EMPLOYEE'S JOB SATISFACTION IN ECONOMIC RECESSION: A DESCRIPTIVE EMPIRICAL ANALYSIS IN THE GREEK PUBLIC SECTOR

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Abstract
This article examines job satisfaction of employees in the Greek public sector. More specifically, job satisfaction is examined between employees of the Region of Western Greece who, on a daily basis, serve the needs of a large geographical region and come into contact with the public as well as with other services at a local, regional and national level. To achieve this, we conducted an empirical research using the structured questionnaire method in accordance with the MSQ model. Data from 100 district employees were collected and processed descriptively through SPSS. From the findings of this research and in accordance with those of other international surveys, we find that the highest job satisfaction the employees receive is from safety at work, sense of social responsibility and working with colleagues. In contrast, most employees show dissatisfaction with their autonomy at work and the limited scope for exploiting their creativity and judgment. Additionally, as expected, the employees' dissatisfaction is strong regarding the level of their salaries and with the opportunities for their development and the recognition of their work.
Keywords: job satisfaction, work environment, employees, working conditions, employee satisfaction

1. INTRODUCTION

The job satisfaction as an important factor of labour relations is being studied around a century and still today has a particular research interest. Employees spend at least one third of their day at work and therefore job satisfaction plays an important role in their lives. Locke (1969) defined job satisfaction as "a pleasant or positive emotional state resulting from the assessment of the work or work experience of each individual". In contrast, Churchill, Ford & Walker (1974) define the professional satisfaction according to all the characteristics of the work itself and the working environment which can offer remuneration, fulfilment, satisfaction or vice versa, feelings of rage and dissatisfaction.

Jobs that satisfy their employees more are the ones that they find interesting, provide training, diversity, independence and control (Barling, Kelloway & Iverson, 2003). There is also a strong correlation between how well people enjoy the social context of their work and how satisfied they are overall. Interdependence, feedback, social support, and interaction with colleagues outside the workplace are strongly related to job satisfaction even when the characteristics of the work itself are considered (Humphrey, Nahrgang & Morgeson, 2007).

Job satisfaction, also, affects the personality of the employee. People who have a positive idea about their value and basic skills are more satisfied with their work than those who have a negative impression. Those who have a negative impression of themselves, set less ambitious goals and are more likely to give up when they face difficulties. Thus, they are more likely to stick to boring, repetitive work than those with a more positive attitude (Judge and Hurst, 2007).

Therefore, when taking into consideration the above, we conclude that job satisfaction is not a simple one-dimensional concept. Job satisfaction is a complex set of attitudes towards work consisting of individual elements, which we can classify as endogenous(internal) and exogenous(external) (Herzberg, 1968; Kreitner and Kinicki, 1998). Inner satisfaction is related to the content of the work, e.g the importance of the project, the diversity and variety of the activities, the use of skills, etc. Exogenous satisfaction on the other hand, refers to the context in which work is carried out, to working conditions, working hours and wages.

This article examines the satisfaction of employees from their working environment even during difficult economic periods, such as the financial crisis. More specifically, job satisfaction is examined between the employees of the Region of Western Greece who, on a daily basis, serve the needs of a large geographical region and come into contact with the public as well as with other services at local, regional and national level.

2. LITERATURE REVIEW

2.1. Historical overview of the job satisfaction

In the literature, the issue of job satisfaction has been the subject of several previous researches. Wanous and Lawrel in 1972 quoted nine functional definitions, each based on a different theoretical orientation and each resulted in different measures. The main difference is the way in which different aspects of job satisfaction are combined. McShane and Von Glinow (2010) consider it to be the assessment of perceived work characteristics, work environment and emotional experiences at work. Job satisfaction is a positive emotional state of the person resulting from the assessment of the employment situation and is linked to the characteristics and requirements of the work by the individual (Weiss 2002; Spector, 1997; Judge and Hulin 1993; Judge and Watanabe 1993; Granny, Smith & Stone, 1992; Lofquist and Dawis 1991; Arches, 1991; Butler, 1990, Dressel, 1982). So, Job satisfaction is a positive attitude that people have towards their work.

