

Determinants of Factors of Job Satisfaction at the Demerara Harbour Bridge Corporation, Ministry of Public Works, Guyana

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Abstract

Lackadaisical attitude and high employee turnover, and broken morals are becoming normal phenomena among employees at the Demerara Harbour Bridge Corporation, Ministry of Public Works, Guyana. This study aims to examine factors that affect the behaviour, attitude and performance of the employees at the Demerara Bridge Corporation and to determine the relationship between the employees and work-related factors on job satisfaction of the remaining employees. A total of 100 questionnaires were completed in this survey. Multiple regression analysis was used to analyse the data. The findings reveal that there are factors, namely the employee's maturity level and coworkers and supervisor support significantly contribute to job satisfaction among the employees, highlighting that the relationship shared plays a very important role in their satisfaction within the workplace. The implication of this study is of great importance for the organisation in developing its retention package and recommendations to increase job satisfaction among the recruits of the organisation.

Keywords: *Attitude, Behaviour, Employee Turnover, Job Satisfaction, Work-Related Factors.*

Introduction

One of the most researched areas of study is Job satisfaction, this is because it is one of the most important areas for organisations to be successful; therefore, they must continuously ensure the satisfaction of their employees. [7] Aseanty, D., Dunawan, A.W., Julieta, G. M., 2022, state that job satisfaction is an employee's feelings originating from several situations, such as being supervised, feeling close to one another, feeling happy working in an organisation, feeling safe at work, and feeling happy with the tasks given. [18] Nanjundeswaraswamy, 2021, found that the meaning of job satisfaction is the productivity and effectiveness of the performance results of employees.

Several determinants have been identified for losing, or conversely, retaining employees [20] Slattery, C., 2009, including demographic ones (such as gender, age, and marriage), economic ones (working time, wage, fringe

benefits, firm size, career development expectations) and psychological ones (career commitment, job satisfaction, value attainment, positive mood, emotional exhaustion), among others. Sustainable human resource management in organisational practice plays a major role in employees' commitment, employees' satisfaction, and engagement [12] Chen, K., & Chen, Ch., 2022.

While income is commonly the primary motivator for most people, other elements like self-realisation, self-development, working conditions, organisational culture, and others are also significant [22] Seitzhanov et al., 2020; Jarmusevica et al., 2019; Petrova & Tairov, 2022, components of employee satisfaction in an organisation. Organisations where human resources management takes care of employees and their health retain more engaged, satisfied, and productive employees, with good overall health and well-being [19] Siddiqui, S., H., Ijaz, A., 2002. In this regard, employees are an

important resource to the company and must be protected since every company expects to have achievements, and having employees who excel will make an optimal contribution. In addition, having employees who excel can increase the job satisfaction of the company, increasing productivity and the company's goodwill and bottom line. In other words, more satisfied employees are more likely to remain with the organisation. Given this, understanding the factors associated with job satisfaction is timely and valuable. The objective of this study is twofold: to identify the determinants of job satisfaction among the employees and to determine the factors that contribute to job satisfaction among the employees of the Demerara Harbour Bridge Corporation.

Literature Review

Job Satisfaction

Many researchers have contributed to the study of job satisfaction from various perspectives. [3] Aksoy, C., Sengul H.I., Yilmaz Y., 2018, found that employees' job satisfaction would significantly impact on job performance, absenteeism, turnover and employee relations. [10] Beuren, O., M., dos Santos, V., Theiss, V., 2021, contended that the factors which influence job satisfaction are job stress and roles in the company. whereas job dissatisfaction, on the other hand, is a state in which a worker feels discontent and unhappy with his or her job for a variety of reasons, such as pay, rewards, working environment, coworker attitudes, inadequate management, lack of private life, poor work-life balance, etc. [17] Keta, 2025. In fact, researchers revealed that work stress has a positive and significant impact on turnover intention, which could be due to the lack of job satisfaction, including the satisfaction of the salary given by the company [9] Berquist, R., St-Pierre, I., Holmes, D., 2018. While [11] Bharadwaj et al., 2021, further contend that the factors that shape job satisfaction are time management, organisational support, leaving the company,

work safety, company culture, relationships between managers, work pressure, and employee salaries.

Therefore, job satisfaction is needed and expected by the company so that employees can work at full capacity while managing and improving on the factors that may affect the level of satisfaction derived from work and work life. Further suggesting that employees who have high levels of job satisfaction tend to be more committed, dedicated and contribute to the company while ultimately having the will to work harder and be more productive.

To summarize many studies have revealed several factors that affect the level of job satisfaction for employees within an organisation over the years, these factors concern the environment and workplace relationships shared by the employees, the opportunities for career growth, having a fair and competitive salary, being recognized and rewarded for job well done, being able to balance work and family life, dealing with the different management style of the organisation while managing the workload in their respective field and having a sense of autonomy. It is therefore essential for today's organizations to ensure the psychological and social satisfaction of employees since this should increase their desire to stay with the organization and enhance their work efficiency, leading to increased profitability for the organization [1] Ajmi, A.L., 2001, As an important component of an organisation, job satisfaction remains central to successful human resource management [16] Hauff et al., 2015, thus, executives and managers should make and enforce policies that will enhance employee satisfaction to avoid negative consequences from dissatisfaction, including organizational performance, lower productivity and employee turnover [2] Ali, W., 2016.

