform tasks assigned to them under the normal constraints of rational utilization of available resources (Olukayode, 2017). Essentially, an employee's job performance reflects how well he or she is meeting his or her job requirements (Byars and Rue, 2004). Research in the area of organizational/industrial psychology approve that job performance is a crucial element of organizational prosperity and is linked to the revenues, productivity and overall lifespan of a company (Johnson, 2003; Motowildo, Borman, & Schmit, 1997).

The important function of job performance in organizational prosperity has led many researchers to investigate various antecedents that probably affect job performance such as ability (Deadrick, Russell & Ben-nett, 1997), personality (Thoresen, Bliese, Bradley & Thoresen, 2004), managerial/leadership style (Colquitt & Piccolo, 2006) and motivation (Cerasoli, Ford & Nicklin, 2014). "The Human Relations Movement" of the 1930s simplified

the idea that happy workers were on average more effective than unhappy or less happy workers (Cropanzano & Wright, 2001). Happy workers have been commonly visualized as the individuals with high job satisfaction scales. And several meta-analysis studies have examined predictions that there is a positive association between job satisfaction and job performance (Salgado, Blanco, & Moscoso, 2019).

Although various research have studied the issues and explored many aspects of performance and satisfaction of workplace, it is hard to find sufficient studies as a multiple focusing on the public sector organizations in general. And there are few studies which compare the relationships or differences among heterogeneous public institutions.

#### **2.4. Public Sector**

Although there are slight differences between countries, the public sector is an area where wages for employees are given directly by the government or by organizations that receive budget assignments from the government (Oh, 2001). Gemmel (1993) defines the scope of the public sector in terms of ① government resources ② government expenditure ③ government ownership ④ government control ⑤ government production of goods.

UN (1988) asserts that the public sector is defined as any market or non-market activity of each institution controlled by or primarily funded by the public authority. The OECD (1997) also defines the public sector as all public corporations, including the general government and the central bank. According to the IMF's government finance statistics manual (2001), which performs the task of providing the appropriate concepts and structures needed to conduct a systematic performance analysis of the economic policies of the general and public sectors, the public sector includes virtually all entities that influence fiscal policy, including central governments, state governments, local governments and financial public corporations and non-financial public corporations.

Combining the concepts and definitions of the public sector from previous research and international organizations, all institutions managed by or related to the government based on its financial support will be included in the public sector category. In light of this aspect, this research aims to conduct on Korea's central and local government and all public institutions that are classified into three kinds such as government-owned enterprise, government organization, public organization according to the law on the operation of public institutions.

**Table 1. Public sector in Korea (Year 2019)**

Classification		Definition	Types
Government	Central government	National government of Korea	Legislative branch, Judicial branch Administrative branch
	Local government	A form of government which exists as the lower tier of national one called local autonomous body in Korea	Gyeonggi-do, Seoul metropolitan city, Pyeongchang-gun, Gangnam-gu
Public institution	Government-owned enterprise	With more than 50 employees, More than half of all earnings are their own earnings, Designated by the Minister of Economy and Finance	Totally 16 institutions such as Korea expressway corporation, Korea railroad corporation, Korea racing authority, etc
	Government organization	With more than 50 employees, Designated by the Minister of Economy and Finance among public institutions except government-owned enterprises	Totally 93 institutions such as Korea workers' compensation & welfare service, National pension service, Korea consumer agency, etc
	Public organization	Public institutions except government-owned enterprises and government organizations	Totally 210 institutions such as Korea Polytechnic Colleges, Korea labor foundation, Seoul national university hospital, etc

\*Source: The law on the operation of public institutions, Public institution information system "ALIO" [www.alio.go.kr](http://www.alio.go.kr)

While the fundamental purpose of private companies and institutions is to pursue profit or gain of their own, the government and public institutions play a role in providing services that have the characteristics of public goods, such as national defense, social safety, foreign affairs and in carrying on a business that the government needs to take responsibility for, such as mail, water, railways and electricity projects.

In order for the public sector to perform its role for public interest properly, various

incentives to attract and nurture the capabilities of its workers need to be provided, so-called good working conditions. Therefore, studies should be intensively conducted on what conditions demonstrate good job attitudes and produce a lot of results.

Although various research have dealt with the issue of job attitude related to the performance and satisfaction of public employees, most of the studies so far have been limited to specific institutions or professions, such as the school (Agnihotri & Yadav, 2010), public health care (Hotchkiss, Banteyerga, & Tharaney, 2015), central government employee (Kim Y.H. et al., 2010). And independent variables adopted in the research have been also limited to scrappy or intangible elements such as quality of work, safety and organizational support (Berta et al., 2018), recruitment, reward, training, appraisal (Cogin, Ng, & Lee, 2016), occupational stress, inter-role conflict, psychological well-being (Nandini, Karunanidhi, & Chitra, 2015) etc.

Therefore, this study seeks to investigate the working conditions of public institutions extensively by covering government and public institutions as a whole and by classifying 10 key factors that may affect their job attitude in the public sector into four categories of monetary, personnel management, cooperative working environment and social status factors. We also want to look closely at the differences between the central government, local governments, Government-owned enterprise, Government organization and Public organization.

### **III. Theoretical Background**

#### **3.1. The goal-setting theory**

This research is concerned mainly with how well public sector's employees perform in their work places. In this regard, we focus on 'The goal-setting theory'. In order to generate results through a series of processes, it is very important to set goals clearly and

correctly (Locke, 1968). Setting a goal allows a person to create better results because it can motivate him or be an indicator of action (Tubbs, 1986). Because of the function of these goals, setting goals is often used primarily by individuals or organizations to perform tasks, pursue efficiency, or demonstrate performance (Locke & Henne, 1986). In the domain of management, a goal can be laid down as a perceptible organizational outcome to be accomplished within a designated time deadline (Locke & Latham 2002). In the process of carrying out a series of tasks, organizations undertake an effort to align the individual and organizational objectives while allowing some autonomous discretion (Carrol & Tosi, 1973).

The goal-setting theory has been developed as Objective Management which requires the ability to correlate individual and organizational goals, and implies mechanisms that enable feedback from the entire organization. (Drucker, 1969). Later, Morrisey (1977) presented the MBO & R (Management by Objectives & Result) concept, which is considered the most representative goal management theory. It explains that a goal can be set only when an organization or entity has an accurate role and vision, detailed task settings, and measurable metrics are in place, and that the objective can be achieved by modifying and developing an activity plan if performance is assessed on the basis of it. MBO and goal setting theory came to be an outstanding area of research in organizational behavior because lots of studies analytically approved that goals are crucial in building up a cooperative organizational atmosphere, boosting team spirit and performance, improving social support and job attachment (Erez, 1986; Latham & Yukl, 1975; Locke & Latham, 1990).

By the way, Steers (1984) explain that even if the same goal was established, performance would be generated differently by individual aspects and contextual differences. In other words, the boards observed that performance may vary depending on individual-side desire for achievement, level of stress, level of interest in work, level of education, etc. and performance may vary depending on how the compensation system is operated, the

technology of possession, and the degree of product characteristics. However, the performance of employees is a primary multifaceted frame intended to obtain results and has a solid link with previously prepared goals of an institution (Abbas and Yaqoob, 2009). And it is obvious that employees' goal achievement provides workers a sense of pride and purpose in what they do with making work surroundings attractive, cozy, motivating and satisfactory to employees (Taiwo, 2009).

### **3.2. Motivation theory**

According to Pinder (1987), work motivation originates work-related attitude, and settles its intensity, direction, model and continuity. And which may be regarded as a set of internal and external forces. Adair (2006) defines the motivation of an individual covers all the entire reasons for which he picks out to behave in a certain manner.

#### **3.2.1. Maslow's Hierarchy of Needs.**

When it comes to the motivation, one of the most influential theory among specialized literature is the theory of Hierarchy of Needs. In this theory Maslow (1954) declared, if a lower level of desire, such as food, clothing and the need for breathing, is met, the desire for the next stage becomes dominant, and the person's attention is devoted to achieving the desire of this higher class. Even though the theory has had a profound effect on the way of running organizations, Maslow's theory has been criticized in some aspects, especially for its rigorousness, because people have all different preferences and they do not behave in the same pattern (Aurel & Stefania, 2009). And the theory undervalues people's experience by singling out the natural sciences for key models without considering the intricacy and the scope of human experience (Bouzenita & Boulanouar, 2016).

### **3.2.2. Herzberg's Two Factors Theory**

Another motivation theory is Two Factors Theory. Herzberg (1959) found that motivators are connected to the work itself, such as self-development opportunities, responsibility, recognition, achievement, and hygiene factors are related to working conditions and environment, such as company policies, wages, benefits, relationships with others. Plenty of studies have looked for measuring the difference of motivational effects between intrinsic rewards (satisfiers) and extrinsic rewards (dissatisfiers), based on the concept of Two-Factor Theory (Hur, 2018; Khan, Waqas & Muneer, 2017; Nisar, Riasat & Aslam, 2016). Intrinsic motivation refers to carrying out activities for its deep-seated interest to experience the satisfaction and amusement inherent in those activities. Activities which are intrinsically motivated are sought for deep-rooted reasons rather than separable object of value, so they are purposeful and delightful in nature (Pink, 2011). Meanwhile, extrinsic motivation involves in practices for external reasons like accomplishing detachable desired outcomes (e.g., remuneration) or avoiding unwanted outcomes (e.g., penalties) (Ryan & Deci, 2000).