Surely, job satisfaction affects both employee behaviour and happiness. It is a key component of both the emotional and psychological well-being of the employees and the orderly functioning of the organizations, being one of the most frequently studied variables of organizational and industrial psychology (Eyupoglu and Saner, 2009; Oshagbemi, 2003). Spector (1985 and 1997) distinguishes three important factors of job satisfaction:

- Firstly, businesses should be guided by human values and treat employees fairly and with respect. In such cases, the assessment of job satisfaction can serve as a good indication of the employees' effectiveness.

- Secondly, the behaviour of employees, depending on the level of job satisfaction, will affect the operation and activities of the company.

- Thirdly, job satisfaction can work as an indication of the company's organizational activities. Furthermore, through the job satisfaction assessment, different levels of satisfaction can be defined in different organizational units. Also, job satisfaction can be a good indication in regards of which organizational unit needs adjustments to boost employee performance.

According to Junge and Klinger (2001), as presented in Papadopoulos' study (2013) and confirmed by other studies (Dong and Howard, 2006; Mosadeghrad, Ferlie and Rosenberg, 2008; Judge and Kammeyer- Mueller, 2012), the theories concerning the reasons of job satisfaction can be categorized into three main categories:

- Situational theories: job satisfaction is the result of the nature of the work of someone or other factors

- Dispositional theories: job satisfaction is based on the individual's personal characteristics

- Interactive theories: job satisfaction is the result of both the job itself and the characteristics of the individual

Personal features seem to play an important role in the job satisfaction. What a group of people want, often varies between each group (Franek and Vecera, 2008). According to Kahn (1963), the most important factors affecting employee satisfaction are:

- Opportunity: Employees are more pleased when given different opportunities during their job

- Stress: When negative stress is high, then job satisfaction is low

- Power: Employees are more satisfied when their managers are also good leaders, active, creative, eloquent, confident, fair

- Standards of work: Employees are more pleased when their group have been honoured because of the work quality

- Fair pay: Employees experience greater pleasure when they feel that the salary that they have been assigned feels fair and meets reality (Diener et al., 1993)

- Adequate power: The feeling of greater satisfaction is magnified when employees experience the independence of doing a job according to what they think is most productive.

2.2. Previous research

There have been many researches that attempt to analyze the determinants that affect the job satisfaction of employees in the private and public sector. These researches also look for ways and solutions for high performance, better work quality, sense of stability and at the same time, satisfaction at work.

Mihailov (2016) published a research regarding job satisfaction and the desire to change work among employees in Serbian public and private sector. It has been noticed that civil servants have higher external job satisfaction and lower desire to change jobs than their colleagues in the private sector, while at the same time they have lower endogenous satisfaction. Their satisfaction comes mainly from interpersonal relationships, work structure and information within the organization. Kaiser (2014) studied the job satisfaction and motivation of civil servants in Germany. The sample consisted of 417 employees or 47.7% of civil servants of an average city in the North Rhine-Westphalia region. Satisfaction was moderate to high and findings showed that endogenous factors such as work content and public contact positively affect satisfaction, while external factors such as lack of autonomy at work, difficulty in transferability of qualifications, and lack of an interview in evaluation have a negative impact.

In 2010 the study by Adroniceanu, et.al. using a large sample of 1114 Romanian civil servant, they studied their job satisfaction in such factors as satisfaction with top management, job satisfaction, career management policies, relationships with direct superiors, and the general work impression. They found out that the overwhelming majority of respondents (90%) are happy with their work. In a very large percentage (> 69%), the respondents replied that they have a clear view of the strategic goals of the organization, their efforts contribute to achieving these goals, they are satisfied with the tasks they are undertaking, they feel like team members and appreciate the cooperative spirit between the departments. A significant number of responses (> 40%) considered negative, the impact of remuneration, the lack of transparency in foreign transfers, the response of top leadership to their opinion and the lack of a link between pay and performance. Jung, et.al. (2007) analyzed six categories of job satisfaction among civil servants in South Korea, such as salary, job security, work content, work environment, personal development, communication and human relations. They concluded that South Korean civil servants are less satisfied with salary and personal development and moderately satisfied with their work content, the environment and communication. On the other hand, they are pleased with the level of job security provided.