### **3.2.3. Expectancy theory**

This theory is an emotional process theory regarding to motivation. It is based on the belief that people accept there is a relationship between the effort put out in the workplace and the performance earned by the effort, and the reward received from the effort and achievement (Lunenburg, 2011). According to Victor Vroom (1964), this theory depends on the following four assumptions. First assumption is that individuals react to their organizations in accordance with the expectations of their needs, motives and former experiences. The second assumption is that people's behavior is the output of attentive choice. In other words, individuals are free to select such actions proposed by their own expected calculations. The third assumption is that employees desire something different from

organizations point of view (e.g. good pay, job security, promotion, challenge). The fourth assumption is that individuals have a strong tendency to choose from alternatives to personally optimize the results for themselves.

### **3.3. Self-Determination theory**

According to Self-Determination theory, the more self-determination a person is, the more likely he or she is to be affected by the inherent motive and the degree to which the individual's needs are satisfied increases (Black & Deci, 2000). Ryan and Deci (2000) affirm that when people can satisfy all the following three primary psychological needs such as autonomy, ability and relevance (the thirst to feel combined to others), the regulation of people's behavior will be characterized by free will, sovereignty, choice rather than restriction, tension and requirement, and the outcomes will amount to a significant qualitative level and lead to psychological well-being.

Extrinsic motivation and intrinsic motivation are two major categories of Self-determination theory. Research based on this theory recommends that promoting greater intrinsic motivation (behavior that is evoked by pleasure, joy, and fun) is related to positive outcomes (Tucker & Winsor, 2013). Doing an activity as a means of purpose rather than an intrinsic characteristic is defined as extrinsic motivation (Deci, 1975). Activities in extrinsic motivations are performed not for inherent traits but for instrumental reasons, so they have opposite characteristics to intrinsic motivations (Basu & Bano, 2016). In the past, researchers have often operated these two structures as mutually exclusive, expecting that the individuals with higher in intrinsic motivation would necessarily have lower in extrinsic motivations, but recent studies suggest that these two types of motivations can actually coexist and even work together to motivate job performance (Hayenga & Corpus, 2010).

#### IV. Hypothesis Development

The purpose of this study is to measure the effect of four classified factors on job attitude. In the study, independent variables such as payroll system, personnel management system, cooperative working environment and self efficacy were used to test hypothesis. The following hypotheses are developed in accordance with the research questions. This figure 1 below explains the analytic model of the hypotheses.

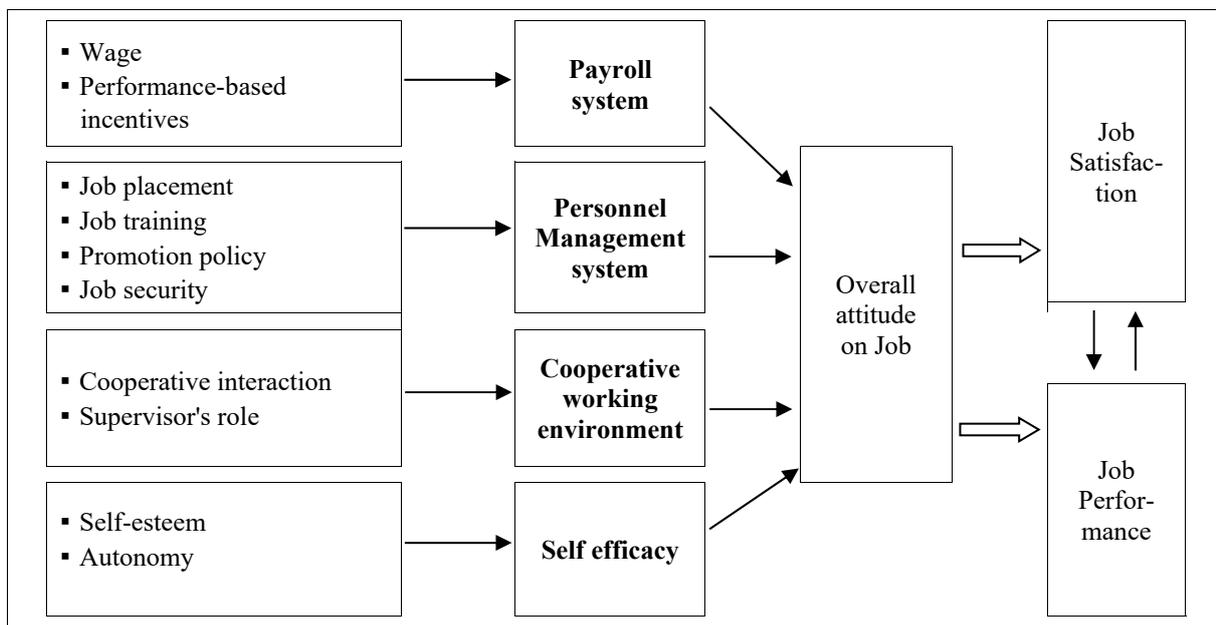


Figure 1. Schematic diagram of analytical model to verify four hypotheses

##### 4.1. Payroll System

Owing to the growth of the market economy, just the accumulation of economic wealth tends to be regarded as the goal of many people's lives, and the act of making money is becoming more important (Jia, Zhang, Li, Feng, & Li, 2013). Lawler (1981) claims money can be perceived as a motivator. In this regard, companies generally use financial rewards to encourage their employees to work and prevent them from moving to other companies (Tang, Kim, & Tang, 2000). It can be said that monetary rewards increase employee attitudes at work because employees focus solely on salary levels and sometimes see it as the only means of motivation they need (By, Name, Saleh, & Student, 2018). The payroll system may

include all forms of direct and indirect compensations paid by the company in relation to work life, such as salary increases, bonuses, paid education, paid leave allowances, overtime pay and travel expenses, etc (Delic, Kozarevic, Peric, & Civic, 2014).

Even if money is important to individuals, some scholars argue that remuneration is not fundamentally correlated with the attitude in working places (Griffiths, 2003; John & Weitz, 1989). Spector (2008) insists that being paid more at work than others does not necessarily make him more satisfied with his job. Although there have been questions about the exact role of monetary rewards for work and the pay issue for workers has other complex implications and significance (Maniram, 2007), it is hard to deny that one of the main purpose of work is to get monetary compensation. This study hypothesized that monetary incentive would affect the job attitude.

**H1.** Payroll system affects job attitude.

#### **4.1.1. Wage**

Wage was found to be the prime factor for the attitude of salaried employees (Kathawala, Moore & Elmuti, 1990). Wage serves as an indicator of how important the worker plays in the organization because it is paid in return for providing labor (Zobal, 1998). The term “wage” is generally understood to be the remuneration an employer makes to his workers. In ordinary cases, total income or wages combine many other components, like base remuneration, tips, performance related pay, annual bonuses, over-time pay, risk allowance, position allowance, certificate allowance (ILO, 2014).

In this research, we excluded productivity and performance pay from the concept of wage in order to study the role of fixed monetary compensation(wage) and Performance-based benefits separately.

**H1a.** Wage affects job attitude.

#### **4.1.2. Performance-related Incentives**

Performance-related incentives are described as a wage system in which an individual receives monetary rewards from a company based on the performance he or she has contributed to his or her work. These performance-related incentives, sometimes referred to as merit allowances, are linked to base pay and are sometimes paid in an independent bonus format regardless of base pay (Lawson, 2000). In traditional organizations, pay raises were made through promotions. However, as the organizational structure gradually changes to a horizontal one, which does not have many upper positions, linking a certain portion of the wage increase to performance is used as a substitute for promotion (De Silva, 1998). The fact that monetary rewards have a significant impact on an individual's performance and the trust in motivational theory are the basic grounds for incentives related to performance (Suff, Reilly & Cox, 2007). Ren, Fang and Yang (2018) argues that motivation and capacity building of employees is a key part of organizations' operations, and in this respect, the implementation of a performance-related incentive system is effective in giving workers a positive job attitude and improving behavior.

**1b.** Performance-related incentives affect job attitude.

#### **4. 2. Personnel Management System**

Personnel management means all management functions from recruitment to retirement of employees. This study applied four aspects of personal management including job placement, job training, promotion policy and job security.

Many scholars have sought to understand the ways in which the efficiency of personnel management practices are associated with the attitude of its employees (Homes, 2005; Sadatsafavi & Walewski, 2013; Olajide OT, 2014). It is observed that stingy investment in human resources and indifference to manpower management lead to negative job attitudes such as low morale, loss of motivation, and increased desire to change jobs.

(Cogin, Ng, & Lee, 2016). While some employees may find personnel management helpful not only for the successful operation of the organization but also for the development and self-realization of employees, others may think that these practices are used mainly to control employees and exploit their labor (Chen, Wang, Management, & Campus, 2014). However, White & Bryson (2013) stressed that personnel management is a method based on motivational theory, and that in order for an organization to achieve higher performance, it must create intrinsic work value and make sure that employee attitudes have a positive impact on both organizations and individuals through sufficient investment in human resource management.