Rhodes, Nevill & Allan (2004) studied job satisfaction in 368 Primary and Secondary Education teachers in England. They found job satisfaction to be positively linked to factors such as relationships with colleagues, work towards common goals achievements, the possibility of exchanging experiences with colleagues and the climate of success at school. On the other hand, factors that cause dissatisfaction at work, are the workload, the great burden of dealing with administrative issues, the difficulty of balancing personal and professional life and the society's view of the teachers. In 2004, Steijn conducted a survey of 12,606 Dutch civil servants, studying the personal and occupational characteristics of employees, the organizational environment, staff management practices and overall satisfaction. The main conclusion was that the satisfaction of Dutch civil servants was not particularly high. In particular, he found that the influence of personal characteristics was

practically low, while labor and organizational characteristics, found to be much more important. It has been observed that staff management practices can affect job satisfaction positively, although, the researcher believes that influence is indirect through the positive influence of certain work and organizational characteristics. Zembylas and Papanastasiou (2004) investigated the job satisfaction of 461 teachers in the schools of Cyprus. They found out that external factors such as salary, working conditions, labor relations, etc. significantly affect job satisfaction. Conversely, intrinsic factors in work have little effect on satisfaction.

Wright and Davis (2003) investigated the influence of the work environment on the job satisfaction of New York state employees using a sample of 267 employees. Research has shown that routine is a feature that negatively affects job satisfaction while task specificity and staff growth increase it. When looking at the personal characteristics, only the level of education seems to have some influence which is negative. That means that as the level improves the satisfaction decreases. However, this influence is small compared to the previous three. Riggs and Beus (1993) studied the job satisfaction of teachers in eight US states. The findings were that job satisfaction was moving at moderate to high levels in indicators such as work incentives and hygiene conditions. The same conclusions came from Lacy and Sheehan (1997) in eight countries, including Australia, Germany, Hong Kong, Israel, Mexico, Sweden, the United Kingdom and the United States.

Moro, Ramos & Rita (2020) in their research aimed to disclose the factors that spur employees work more efficiently of major Information Technology (IT) companies in the United States (US), collecting 15.000 reviews from the top 15 United States IT companies by the social media platform Glassdoor to uncover the factors that satisfy IT employees. The results indicate a positive attitude of colleagues, contributing to a positive environment and job satisfaction. However, dissatisfied IT employees reveal that burnout is the main reason for dissatisfaction with their job (Moro, Ramos & Rita, 2020). Also, Lu, Zhao & While (2019) in their research studied Job satisfaction among hospital nurses through a literature review. The results showed that nurses' job satisfaction is closely related to the work environment, structural empowerment, organizational commitment, professional commitment, work stress, patient satisfaction, nurse patient reasons, social capital, documented practice and the national background. The researchers point out that it is vital to increase nurses' job satisfaction, as it has the potential to both improve patients' perceptions of the quality of care and to ensure an adequate nursing workforce. Toropova, Myrberg & Johansson (2021) in their research studied the relations between teacher job satisfaction, schoolworking conditions and teacher characteristics for eighth grade mathematics teachers using TIMSS 2015 (Trends in International Mathematics and Science Study) data from Sweden. Results demonstrate a substantial association between schoolworking conditions and teacher job satisfaction. More specifically, teacher workload, teacher cooperation and teacher perceptions of student discipline in school were the factors most closely related to teacher job satisfaction. As to teacher characteristics, female teachers, teachers with more exposure to professional development and more efficacious teachers tended to have higher levels of job satisfaction. In addition, it was found that the relationship between the extent of teacher cooperation and job satisfaction was more pronounced for male teachers, while student discipline was more important for job satisfaction of teachers with lower self-efficacy beliefs.

Chatzopoulou et.al. (2015) investigated the satisfaction of employees in the Regional Unity of Grevena through a sample of 85 employees. The survey showed that both men and women considered the nature of work and working conditions as the satisfactory factors, while salaries seemed to be a less satisfactory factor irrespective of age, gender, education and hierarchy. Regarding the level of education, the employees of compulsory and secondary education pay more attention to working conditions, while technological and university education, appreciate the nature of the work more. Batiou and Valkanos (2013) investigated the job satisfaction of civil servants in Greece using a sample of 67 employees of the public services sector in Thessaloniki. The average level of job satisfaction was low. When looking at the exogenous factors, colleagues and supervision accounted for the highest score. On the other hand, the operational processes seemed to have the lowest rating of the exogenous factor, which is attributable to the great bureaucracy and the number of laws and regulations governing the operation of the public sector. It has also been found that the only demographic factor with a significant impact on job satisfaction is age, in contrast to the level of education, that does not seem to affect it.