**H2.** Personnel management system affects job attitude.

#### **4.2.1. Job Placement**

We assume most of employees have their own preference of job placement. From the perspective of workers who have to do a given task themselves, it is natural that the level of positive attitude increases when they feel the task interesting and rewarding and when they have expertise in the task (Hakanen et al., 2008). Tew-Washburne (1984) argues that it would be difficult for a worker to get a chance to properly demonstrate his abilities and be evaluated, if there is improper placement. Freudenberg, et al. (2008) stressed a comprehensive assessment would be needed to determine whether a work placement unit is meeting the core goals which would be mutually beneficial to individual preferences and organizational needs. But there are always certain obstacles and competitors which or who blocks one to take the proper position. But anyway organizations try to meet the need of employees' demand.

**H2a.** Job placement affects job attitude.

#### **4.2.2. Job Training**

Job training refers to both formal and informal education conducted to improve one's

knowledge, skills, behavior and attitude necessary for an individual to perform his or her duties (DeCenzo & Robbins, 2002). And training is a key element for increasing the level of individual and organizational competency (Bhat, 2014). So currently, most organizations are making effort to training workers with huge amounts being invested in skill acquisition programs as a means to achieving competitive advantage and service exceptionality (Petrecca 2000; Bartlett 2001).

Torrington (2005) suggested that training programs tend to expand the employee's psychological and physical work related attitudes. Therefore, creating opportunities for employees to further learn and develop themselves with regards to expected roles will increase employee's effectiveness and efficiency as well as expose them to various aspects of the organization. Bercu (2017) stressed that job training affects the performance of a firm, the correlation between job satisfaction and employees' attitudes and behaviors at work. And Umar (2013) believed that poor performance as a result of inadequate training could produce employee dissatisfaction and alienation as well as a negative work attitude.

**H2b.** Job training affects job attitude.

#### **4.2.3. Promotion Policy**

Promotion is a shift in the hierarchy of employees within an organization to a place with larger responsibilities and discretion (Dessler, 2008). And promotion is one of many incentive mechanisms. It is a way of rewarding employees who faithfully achieve an organization's goals or instructions thus it is used as a means of synchronizing the organization's intentions with individual goals (Lazear & Rosen, 1981). Promotion is important because it accompanies many increases in working conditions, but most of all, it involves a compelling change in the payroll package (Murphy, 1985). And the effect of wage hikes through promotions has a greater impact on job attitudes than fixed income (Clark & Oswald 1996).

Rajak (2018) argues that promotions have the effect of encouraging employees to achieve high performance within the organization by giving them a strong incentive or motivation to work optimally, and have a profound impact on their job attitudes. Wan, H., Sulaiman, M., and Omar, A. (2012) emphasize that employees who consider promotions to be fair and transparent are more likely to devote themselves to the organization, experience career satisfaction, achieve better results, and are less willing to leave the organization afterwards.

**H2c.** Promotion policy affects job attitude.

#### **4.2.4. Job Security**

As the globalization trend of the product and labor market progresses, flexibility is now regarded as a key factor in the changes taking place in the workplace, and an element that organizations and workers must adopt to succeed and survive in this competitive world (ILO, 2003; OECD, 2006). However, it has been confirmed that rising job insecurity is one of the most dominant factors that causes workers to have a poor attitude. Bakan and Buyubese (2004) take note that job insecurity is one of the most important worker satisfaction variables to express workers' overall attitude toward their jobs.

Ekhsan, Othman, and Suleiman (2013) stress that poor working attitudes among employees have emerged as a severe problem in almost every organization. And that is largely due to workers' different perceptions of the stability of their jobs. If workers recognize that their jobs are not stable and could be in danger of quitting the company at any time if necessary, this would affect their happiness and job satisfaction, and furthermore have a profound impact on the way they perform assigned tasks (Fatimah et al., 2012).

**H2d.** Job security affects job attitude.

### **4. 3. Cooperative Working Environment**

Individuals tend to build and uphold cooperative and positive relationships with others at workplaces where they can go to work every day and receive financial rewards, a means of livelihood (Baumeister, R.F.; Leary, M.R, 1995). The so-called relationship between employees at work is defined as the interaction of information exchange between individuals and groups who wish to achieve the organization's goals (Ferris, G.R.; Rogers, L.M.; Blass, F.R.; Hochwarter, W.A., 2009).

Research conducted May et al. (2004) explained that whether they have positive relationships with colleagues and supervisors or negative relationships with each other determines what psychological state their employees are in. The communication as part of the interaction relationship between colleagues and superiors has several implications for the organization's operations, including employee satisfaction, job motivation, work efficiency, and ability to innovate (Adams et al., 1988; Albrecht and Hall, 1991).

**H3.** Cooperative working environment affects job attitude.

#### **4.3.1. Supervisor's Role**

The major role of a supervisor is to act as the focal point of an organization by taking responsibility for the delivery of organizational goals, implementing strategic decision-making, and acting as a coordinator between management and staff (Castillo & Cano, 2004; Sergiovanni & Starratt, 1993). The role of supervisors is to act on behalf of the organization, and their actions have an important impact on workers' perception of what kind of support or instructions the supervisor gives (Berta et al., 2018). Supervisors who encourage a mutually collaborative work environment among employees provide them with opportunities to improve their capabilities and help solve problems that may arise at work through positive feedback. Therefore, the supervisor's support encourages subordinates to improve their right

to self-determination, actively participate in tasks, and to have a good attitude toward their duties (Ariani, 2015).

**H3a.** Supervisor's role affects job attitude.

#### **4.3.2. Cooperative Interaction (Co-workers relation)**

A peer-to-peer relationship at work is bound to be different from a supervisor's. While the interaction between a subordinate and a supervisor exists with different authority depending on the hierarchical position, co-workers relations are dominated by mutually horizontal relationships without differences in formal authority elements (Basford & Offermann, 2012). Relationships with colleagues include aspects such as degree of cooperation, atmosphere, support, team spirit, information exchange and mutual trust among peers as a whole, which improves individuals' ability to perform tasks and increases satisfaction (Naus, 2008). Interaction between colleagues has a significant impact on the organization's operations, including employee satisfaction, motivation, work efficiency and innovation capabilities (Adams et al., 1988; Albrecht and Hall, 1991). And collaborative interactions among employees help individuals reduce stress, improve work efficiency and achieve goals through communication and cooperation (Fine, 1986). Roberson and Stevens (2006) argue there are compelling reasons to believe that job attitudes will be influenced by respectful treatment from co-workers.

**H3b** Cooperative interaction affects job attitude.

#### **4.4. Self-efficacy**

Self-efficacy refers to a judgment on how well an individual can act in a particular situation, such as work, and how much effort he will make, and how long he will last to resolve a difficult situation (Bandura, 1977a, 1977b; as cited in Bandura and Schunk, 1981). Self-efficiency means a belief in the ability to successfully carry out the course of action

required to achieve goals and accomplish a specified level of performance (Cassidy & Eachus, 1998).

A high level of efficacy belief is associated with desirable and compelling outcomes, such as positive attitudes and satisfaction and excellent job performance (Loeb, 2016). People with positive self-efficacy have high expectations of success and tend to persevere endlessly until a given task is completed. On the other hand, those with low awareness of self-efficacy are less likely to continue their activities with anticipating failure in advance (Kear, 2000). Self-efficacy is useful for motivating individuals toward continued improvement, so a person with high level of self-efficacy takes it as a challenge and try to produce good results rather than try to avoid when difficult things are encountered (Elstad & Christophersen 2017).

**H4.** Self-efficacy affects job attitude.

#### **4.4.1. Self-esteem**

Self-esteem is both an attitude toward oneself and a judgment on oneself, which reflects the overall subjective appraisal of one's value (Gabrile, 2016). The development of self-esteem takes place as individuals compare and evaluate their own and others' abilities (Cotton, 1985). Self-esteem increases if employees' working standards are consistent with their attitude. In other words, a working environment that meets an individual's standards, wishes and performance skills positively affects employees' self-esteem (Akgunduz, 2015). A person with high self-esteem will feel happy through work and achieve success on the job, and will also give beneficial impacts on the achievement of the organization's goals (Kuster, Orth, & Meier, 2013).

**H4a.** Self-esteem affects job attitude.

#### **4.4.2. Autonomy (Independence at work)**

Hackman and Oldham (1975) describe job autonomy as the degree at which

employees have discretion, independence and substantial freedom in determining the procedures to use in scheduling and performing tasks. Highly autonomous employees can make important decisions on their own and have a high level of control over their duties (Chung, 2017).

Grant and Ashford (2008) argue that individuals are likely to be more active and smooth in their work under autonomous conditions. When an autonomous environment is built, employees voluntarily seek advice from colleagues or supervisors, ask more work to do, and perform their work in creative ways that others don't think of. On the other hand, lack of autonomy increases the level of stress, which inevitably leads to dissatisfaction with work (Bakker & Demerouti, 2007). Job autonomy improves employees' self-efficacy because it allows them to use their skills, knowledge and creativity to select and establish work strategies without interference from others (Saragih, 2011).

**H4b.** Autonomy affects job attitude.

## **V. Methodology**

The purpose of this study is to investigate the factors that affect job attitude in public sector. As mentioned before, the current Korean government has been pushing to improve the quality of services in the public sector as well as to increase the number of public service workers. In order to improve the quality of services provided by the public sector, it is essential to raise up working conditions. Therefore, this study intensively conducted on what conditions demonstrate good job attitudes and which satisfy employees and produce a lot of results.

This paper used an online survey method for the five types of public organizations' employees in Korea. And the survey was conducted through SNS using an online platform called Qualtrics, which produces an online link so that the questionnaire can be passed round

through smartphone messangers. A total of 200 people were surveyed and 181 responded, showing a 90.5% response rate.

The survey consisted of 25 questions concerning the working conditions, age, marital status, and academic background, etc. A 5-point Likert scale was applied with 1=Strongly disagree, 2=Disagree, 3=Neither agree nor disagree, 4=Agree and 5=Strong agree. Regression analysis method was used to measure factors that affect job attitude. Furthermore, additional findings were included with the result of the analysis of ANOVA

## VI. Data Analysis

If you look at the total 181 respondents by agencies, 36 responded from central government, 31 from local government, 30 from government-owned enterprise, 34 from government organization and 50 from public organization. When it comes to the gender, 112 are men and 69 are women. And by age, those over 40 years old and under 50 years old account for half of the total with 92, followed by those over 30 years old and under 40 years old with 54. And 126 respondents said they were married, with 110 respondents graduating from college, followed by 44 respondents with a master's degree. The seniority was evenly distributed at around 20 percent of the total, and the number of long-term employees for more than 20 years was relatively fewer. More details on age, marital status, education and term of current organization are given in the table below.

**Table 2. Sample Demographics**

<i>(N = 181)</i>	<b>Total</b>	
	<i>%</i>	<i>N</i>
Gender		
Male	61.9	112
Female	38.1	69
Age		
Less than 30years old	9.5	17
30- Less than 40years old	29.8	54
40- Less than 50years old	50.8	92
50 years old or More	9.9	18

Marital status		
Single	29.3	53
Married	69.6	126
Others	1.1	2
Education		
High school	5.0	9
Associate/Bachelor degree	60.8	110
Master degree	24.4	44
Ph. D	9.9	18
Term of current organization		
Less than 5 years	24.3	44
5 - Less than 10 years	17.7	32
10 - Less than 15 years	23.8	43
15 - Less than 20 years	24.3	44
20 years or More	9.9	18

In this study, the method of regression analysis was used in order to prove hypotheses. Table 3-1 represents the results of the analysis for the effect of wage and performance-based incentives on payroll system respectively. According to the multiful regression model, the result of ANOVA found the model significant at the level of .000 with  $F=168.222$  (  $r$ -square=.650). Overall, the regression model is good fit.

And each of the  $p$ -value is smaller than the level of significance at  $\alpha=5\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H1a, H1b). In other words, wage and performance-based incentives affect payroll system, respectively.

**Table 3-1. Effects of wage and performance-based incentives on payroll system**

Variable (Independent → dependent)	Standardized Coefficient ( $t$ -value-Sig)
Wage → payroll system (H1a)	0.751 (15.173***)
Performance-based incentives → payroll system (H1b)	0.112 (2.266**)

\*\*\*Significant at 0.01 level (2-tailed), \*\* Significant at 0.05 level (2-tailed)

Table 3-2 indicates the outcomes of the analysis for the effect of job placement, job training, promotion policy and job security on personnel management system respectively. According to the multiful regression model, the result of ANOVA found the model significant at the level of .000 with  $F=78.047$  (  $r$ -square=.634). Overall, the regression model is good fit.

And each of the  $p$ -value is smaller than the level of significance at  $\alpha=10\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H2a, H2b, H2c, H2d). In other words, job placement, job training, promotion policy and job affect personnel management system respectively.

**Table 3-2. Effects of job placement, job training, promotion policy and job security on personnel management system**

<b>Variable (Independent → dependent)</b>	<b>Standardized Coefficient (t-value-Sig)</b>
Job placement → Personnel management system (H2a)	0.446 (7.825***)
Job training → Personnel management system (H2b)	-0.073 (-1.328*)
Promotion policy → Personnel management system (H2c)	0.470 (8.523***)
Job security → Personnel management system (H2d)	0.063 (1.178*)

\*\*\*Significant at 0.01 level (2-tailed), \* Significant at 0.1 level (2-tailed)

Table 3-3 indicates the outcomes of the analysis for the effect of cooperative interaction, supervisor's role on cooperative working environment respectively. According to the multifl regression model, the result of ANOVA found the model significant at the level of .000 with  $F=106.113$  ( $r\text{-square}=.540$ ). Overall, the regression model is good fit.

And each of the  $p$ -value is smaller than the level of significance at  $\alpha=1\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H3a, H3b). In other words, cooperative interaction and supervisor's role affect cooperative working environment respectively.

**Table 3-3. Effects of cooperative interaction and Supervisor's role on cooperative working environment**

<b>Variable (Independent → dependent)</b>	<b>Standardized Coefficient (t-value-Sig)</b>
Cooperative interaction → cooperative working environment (H3a)	0.494 (7.845***)
Supervisor's role → cooperative working environment (H3b)	0.330 (5.239***)

\*\*\*Significant at 0.01 level (2-tailed)

Table 3-4 indicates the outcomes of the analysis for the effect of self-esteem and autonomy on self efficacy respectively. According to the multifl regression model, the result

of ANOVA found the model significant at the level of .000 with  $F=62.738$  (  $r\text{-square}=.408$ ). Overall, the regression model is good fit.

And each of the  $p$ -value is smaller than the level of significance at  $\alpha=1\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H4a, H4b). In other words, self-esteem, autonomy affect self efficacy, respectively.

**Table 3-4. Effects of self-esteem and autonomy on self efficacy**

<b>Variable (Independent → dependent)</b>	<b>Standardized Coefficient (t-value-Sig)</b>
Self-esteem → self efficacy (H4a)	0.543 (8.664***)
Autonomy → self efficacy (H4b)	0.193 (3.087***)

\*\*\*Significant at 0.01 level (2-tailed)

Table 3-5 indicates the outcomes of the analysis for the effect of payroll system, personnel management system, cooperative working environment and self efficacy on job attitude respectively. According to the multiful regression model, the result of ANOVA found the model significant at the level of .000 with  $F=15.971$  (  $r\text{-square}=.251$ ). Overall, the regression model is good fit.

The  $p$ -values in the coefficient table are .101 for H1 and .270 for H2, each of them is greater than the level of significance at  $\alpha=10\%$ . Therefore, we reject the alternative hypotheses and accept the null hypotheses. This indicates that payroll system and personnel management system does not affect job attitude respectively.

However, the coefficient table shows the  $p$ -values for H3 .016 and for H4 .000. Each of them are smaller than the level of significance at  $\alpha=5\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H3, H4). In other words, cooperative working environment and self efficacy affect job attitude, respectively.

**Table 3-5. Effects of payroll system, personnel management system, cooperative working environment and self efficacy on job attitude**

<b>Variable (Independent → dependent)</b>	<b>Standardized Coefficient (t-value-Sig)</b>
Payroll system → Job attitude (H1)	-0.124 (-1.648)
Personnel management system → Job attitude (H2)	1.089 (1.107)
Cooperative working environment → Job attitude (H3)	0.202 (2.436**)
Self efficacy → Job attitude (H4)	0.411 (6.091***)

\*\*\*Significant at 0.01 level (2-tailed),\*\* Significant at 0.05 level (2-tailed)

Table 3-6 indicates the outcomes of the analysis for the effect of job attitude on job satisfaction. According to the regression model, the result of ANOVA found the model significant at the level of .000 with  $F=32.737$  ( $r\text{-square}=.150$ ). Overall, the regression model is good fit. And the  $p$ -value is smaller than the level of significance at  $\alpha=1\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H5). In other words, job attitude affects job satisfaction.

**Table 3-6. Effects of job attitude on job satisfaction**

<b>Variable (Independent → dependent)</b>	<b>Standardized Coefficient (t-value-Sig)</b>
Job attitude → Job satisfaction (H5)	0.393 (5.722***)

\*\*\*Significant at 0.01 level (2-tailed)

Table 3-7 indicates the outcomes of the analysis for the effect of job attitude on job performance. According to the regression model, the result of ANOVA found the model significant at the level of .000 with  $F=144.338$  ( $r\text{-square}=.443$ ). Overall, the regression model is good fit. And the  $p$ -value is smaller than the level of significance at  $\alpha=1\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H5). In other words, job attitude affects job performance.

**Table 3-7. Effects of job attitude on job performance**

<b>Variable (Independent → dependent)</b>	<b>Standardized Coefficient (t-value-Sig)</b>
Job attitude → Job performance (H6)	0.668 (12.014***)

\*\*\*Significant at 0.01 level (2-tailed)

Table 3-8 indicates the outcomes of the analysis for the effect of job satisfaction on job performance. According to the regression model, the result of ANOVA found the model significant at the level of .000 with  $F=20.634$  (  $r\text{-square}=.098$ ). Overall, the regression model is good fit. And the  $p$ -value is smaller than the level of significance at  $\alpha=1\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H7). In other words, job satisfaction affects job performance.

**Table 3-8. Effects of job satisfaction on job performance**

Variable (Independent → dependent)	Standardized Coefficient (t-value-Sig)
Job satisfaction → Job performance (H7)	0.321 (4.543***)

\*\*\*Significant at 0.01 level (2-tailed)

Table 3-9 indicates the outcomes of the analysis for the effect of job performance on job satisfaction. According to the regression model, the result of ANOVA found the model significant at the level of .000 with  $F=20.634$  (  $r\text{-square}=.098$ ). Overall, the regression model is good fit. And the  $p$ -value is smaller than the level of significance at  $\alpha=1\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H8). In other words, job performance affects job satisfaction.