Platsidou and Agaliotis (2008) investigated the job satisfaction of 127 special education teachers and found their satisfaction to be considered relatively high in aspects of their work, such as satisfaction with the job itself, school management and the organization as a whole. The satisfaction regarding working conditions was moderate, while the one concerning the prospects for promotion and remuneration was low. Markovits, Davis & Van Dick (2007) studied the relationship between the organizational commitment profile and the job satisfaction among employees in the Greek private and public sector. The sample consisted of 1,119 private and 476 civil servants and came from businesses, services and organizations in Northern Greece. Their research has focused on two aspects of satisfaction: exogenous satisfaction (such as salary, job security, staff policies, interpersonal relationships, etc.) and endogenous satisfaction (such as creativity, opportunities for personal development, sense of personal achievement etc). They found that employees in the public sector had significantly more endogenous satisfaction than those in the private sector, with no significant difference in external satisfaction. Demoussis and Giannakopoulos (2007) found that Greek employees in the private sector were less satisfied than those in the public sector. Indeed, they found that the difference is significantly in favor of the public in all its aspects. Their analysis has shown that this can be explained by the different features of the employees and the internal characteristics of each sector. Although, they consider it worthwhile to investigate the possible connection of the greater public service satisfaction with the corruption phenomenon of the public sector.

Saiti (2007) explored the factors that affect job satisfaction in 1200 elementary school teachers in Greece. She found out that the most important of them are grouped by category as follows: the role of the manager and the school environment, the probability of promotion and the work benefits, the educational administration and job rewards, remuneration, the overall organization of the school (such as clear educational goals and emotional support of teachers by the manager), the general satisfaction that teachers have from their work (eg factors such as feeling that their work is not important, etc.) and finally the cooperation between teachers (eg factors such as conflicts between teachers at school, etc.). Koustelios (2001) explored the level of job satisfaction of 354 teachers in 40 Greek schools. The results showed that teachers were satisfied with their relationship with their superiors and working conditions. On the contrary, they were dissatisfied with the salary and promotion opportunities. In the same direction, Koustelios (2005), studying 437 physical education teachers in Greece, found that they were pleased with their own work and supervision, but were dissatisfied with their salary, promotion opportunities and working conditions.

2.3. Measuring Job Satisfaction

Regarding the measurement of job satisfaction, it is generally accepted that it can be estimated globally or individually through measurements of different aspects of job satisfaction. Satisfaction measurement can be done using either quality tools such as interviews or quantitative ones such as questionnaires. The best-known scales for measuring job satisfaction are Minnesota Satisfaction Questionnaire (MSQ), Job Descriptive Index (JDI) and Job Satisfaction Survey (JSS). MSQ was developed in 1967 (Weiss, Dawis and England, 1967) and is designed to measure job satisfaction and the extent to which work and workplace needs are met. It consists of 100 questions, 5 for each of the 20 individual dimensions (Capacity Building, Achievement, Activity, Promotions, Power, Company Policy, Remuneration, Partners, Creativity, Independence, Ethical Values, Recognition, Social Presence, Supervision-Human Relations, Technical Supervision, Variety, Working Conditions) and used on a 5-point scale. There is also a shorter version, which has been established as the JDI, the most widely used tool for measuring job satisfaction and consists of five dimensions (Smith et al., 1969) work (e.g. responsibility, interest, development), supervision (e.g. technical assistance and psychological support), relationship with colleagues (e.g. harmony and respect in relationships), promotion opportunities (e.g. possibilities of further development) and salary (e.g. fair distribution in relation to others based on qualifications, performance). The JSS was developed by Spector (1985) to measure the main dimensions of job satisfaction, primarily in public bodies and non-profit organizations. The questionnaire includes nine dimensions of job satisfaction, which are: salary, promotion, manager, benefits, additional facilities, operational procedures, colleagues, nature of work and communication. It consists of 36 closed-ended questions and a 6-point scale is used to evaluate the questions.