**Table 3-9. Effects of cooperative interaction and Supervisor's role on cooperative working environment**

Variable (Independent → dependent)	Standardized Coefficient (t-value-Sig)
Job performance → Job satisfaction (H8)	0.321 (4.543***)

\*\*\*Significant at 0.01 level (2-tailed)

### <Additional findings>

Table 4-1 indicates the outcomes of the analysis for the effect of payroll system, personnel management system, cooperative working environment and self efficacy on job satisfaction respectively. According to the multiful regression model, the result of ANOVA found the model significant at the level of .000 with  $F=19.051$  (  $r\text{-square}=.287$ ). Overall, the regression model is good fit.

The  $p$ -value in the coefficient table is .180 for H1 which is greater than the level of significance at  $\alpha=10\%$ . Therefore, we reject the alternative hypotheses and accept the null hypotheses. This indicates that payroll system does not affect job satisfaction.

However, the coefficient table also shows the  $p$ -values for 008 for H2, .001 for H3 and for .011 for H4. Each of them are smaller than the level of significance at  $\alpha=5\%$ . Given this, we reject the null hypothesis and accept the alternative hypotheses (H2, H3, H4). In other words, Personnel management system, cooperative working environment and self efficacy affect job satisfaction, respectively.

**Table 4-1. Effects of payroll system, personnel management system, cooperative working environment and self efficacy on job satisfaction**

<b>Variable (Independent → dependent)</b>	<b>Standardized Coefficient (t-value-Sig)</b>
Payroll system → Job satisfaction (H1)	0.099 (1.347)
Personnel management system → Job satisfaction (H2)	0.210 (2.676***)
Cooperative working environment → Job satisfaction (H3)	0.275 (3.401***)
Self efficacy → Job satisfaction (H4)	0.169 (2.560**)

\*\*\*Significant at 0.01 level (2-tailed),\*\* Significant at 0.05 level (2-tailed)

The method of ANOVA analysis was used to prove whether responses differ in job attitude, job performance and job satisfaction depending on the type of organizations, gender, age, etc.

Table 4-2 represents the results of the analysis whether responses differ in job attitude, job performance and job satisfaction depending on the type of organizations (central government, local government, government-owned enterprise, government organization, public organization). The  $p$ -values in ANOVA analysis are all greater than the level of significance at  $\alpha=10\%$ . This indicates that responses do not differ in job attitude, job performance and job satisfaction depending on the type of organizations.

**Table 4-2. Whether responses differ in job attitude, job performance and job satisfaction depending on the type of organizations**

		Sum of Squares	df	Mean Square	F	Sig.
Overall, how do you perceive the level of your job attitude?	Between Groups	1.167	4	.292	.689	.600
	Within Groups	74.479	176	.423		
	Total	75.646	180			
Overall, how do you perceive the level of your job performance?	Between Groups	2.391	4	.598	1.328	.261
	Within Groups	79.222	176	.450		
	Total	81.613	180			
Overall, how much are you satisfied with your job?	Between Groups	2.714	4	.678	.966	.428
	Within Groups	123.673	176	.703		
	Total	126.387	180			

Table 4-3 represents the results of the analysis whether responses differ in job attitude, job performance and job satisfaction depending on gender. The *p*-values in ANOVA analysis are all greater than the level of significance at  $\alpha=10\%$ . This indicates that responses do not differ in job attitude, job performance and job satisfaction depending on gender.

**Table 4-3. Whether responses differ in job attitude, job performance and job satisfaction depending on gender**

		Sum of Squares	df	Mean Square	F	Sig.
Overall, how do you perceive the level of your job attitude?	Between Groups	.596	1	.596	1.414	.236
	Within Groups	75.048	178	.422		
	Total	75.644	179			
Overall, how do you perceive the level of your job performance?	Between Groups	.555	1	.555	1.219	.271
	Within Groups	81.023	178	.455		
	Total	81.578	179			
Overall, how much are you satisfied with your job?	Between Groups	.000	1	.000	.000	.987
	Within Groups	126.061	178	.708		
	Total	126.061	179			

Table 4-4 represents the results of the analysis whether responses differ in job attitude, job performance and job satisfaction depending on age. Each *p*-value in ANOVA analysis is

smaller than the level of significance at  $\alpha=10\%$ . This indicates that responses differ in job attitude, job performance and job satisfaction depending on age.

**Table 4-4. Whether responses differ in job attitude, job performance and job satisfaction depending on age**

		Sum of Squares	df	Mean Square	F	Sig.
Overall, how do you perceive the level of your job attitude?	Between Groups	2.666	3	.889	2.155	.095
	Within Groups	72.980	177	.412		
	Total	75.646	180			
Overall, how do you perceive the level of your job performance?	Between Groups	3.463	3	1.154	2.614	.053
	Within Groups	78.151	177	.442		
	Total	81.613	180			
Overall, how much are you satisfied with your job?	Between Groups	6.190	3	2.063	3.038	.030
	Within Groups	120.197	177	.679		
	Total	126.387	180			

Table 4-5 represents the results of the analysis whether responses differ in job attitude, job performance and job satisfaction depending on the level of final education background. Each *p*-value in ANOVA analysis is greater than the level of significance at  $\alpha=10\%$  for job attitude and job satisfaction. This indicates that responses do not differ in job attitude and job satisfaction depending on the level of final education background.

However the *p*-value is smaller than the level of significance at  $\alpha=10\%$  for job performance. This indicates that responses differ in job performance depending on the level of final education background.

**Table 4-5. Whether responses differ in job attitude, job performance and job satisfaction depending on the level of final education background**

		Sum of Squares	df	Mean Square	F	Sig.
Overall, how do you perceive the level of your job attitude?	Between Groups	.438	3	.146	.344	.794
	Within Groups	75.208	177	.425		
	Total	75.646	180			

Overall, how do you perceive the level of your job performance?	Between Groups	2.942	3	.981	2.206	.089
	Within Groups	78.672	177	.444		
	Total	81.613	180			
Overall, how much are you satisfied with your job?	Between Groups	2.703	3	.901	1.290	.280
	Within Groups	123.683	177	.699		
	Total	126.387	180			

Table 4-6 represents the results of the analysis whether responses differ in job attitude, job performance and job satisfaction depending on the employment period. Each  $p$ -value in ANOVA analysis is greater than the level of significance at  $\alpha=10\%$  for job attitude and job performance. This indicates that responses do not differ in job attitude and job performance depending on the employment period.

However the  $p$ -value is smaller than the level of significance at  $\alpha=10\%$  for job satisfaction. This indicates that responses differ in job satisfaction depending on the employment period.

**Table 4-6. Whether responses differ in job attitude, job performance and job satisfaction depending on the employment period**

		Sum of Squares	df	Mean Square	F	Sig.
Overall, how do you perceive the level of your job attitude?	Between Groups	2.996	4	.749	1.815	.128
	Within Groups	72.650	176	.413		
	Total	75.646	180			
Overall, how do you perceive the level of your job performance?	Between Groups	2.804	4	.701	1.566	.186
	Within Groups	78.809	176	.448		
	Total	81.613	180			
Overall, how much are you satisfied with your job?	Between Groups	6.362	4	1.591	2.332	.058
	Within Groups	120.024	176	.682		
	Total	126.387	180			

## **VII. Conclusion**

### **7.1. Findings**

The study concentrates working conditions that affect job attitudes and focuses on whether this attitude affects job satisfaction and job performance, and the correlation between job satisfaction and job performance. The results of the study analyzed by classifying working conditions into four key types for central and local government officials and employees working in three types of public institutions are as follows. First of all, job attitude had a significant impact on job satisfaction and performance, and there was a positive correlation between job satisfaction and job performance. In addition, cooperative working environment and self efficacy had a significant impact on job attitude. However, it was found that payroll system and personnel management system did not affect job attitude, especially we happened to know that payroll system did not affect job satisfaction either. According to the additional findings, job attitude, job satisfaction and job performance did not differ by the type of public institutions, gender or age. However, depending on the final educational background, there were differences in job performance, and there were differences in job satisfaction depending on the employment period.

### **7.2. Implications**

The policy implications of this study are as follows. The reason why payroll system and personnel management system do not have a significant effect on job attitude can be attributed to the public sector's specificity related to the budget and management system of organizations. The wage of public officials has a realistic limitation because the funds are financed from the taxes of the people and public institutions are required to pay employees' wages to the extent set in line with the remuneration standards of the government's budget department. As a result, there seems to be a tendency not to consider that job attitude or job

performance are related to one's wage. Another aspect to think about is that the performance-based pay system, which has been introduced from private sector to enhance competitiveness and efficiency of public sector, may not be able to be carried out as originally intended. If the performance-based pay system does not conform to its original purpose because of the organizational culture that values seniority rather than performance or the lack of proper work evaluation system, etc., it may not play a sufficient role in enhancing the job attitude of work. With regard to human resource management, hiring, promotion, placement, training and retirement age guarantees are all determined by strict regulations within governments or organizations, except in exceptional cases. So the function of personnel management system can hardly influence the attitude and behavior of employees in public sector. Therefore, in order for the payroll system and the personnel management system to improve the working atmosphere of the public sector and to act as motivators for workers, it is necessary to innovate the rigid system based on conservative structures and strict regulations, and to establish objective job evaluation standards to thoroughly identify and measure employees' career, aptitude and ability to provide highly acceptable remuneration and personnel management.

Meanwhile, cooperative working environment and self efficacy are found to have a significant impact on working attitudes. These results have many similarities with hierarchy of needs theory of Maslow and self-determination theory. In other words, traditional human management mechanisms such as placement, training, promotion and payment are not closely related to motivation, as public institutions have stable organizational operations and their management mechanisms are already settled under laws or regulations. Instead, the factors which can satisfy the desire for growth, such as self-esteem, autonomy and cooperative interaction between supervisors and colleagues, play an important role as a motivator. In order to improve the service level and performance of public institutions in the future, it is

important to expand the mentoring system between superior and junior staff, prevent conflicts within the organization in advance, and maintain an atmosphere of mutual cooperation by preparing institutional devices which can resolve conflicts fairly and quickly. In order to improve individual self-esteem, it is also necessary to create an atmosphere of praise and encouragement within the organization and to build an organizational culture in which achievements are regularly discovered and rewards are fairly given. And it is also necessary to strengthen the decision-making authority of each member of the organization so that they can escape from the various unnecessary controls involved in the fulfilling of duties.

### **7.3. Limitation of study and Future Research**

This paper investigated the factors that affect job attitude in public sector by using survey for the five types of public organizations' employees in Korea. But the study has a few limitations. Considering the number of public workers in Korea as many as two million, the sample size is too small. And based on the conclusions of this study, subsequent studies can produce meaningful results if differences are found between public organizations or the different types of job positions such as administrative position, technical position, etc. In addition, if further research is conducted on the differences in job performance according to the final educational background and job satisfaction level according to the work experience, it would be helpful to develop strategies for motivation based on individual conditions.

## References

- Adams CH, Schlueter DW, Barge JK (1988). Communication and Motivation within the Superior-subordinate Dyad: Testing the conventional wisdom of volunteer management. *J. Appl. Communication Res.*, 16(2): 69-81.
- Ahmad, A., & Omar, Z. (2012). Effects of Informal Work-family Support on Job performance: Mediating roles of work-family conflict and job satisfaction. *The Journal of International Management Studies*, 7(2), 202-206.
- Akgunduz, Y. (2015). The Influence of Self-esteem and Role Stress on Job Performance in Hotel Businesses. *International Journal of Contemporary Hospitality Management*, 27(6), 1082–1099. <https://doi.org/10.1108/IJCHM-09-2013-0421>
- Albrecht TL, Hall BJ (1991). Facilitating Talk about New Ideas: The role of personal relationships in organizational innovation. *Communication Monographs*. 58(3): 273-288.
- Adair, J. (2006), Leadership and Motivation. The fifty-fifty rule and the eight key principles of motivating others, Kogan Page, London and Philadelphia.
- Agnihotri, K., & Yadav, S. A. (2010). Job satisfaction of Government aided and Non government aided secondary school teachers: A comparative study . *International Journal of Education and Allied Sciences*, 2(2), 151–156.
- Ahmad, A., Khan, M. U., & Srikanth, A. B. (2015). Evaluation of workload and its impact on satisfaction among pharmacy academicians in southern India. *Journal of Clinical and Diagnostic Research*, 9(6), <https://doi.org/10.7860/JCDR/2015/12921.6023>
- Alexander, J. A., Lichtenstein, R. L., Oh, H. J., & Ullman, E. (1998). A causal model of voluntary turnover among nursing personnel in long-term psychiatric settings. *Research in Nursing & Health*, 21(5), 415-427.
- Ariani, D. W. (2015). Relationship with supervisor and co-workers , psychological condition and employee engagement in the workplace. 4(3), 34–47. <https://doi.org/10.12735/jbm.v4i3p34>
- Aurel, M., & Stefania, P. R. (2009). Employees motivation theories developed at an international level. *Annals of the university of oradea: Economic Science*, 4(1), 324–328.
- Bagozzi, R. P. (1978). The construct validity of the affective behavioral and cognitive components of attitude by analysis of covariance structures. *Multivariate Behavioral Research*, 13, 9-31.
- Bakan, İ., & Buyukbeşe, T. (2004). A study of causes of poor attitude to work.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.
- Bal, P. M., De Lange, A. H., Jansen, P. G. W., & Van der Velde, M. E. G. (2008). Psychological contract breach and job attitudes: A meta-analysis of age as a moderator. *Journal of Vocational Behavior*. doi:10.1016/j.jvb.2007.10.005.
- Bandura, A., & Schunk, D. H. (1981). Cultivating competence, self-efficacy, and intrinsic interest through proximal self-motivation. *Journal of Personality and Social Psychology*, 41, 586-598.
- Baptiste, N. R. (2009). Fun and well-being: Insights from senior managers in a local authority. *Employee Relations*. doi:10.1108/01425450910991758.
- Barcelona, U. De. (2018). Job satisfaction the case of information technology (IT) professional in Spain. <https://doi.org/10.3232/UBR.2018.V15.N2.02>.
- Basford, T. E., & Offermann, L. R. (2012). Beyond leadership: The impact of coworker relationships on employee motivation and intent to stay. *Journal of Management and Organization*, 18(6), 807-817.

- Basu, S., & Bano, S. (2016). Intrinsic-extrinsic motivation and positive-negative affect of correctional home inmates. *Journal of Psychosocial Research*, 11(2), 497.
- Baumeister, R.F.; Leary, M.R., 1995 The need to belong: desire for interpersonal attachments as a fundamental human motivation. *Psychol. Bull.*, 117, 497–529.
- Benjamin, D.J., Heffetz, O., Kimball, M.S. and Szembrot, N. (2014). Beyond happiness and satisfaction: Toward well-being indices based on stated preference. *American Economic Review*, 104 (9), 2698–2735
- Bercu, A. M. (2017). Impact of employees’ training programmes on job satisfaction. *Current Science*, 112(7), 1340–1345. <https://doi.org/10.18520/cs/v112/i07/1340-1345>
- Berta, W., Laporte, A., Perreira, T., Ginsburg, L., Dass, A. R., Deber, R., Neves, P. (2018). Relationships between work outcomes, work attitudes and work environments of health support workers in Ontario long-term care and home and community care settings. *Human Resources for Health*, 16(1), 1–12. <https://doi.org/10.1186/s12960-018-0277-9>.
- Bhat, Z. H. (2014). Impact of training on employee performance. *A Study of Retail Banking Sector in India*. (June), 9–11. <https://doi.org/10.15373/2249555X/JUNE2013/97>
- Black, A. E., & Deci, E. L. (2000). The effects of instructors' autonomy support and students' autonomous motivation on learning organic chemistry: A self-determination theory perspective. *Science Education*, 84(6), 740-756.
- Bouzenita, A. I., & Boulanouar, A. W. (2016). Maslow ’ s hierarchy of needs : An Islamic critique. 1, 59–81.
- Byars, L. and Rue, L. (2004). *Human Resource Management*, New York, Mcgraw Hill publication.
- Bouzenita, A. I., & Boulanouar, A. W. (2016). Maslow’ s hierarchy of needs : *An Islamic critique. 1*, 59–81.
- By, S., Name, S., Saleh, M., & Student, A. (2018). The impact of monetary and non-monetary rewards on job satisfaction . Abstract : 1–31.
- Carrol, S. J. and H. L. Tosi (1973), "Management by objectives: Application and research", macmillian, NY.
- Cassidy, S. and Eachus, P. (1998). "Developing the computer self-efficacy (CSE) scale:investigating the relationship between CSE, gender and experience with computers", Computer Self-Efficacy Web Site, available at: [www.chssc.salford.ac.uk/healthSci/selfeff/selfeff.htm](http://www.chssc.salford.ac.uk/healthSci/selfeff/selfeff.htm)
- Castillo, J. X., Cano, J. (2004) Factors explaining job satisfaction among faculty.
- Cerasoli, C.P., Nicklin, J.M., & Ford, M.T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980–1008.
- Chen, D., Wang, Z., Management, S., & Campus, X. (2014). The effects of human resource attributions on employee outcomes during organizational change. 42(148), 1431–1444.
- Clark, A.E. and Oswald, A.J. (1996). Satisfaction and comparison income?. *Journal of Public Economics*, 61 (3), 359–381
- Cogin, J. A., Ng, J. L., & Lee, I. (2016). Controlling healthcare professionals: How human resource management influences job attitudes and operational efficiency. *Human Resources for Health*, 14(1), 1–9. <https://doi.org/10.1186/s12960-016-0149-0>
- Cropanzano, R., & Wright, T. A. (2001). When a “happy” worker is really a “productive” worker: A review and further refinement of the happy- productive worker thesis. *Consulting Psychology Journal: Practice and Research*, 53, 182-199. <https://doi.org/10.1037/1061-4087.53.3.182>
- Czajka, J. (1990). The relation of positive and negative affectivity to workplace attitudes. *Academy of Management Best Paper Proceedings*, San Francisco, CA. 201–205.