3. RESEARCH METHODOLOGY

3.1. Research objectives

The purpose of this research is to investigate the job satisfaction among the employees of the Region of Western Greece. Employees serve the needs of a large geographic region and have daily contact with the public and with other services at local, regional and national level. Everyday life and work difficulties create the need for a balance between work and personal life. In particular, the purpose of the survey is:

- Exploring the degree of job satisfaction
- Identifying factors that affect job satisfaction

3.2. Sample

The survey was conducted using the structured questionnaire method, which is based on measuring the variables presented by the MSQ model. The data were collected by officials from the Region of Western Greece working in all three regional units. The sample included administrative officers in the Region of Western Greece working in all three regional units in 2019. An anonymous questionnaire was distributed to them. Employees were informed of the purpose of the questionnaire and participated voluntarily. Responses remain confidential and are used for research purposes only. 100 questionnaires were collected and the responses were 40% from Aitoloakarnania and 30% respectively from Achaia and Ileia. The data was analysed using descriptive statistics in order to indicate the main trends and the analysis of the collected data was made descriptively by means of the statistical SPSS package.

3.3. Research Measuring Job Satisfaction

For the satisfaction assessment the MSQ questionnaire which is designed to measure worker satisfaction and the extent to which work and workplace needs are met. It consists of 20 individual dimensions (Capacity Building, Achievement, Activity, Promotions, Power, Company Policy, Remuneration, Partners, Creativity, Independence, Ethical Values, Recognition, Social Presence, Supervision-Human Relations, Technical Supervision, Variety, Working Conditions) and used on a 5-point scale. It was used in its short format containing 20 questions which includes two categories endogenous satisfaction and exogenous satisfaction.

The answers to the questionnaire are weighted on a five-level scale as follows: 1=minimal, 2=little, 3=satisfied, 4=enough, 5=very much. Respondents are asked to assess the extent to which one of the proposed factors is applicable. The results of the analysis are plotted by each category of satisfaction, both with respect to the averages of the answers and the number of respondents who rated each factor low (1 or 2 in the scale) or high (ie 4 or 5 in the scale). In order to check the consistency of satisfaction questions, Reliability Analysis was used to calculate the Cronbach Alpha coefficient. The data processing and results show that the Cronbach Alpha coefficient = 0.908 confirms the reliability of the queries used.

4. RESULTS AND DISCUSSIONS

4.1. Endogenous Satisfaction

Endogenous satisfaction showed the following descriptive measures, as detailed in Table 1. As we can see from the results of our research and in accordance with the findings of Jung, et.al. (2007) the most endogenous job satisfaction that employees receive, is from security at work (M=3,75), which is guaranteed by the law of permanence in the Greek public administration. Negative responses are likely to refer to specific responsibilities held by the respondent and not related to the job itself. Also important for respondents is the feeling of social responsibility (M=3,65) by doing things for other people and being constantly active (M=3,60), as Kaiser concludes (2014). Ethical values (M=3,36) lie high in the answers, as the overwhelming majority think that it is important not to work against our consciousness. However, it is important to find that 1 in 4 is forced to do things that are incompatible with their ethical principles. Positive job satisfaction is affected when the employee

performs work using his or her skills (M=3,27). However, a significant percentage (around 30%) considers that skills are lost and not exploited. Likewise, most respondents find satisfaction through the variety of their work (M=3,15). However, there is also a 35% of the respondents who are unhappy because of the monotony of their work, as shown by the Wright and Davis (2003) study.

TABLE 1: DESCRIPTIVE MEASURES OF ENDOGENOUS SATISFACTION

	MINIMAL, OR LITTLE	ENOUGH, OR VERY MUCH	MEAN	STD. DEVIATION
Activity: the possibility of being busy always	14	51	3,60	1,025
Independence: the opportunity to work alone	39	20	2,84	1,249
Variety: the opportunity to do different things from time to time	35	38	3,15	1,358
Social status: the opportunity to be a valuable member of the society	34	20	2,85	1,230
Ethical values: the ability to do things that are not against my conscience	22	40	3,36	1,268
Security: the stability at the workplace	14	68	3,75	1,114
Social Responsibility: the opportunity to do things for other people	17	60	3,65	1,242
Power: the opportunity to tell people what to do	23	30	3,20	1,125
Ability exploitation: the ability to do something that takes advantage of my abilities	30	38	3,27	1,316
Responsibility: the freedom to use my judgment	31	24	2,96	1,233
Creativity: the opportunity to test my own methods while working	33	20	2,93	1,172
Achievement: the sense of accomplishment I get from my job	32	32	2,98	1,247
Valid N (listwise)				

In contrast, most employees show dissatisfaction with their autonomy at their work (M=2,84), as shown by the Kaiser study (2014). Similarly, most respondents expressed dissatisfaction with the fact that they have limited creativity (M=2,93) at their work in the public sector and cannot use their judgment (M=2,96). Also, 1 in 3 respondents and in agreement with the study of Rhodes, Nevill and Allan (2004) are not satisfied through their work (M=2,98) and about 40% consider that the social position resulting from their work falls below of expectations (M=2,85).