- Deadrick, D.L., Bennett, N., & Russell, C.J. (1997). Using hierarchical linear modeling to examine dynamic performance criteria over time. *Journal of Management*, 23(6), 745–757.
- DeCenzo, D. A. & Robbins, S. P. (2002). Human resource management. (7th Ed.). USA: John Wiley and Sons, Inc.
- Deci, E. L. 1971. Effects of externally mediated rewards on intrinsic motivation. *Journal of personality and Social Psychology*, 18(1):105-115.
- Deci, E. L., & Ryan, R. M. 2008. Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian Psychology/Psychologie Canadienne*, 49(3): 182-185.
- Deci, E. L., & Ryan, R. M. (1985). Intrinsic motivation and self-determination in human behavior, New York, NY: Plenum.
- Deci, E. L., & Ryan, R. M. (2012). Motivation, personality, and development within embedded social contexts: An overview of self-determination . In E. L. Deci and R. M. Ryan(Eds.), *The Oxford handbook of human motivation*, 85-107, New York, NY: Oxford University Press
- Delic, A., Kozarevic, E., Peric, A., & Civic, B. (2014). The monetary and non-monetary incentives impact on job satisfaction: Evidence from Bosnia and Herzegovina banking sector. *Hotel Crowne Plaza Republique*, 978–979.
- De Silva, S. (1998). Performance-related and skill-based pay: An introduction. (August). Retrieved from <http://ilomirror.library.cornell.edu/public/english/region/asro/bangkok/download/11-13dec02perform2.pdf>
- Dessler, G. (2008). Human resource management (11th ed.). Upper Saddle River, NJ: Pearson, Prentice Hall
- Drucker, P. F. (1969), "The Practice of management", Harper & Brothers Publishers, 135-136.
- Ekhsan, A., Othman, A., & Suleiman, W. (2013). An analysis of causes of poor attitude to work. *Procedia - Social and Behavioral Sciences*, 97, 194–200. <https://doi.org/10.1016/j.sbspro.2013.10.222>.
- Elstad, Eyvint, and Knut-Andreas Christophersen. 2017. Perceptions of Digital Competency among Student Teachers: Contributing to the Development of Student Teachers' Instructional Self-Efficacy in Technology-Rich Classrooms. *Education Science* 7: 27.
- Erez, M. (1986). The congruence of goal-setting strategies with socio-cultural values, and its effect on performance. *Journal of Management*, 12, 83–90.
- Ferris, G.R.; Rogers, L.M.; Blass, F.R.; Hochwarter, W.A. Interaction of job/limiting pain and political skill on job satisfaction and organizational citizenship behavior. *J. Manag. Psychol.* 2009, 24.
- Fine, G. (1986). Friendship in the workplace. In V.J. Derlega, and B.A. Winstead (Eds.).
- Freudenberg, B., Brimble, M., & Cameron, C. (2008, October). It's all about 'I': implementing 'integration' into a will program. ACEN conference (Australian Collaborative Education Network). Retrieved July 22, 2011 from <http://www.acen.edu.au/conferences/archive/index.php>
- Gabrile , A. O., Influence of self esteem and motivation on employee.
- Gemmell, N.(1993), *The Growth of the Public Sector: Theories and International Evidence*, Edward Elgar.
- George, J. M., & Jones, G. R. (2008). Understanding and managing organizational behavior (5th ed.). Upper Saddle River, NJ: Prentice Hall.
- Gould-Williams, J. S., & Davies, F. (2005). Using social exchange theory to predict the effects of HRM practice on employee outcomes: An analysis of public sector workers.

- Public Management Review*, 7, 25-47.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in organizational behavior*, 28, 3-34.
- Griffiths, B (2003). Do what you love for the rest of your life: A practical guide to career change and personal renewal. New York, Ballentine.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied psychology*, 60(2), 159-170.
- Hackman, J. R., & Oldham, G. R., (1976) Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, vol-16, p.250-279.
- Hakanen, J.J., Schaufeli, W.B. and Ahola, K. (2008), The job demands-resources model: a three-year cross-lagged study of burnout, depression, commitment, and work engagement, *Work & Stress*, 22 (3), 224-241.
- Harrison, D. A., Newman, D. A., & Roth, P. L. (2006). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305–325. doi:10.5465/AMJ.2006.20786077.
- Hayenga, A. O., & Corpus, J. H. (2010). Profiles of intrinsic and extrinsic motivations: A person-centered approach to motivation and achievement in middle school. *Motivation and Emotion*, 34(4), 371–383. <https://doi.org/10.1007/s11031-010-9181-x>.
- Herzberg, F. (1959). Herzberg's motivation-hygiene theory (Two Factor Theory). 1–2. Retrieved from [www.abahe.co.uk](http://www.abahe.co.uk)
- Hill, E.T., & Wiens-Tuers, B.A. (2002). Do they bother? Employer training of temporary workers. *Review of Social Economy*, 60(4), 543-566.
- Homes, N. (2005). *It 's all about leading and managing people*. (March), 22–26.
- Hotchkiss, D. R., Banteyerga, H., & Tharaney, M. (2015). Job satisfaction and motivation among public sector health workers: Evidence from Ethiopia. *Human Resources for Health*, 13(1), 1–13. <https://doi.org/10.1186/s12960-015-0083-6>.
- Hur, Y. (2018). Testing Herzberg's Two-Factor Theory of Motivation in the Public Sector: Is it Applicable to Public Managers? *Public Organization Review*, 18(3), 329–343. <https://doi.org/10.1007/s11115-017-0379-1>.
- ILO (International Labour Organization) (2003) Decent work: Opportunities and challenges. Panel presentation by ILO Researchers, Convener: Tayo Fashoyin. In: International Industrial Relations Association 13th World Congress, Berlin, Germany, 8–12 September.
- ILO (2014). Organization chapter 1., How to define a minimum wage ?
- IMF(2001). Government Finance Statistics Manual
- Jain, S., & Nair, S. K. (2013). Research on work-family balance: A review. *Business Perspectives and Research*, 2(1), 43-58.
- Jia, S., Zhang, W., Li, P., Feng, T., & Li, H. (2013). Attitude toward money modulates outcome processing: An ERP study. *Social Neuroscience*, 8(1), 43–51. <https://doi.org/10.1080/17470919.2012.713316>.
- John, G., & Weitz, B. (1989). Sales force compensation: An empirical investigation of factors related to use of salary versus incentive compensation. *Journal of Marketing Research*, 26(4), 1–14.
- Johnson, J.W. (2003). Toward a better understanding of the relationship between personality and individual job performance. In M. Barrick & A.M. Ryan(Eds.), *Personality and work: Reconsidering the role of personality in organizations* (pp. 83–120). San Francisco, CA: Jossey-Bass.
- Judge, T. A., & Kammeyer-mueller, J. D. (2012). Job Attitudes. <https://doi.org/10.1146/annurev-psych-120710-100511>.

- Kear, M. (2000). Concept Analysis of Self-efficacy. Graduate Research in Nursing, available at:<http://graduateresearch.com/Kear.htm>
- Khan, N., Waqas, H., & Muneer, R. (2017). Impact of rewards (intrinsic and extrinsic) on employee performance with special reference to courier companies of city faisalabad, Pakistan. *International Journal of Management Excellence*, 8(2), 937. <https://doi.org/10.17722/ijme.v8i2.319>
- Kolo, E. S. (2018). Job satisfaction among healthcare workers in a tertiary center in Kano , northwestern Nigeria. 87–91. *Nigerian Journal of Basic and Clinical Science*, 15(1), 87-91. <https://doi.org/10.4103/njbcs.njbcs>.
- Kumari, G., & Pandey, K. M. (2011). Job Satisfaction in Public Sector and Private Sector : A Comparison. 2(3).
- Kumar, R., Ahmed, J., Shaikh, B. T., Hafeez, R., & Hafeez, A. (2013). Job satisfaction among public health professionals working in public sector : A cross sectional study from Pakistan. 1–6.
- Kuster, F., Orth, U., & Meier, L. L. (2013). High self-esteem prospectively predicts better work conditions and outcomes. *Social Psychological and Personality Science*, 4(6), 668–675. <https://doi.org/10.1177/1948550613479806>
- Latham, G. P., & Yukl, G. A. (1975). A review of research on the application of goal setting in organizations. *Academy of Management Journal*, 18, 824–845
- Lawler, E.E. Pay and organization development. Reading, MA: Addison-Wesley Publishing Co., 1981.
- Lawson P (2000), ‘Performance related pay’ in strategic reward systems, Thorpe R and Homan G, Prentice Hall.
- Lazear, E. P., & Sherwin R. (1981). Rank-order tournaments as optimum labor contracts. *Journal of Political Economy* 89, 841-864.
- Limbu, Y. B., Jayachandran, C., and Babin, B. J. (2014). Does information and communication technology improve job satisfaction? The moderating role of sales technology orientation. *Industrial Marketing Management*, 43 (7), 1236-1245.
- Lunenburg, F. C. (2011). Expectancy Theory of Motivation: Motivating by Altering Expectations. *International Journal of Business Administration*, 15(1), 1–6.
- Locke, E. A. (1968), "Toward a theory of task motivation and incentives," *Organizational Behavior and Human Performance*, 3(2), 157-189.
- Locke, E. A. (1996). Motivation through conscious goal setting. 124, 117–124.
- Locke, E.A. and Latham, G.P. (1990) A theory of goal setting and task performance.
- Locke, E. A., & Henne, D. (1986). Work motivation theories. In C. L. Cooper & I. T. Matteson, M. L., & Kennedy, S. (2016). The Relationship Between Trait Affect and Job Attitudes in Library Employees. *Journal of Library Administration*, 56(7), 810–822. <https://doi.org/10.1080/01930826.2016.1179493>.
- Loeb, C. (2016). Self-efficacy at Work Self-efficacy at Work Social, Emotional, and Cognitive Dimensions.
- Matteson, M. L., & Kennedy, S. (2016). The relationship between trait affect and job attitudes in library employees. *Journal of Library Administration*, 56(7), 810–822. <https://doi.org/10.1080/01930826.2016.1179493>
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety, and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- Moorman, R. H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human Relations*, 46(6), 759–776. <https://doi.org/10.1177/00187267930460>