4.2. Exogenous satisfaction

Exogenous satisfaction gave the following descriptive measures, as detailed in Table 2. From the analysis about exogenous job satisfaction, we found that the majority of respondents are pleased with the cooperation with their colleagues (M=3,22), as in the studies of Batiou and Valkanos (2013). In regard to the supervisory factor, as expressed both by the way in which the employees are handled (M=3,14), as well as the superior's ability to make decisions (M=3,22), the views of the respondents are shared.

On the contrary, as expected, and according to the research by Chatzopoulou et al. (2015), Adroviceanu et al. (2010), Platsidou and Agaliotis (2008), Jung, et al. (2007), Koustelios (2005) employees' dissatisfaction with their remuneration is strong (M=2,04), as well as their potential for growth (M=2,38), which is probably attributed to the obsolete promotional system prevailing in the Greek government. Similarly, respondents appear dissatisfied with the recognition of their work (M=2,65) and the policies and practices of their service (M = 2,46), contrary to the findings of Adroviceanu et al. (2010). Finally, 4 out of 10 employees consider their working conditions to be unsatisfactory, as concluded by Koustelios (2005).

TABLE 2: DESCRIPTIVE MEASURES OF EXOGENOUS SATISFACTION

	Minimal, or little	Enough, or very much	Mean	Std. Deviation
Supervision-Human Relations: the way supervisors handle the employees	29	30	3,14	1,258
Supervision-Technique: the ability of the supervisor / manager to take decisions	25	24	3,22	1,145
Policies and Practices: The way in which the policies of the service are implemented	53	12	2,46	1,184
Remuneration: The pay and amount of work	68	2	2,04	,968
Growth: the possibilities for promotion in this job	55	6	2,38	1,095
Recognition: the way of praising when a job is done well	41	10	2,65	1,192
Colleagues: the way of co-existence between colleagues	24	34	3,22	1,125
Working conditions: the conditions of the workplace	38	16	2,79	1,224
Valid N (listwise)				

Overall, the individual responses to endogenous and exogenous satisfaction reveal that the endogenous satisfaction of creativity, skill development, personal achievement, security is higher than the external one, i.e. the factors such as the remuneration, development, working conditions, supervision, etc., which in a large part is probably due to the deep economic and social crisis Greece has experienced over the past 8 years (Table 3).

TABLE 3 AVERAGE AND VARIATION OF SATISFACTION BY CATEGORY

SATISFACTION	AVERAGE	SD
ENDOGENOUS	3,208	0,747
EXOGENOUS	2,648	0,883

5. CONCLUSIONS

In this article we have investigated the satisfaction of employees from their work environment in the Greek public sector during difficult economic times. More specifically, job satisfaction is examined between the employees of the Region of Western Greece who, on a daily basis, serve the needs of a large geographical region and come into contact with the public as well as with other services at a local, regional and national level. In order to achieve this, we conducted an empirical research using the structured questionnaire method in accordance with the MSQ model. The sample includes officials from all administrative levels. Finally, data from 100 district employees were collected and processed descriptively through SPSS. From the findings of this research and in accordance with those of other international surveys (Batiou and Valkanos, 2013; Kaiser, 2014; Steijn, 2004; Lacy and Sheehan, 1997; Riggs and Beus, 1993) we find that employees are generally satisfied, in a level that can be classified as medium to high. In addition, we note that satisfaction from endogenous factors is higher than exogenous. More specifically, regarding the factors of endogenous satisfaction, the highest job satisfaction the employees receive is from safety at work and sense of social responsibility. In contrast, the majority of employees show dissatisfaction with their autonomy at work and the limited scope for exploiting their creativity and crisis. Also, the most important exogenous satisfaction comes from working with colleagues. Finally, as expected the employees' dissatisfaction is strong with regard to the level of their salaries, with the opportunities for their development and the recognition of their work. The Greek public sector needs to become more operational, efficient, decentralized and able to work in a flexible and efficient way, responding to internal and external changes. Ensuring the benefits of public administration will make it more effective and more efficient for citizens.

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