- Muna, F., & Mansour, N. (2009). Balancing work and personal life: The leader as acrobat. *Journal of Management Development*, 28(2), 121-133. <http://dx.doi.org/10.1108/02621710910932089>
- Murphy, K. (1985). Corporate performance and managerial remuneration: An empirical analysis, *Journal of Accounting and Economics* 7, 11-42.
- Nandini, Karunanidhi, S., & Chitra, T. (2015). Job Attitude in relation to perceived occupational stress, interrole-conflict and psychological well-being of women police. *Indian Journal of Positive Psychology*, 6(1), 19–25. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,sso&db=a9h&AN=101882191&site=ehost-live&authtype=sso&custid=s9872838>
- Naus, F. (2008). Relationship with co-workers and job satisfaction.
- Nisar, Q. A., Riasat, F., & Aslam, S. (2016). Do intrinsic and extrinsic rewards influence the job satisfaction and job performance? Mediating role of reward system. *Journal of Management Info*, 3(3), 6–11. <https://doi.org/10.31580/jmi.v11i1.56>
- OECD (1997). Measuring Public Employment: Sources, Methods and Results.
- OECD (Organization for Economic Co-operation and Development) (2006) Boosting jobs and incomes: Policy lessons from reassessing the OECD Jobs Strategy. In: OECD Employment Outlook 2006. Available at: [www.oecd.org](http://www.oecd.org) (accessed 1 September 2006).
- Olajide OT. (2014). Employees' attitudes and efficiency of human resource management practices: Evidence from Nigeria. *European Journal of Business and Management Wwww.Iiste.Org ISSN*, 6(31), 68–73. Retrieved from [www.iiste.org](http://www.iiste.org)
- Olukayode, L. (2017). Work stress factors and employee job performance in a Nigerian manufacturing firm: an empirical sssessment. *Ife Psychologia*, 25(2), 218–233.
- Omar, A., Salessi, S., & Urteaga, F. (2017). Impact of management practices on job satisfaction. 18(5), 92–115. <https://doi.org/10.1590/167869712017/administracao.v18n5p92-115>
- Organization, I. labour. (2014). Chapter 1 – How to define a minimum wage? Table of Contents. 1–11.
- Peiro, M. (2017). Job satisfaction and innovative performance in young spanish employees : Testing new patterns in the happy- productive worker thesis-A discriminant study. 1377–1401. <https://doi.org/10.1007/s10902-016-9778-1>
- Razak, A. (2018). Influence of promotion and job satisfaction on employee performance 2 . *Literature Review and Frame Work*. 3(1), 18–27. <https://doi.org/10.20448/2002.31.18.2>
- Ren, T. , Fang, R., Yang, Z. (2018). The impact of pay-for-performance perception and pay level satisfaction on employee work attitudes and extra-role behaviors : *Journal of Chinese Human Resource Management* : (January). <https://doi.org/10.1108/JCHRM-06-2015-0012>
- Roberson, Q. M., & Stevens, C. K. (2006). Making sense of diversity in the workplace. *Journal of Applied Psychology*, 91, 379-391.
- Sadatsafavi, H., & Walewski, J. (2013). Corporate sustainability: The environmental design and human resource management interface in healthcare settings. *Health Environments Research and Design Journal*, 6(2), 98–118. <https://doi.org/10.1177/193758671300600209>
- Saragih, S. (2011). The Effects of Job Autonomy on Work Outcomes.
- Sergiovanni, T. J., & Starratt, R. J. (1993). Supervision: A redefinition. Boston: McGraw- Hill.
- Sluss, D. M., & Ashforth, B. E. (2007). Relational identity and identification: Defining ourselves through work relationships. *Academy of Management Review*, 32(1), 9-32.
- Suff, P., Reilly, P., & Cox, A. (2007). Paying for performance new trends in performance-related pay The Institute for employment studies. *Institute for Employment Studies*.

Retrieved from [www.employment-studies.co.uk/networks](http://www.employment-studies.co.uk/networks)

- Tew-Washburn S.(1984) Job placement methods and models
- Thomas, K.,& Paula, B.,“Achieving work-life balance: Current theoretical and practice issues.” *Journal of Management and Organization*, Vol. 14, Issue.3, pp.227, 2008.
- Torrington, D., Hall, L. & Taylor, S. (2005). Human resource management. 6th Ed. London: Prentice Hall[77]
- Tucker, C. R., & Winsor, D. L. (2013). Where extrinsic meets intrinsic motivation: An investigation of black student persistence in Pre-health careers. *Negro Educational Review*, 64(1–4), 37–58.
- Umar, G, Oni, E, Tsado, E & Ajayi, O (2013). Empirical study of training and development as a tool for organizational performance: Case study of selected banks in Nigeria, *Kuwait Chapter of Arabian Journal of Business and Management Review*: 2 (10) 78 – 87.
- UN(1988). Handbook of National Accounting Public Sector Accounts, Studies in Methods, Series F No.50, United Nation, New York.
- Velampy, T. (2008). Job attitude and employees performance of public sector organizations in Jaffna district , Sri Lanka. 1–11.
- Vroom, V. H. (1964). Work and motivation. San Francisco, CA: Jossey-Bass.
- Wan, H., Sulaiman, M., & Omar, A. (2012). Procedural justice in promotion decision of managerial staff in Malaysia. *Asia Pacific Business Review*, 18(1), 99-121. doi:10.1080/13602380903424167
- Warr, P., Cook, J., & Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology*, 52, 129.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, 54(6), 1063-1070.
- White, M., & Bryson, A. (2013). Positive employee attitudes: How much human resource management do you need? *Human Relations* (Vol. 66). <https://doi.org/10.1177/0018726712465096>
- Yang, J. (2016), Thriving organizational sustainability through innovation: Incivility climate and teamwork. *sustainability*, 8 (860), 1-12.
- Y. Kathawala, M. Kevin and E. Dean (1990) Preference between salary or job security increase. *International Journal of Manpower*. 11 (7).
- Zobal C (1998). The ideal team compensation system – an overview: Part I. *Team Perform. Manage.*, 4(5): 235-249.

## Appendix

### <Survey Questionnaire>

Q1 Demographic Information Gender

- Male (1)
- Female (2)

Q2 Age

- Less than 30 years old (1)
- 30- Less than 40 years old (2)
- 40- Less than 50 years old (3)
- 50 years old or More (4)

Q3 What is your marital status?

- Single (1)
- Married (2)
- Others (3)

Q4 If the answer to the above marital status is "married", does your spouse participate in economic activities?

- Yes (1)
- No (2)

Q5 Do you have any children?

- Yes (1)
- No (2)

Q6 Level of your current or final education background

- Junior high school (1)
- High school (2)
- Associate/Bachelor degree (3)
- Master degree (4)
- Ph. D (5)

Q7 Which sector are you working at?

- Central government (1)
- Local government (2)
- Government-owned enterprise (3)
- Government organization (4)
- Public organization (5)

Q8 How long have you been working for your organization?

- Less than 5 years (1)
- 5 - Less than 10 years (2)

- 10 - Less than 15 years (3)
- 15 - Less than 20 years (4)
- 20 years or More (5)

Q9 Overall, how much do you agree with the payroll system of your organization?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q10 How much do you agree with your organization's wage system ?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q11 How much do you agree with the performance-related incentives provided by your organization ?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q12 Overall, how much do you agree with the personnel management system of your organization ?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q13 How much do you agree with the job placement applied in your organization ?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q14 How much do you agree with the job training system of your organization ?

- Strongly disagree (1)

- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q15 How much do you agree with the current promotional policy applied in your organization ?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q16 How much do you agree with the job security system applied in your organization?

- Not important at all (1)
- Unimportant (2)
- Neither important nor unimportant (3)
- Important (4)
- Extremely important (5)

Q17 Overall, how much do you agree with the cooperative working environment in your organization ?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q18 How much do you agree with your supervisor's guidance for your work?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q19 How much do you agree with the interaction level with your colleagues ?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q20 Overall, how much do you agree with the fact that you have enough ability to accomplish your goals?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q21 How much do you agree with the fact that you are confident about yourself?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q22 How much do you agree with the fact that you are allowed to make your own decision when you deal with your task?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q23 Overall, how do you perceive the level of your job attitude?

- Very bad (1)
- Bad (2)
- Neither bad nor good (3)
- Good (4)
- Very good (5)

Q24 Overall, how do you perceive the level of your job performance?

- Very bad (1)
- Bad (2)
- Neither bad nor good (3)
- Good (4)
- Very good (5)

Q25 Overall, how much are you satisfied with your job?

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)