Characteristics of a Public Servant

Public servants include any local, state or federal government employee of a government

organisation. That is, firefighters, police officers, public health officials, librarians, teachers and volunteers for the Peace Corps all fall in the category of the public sector. The characteristic of the public sector is the existence of multiple layers of rules and regulations at various levels of government in a decentralized public administration, as well as the deeply implanted unions that are often powerfully opposed to changes in working conditions [6] Arenilla, Saez, M., 2017, and is characterized by enormous bureaucracy and the low degree of flexibility in how rules are fulfilled and service carried out. While most employees in the public service organisations work to bring home a paycheck and the support of their families, an effective public servant must have an enduring sense of duty that compels them to go the extra mile and to behave with integrity. Public servants are, therefore, often expected to be inspirational individuals who motivate their teams or their communities and lead by example. Subsequently, a public servant should be honest, ethical, and committed to upholding the highest standards of integrity.

What are the Determinants of Job Satisfaction for Public Servants?

Much empirical evidence suggests that the purpose of job satisfaction is to evaluate all job characteristics of an employee by creating a positive attitude towards the employee's work. Several scholars have addressed the determinants of job satisfaction over the years. Thus, concluding that "Job satisfaction is influenced by the level of pay and performance, employee benefits, training, recruiting, learning curve inefficiencies, reduction in the client base, job design, life satisfaction, autonomy,

growth satisfaction, satisfaction with co-workers, satisfaction with supervisors and customer satisfaction. [13] Comm, C.L., Mathaisel, D.F.X., 2000. One of the determining factors of the public servant employees' employment is that it is characterized by enormous bureaucracy, therefore, performance is affected. Nevertheless, it is difficult to measure job satisfaction because it changes from person to person, due to its dynamic nature, since one of the main reasons for this change is that job satisfaction factors affect employees' behaviour at different levels within the job and life. [15] Hafeez, A., Khan, Z., Bile, K.M., Jooma, R., Sheikh, M., 2010, have highlighted in a study on health workers that workers within the public sector face numerous issues that grossly affect the level of job satisfaction. While it is difficult to measure many scholars have investigated job satisfaction and stated that the factors consist of providing opportunities for advancement, ensuring job security [8] Adebayo, A.S., & Gombokomba, T., 2013, paying attention to employees' salary, improving the management, improving the intrinsic and extrinsic factors, improving working condition, maintaining social aspects, improving communication, and providing work facilities and the attention to the cohesiveness of teamwork.

Figure 1- A Theoretical framework depicts the structure for the study with dependent variables of rights and responsibilities, career development, teamwork, job security, the work environment, task and roles, relationships and pay and benefits, demographics attributes as the control variables and job satisfaction as the independent variable for the study.

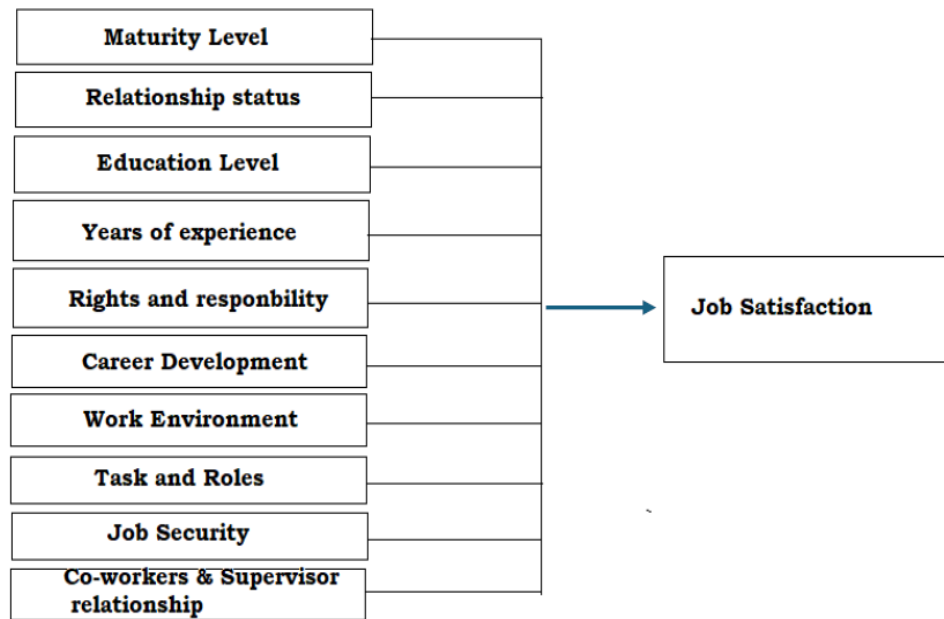


Figure 1. The Proposed Theoretical Framework. Developed by the author to highlight the theoretical framework for the research.

Methodology

Sample and Procedures

The population of the study is composed of Civil Servant employees within the Demerara Harbour Bridge Corporation, an agency under the umbrella of the Ministry of Public Works. Civil servants or Public Servants are people employed in the public sector by a government department or agency for a public sector undertaking. To uncover the factors that constitute job satisfaction for civil servant employees at the Demerara Harbour Bridge Corporation, a sample size of one hundred random employees was used to gather data to achieve the object of the study.

Measuring Instrument

The measurement to be used in the questionnaire was adapted from questionnaires used in the studies of literature, and work-related variables factors used in job satisfaction. By using 25 closed statement items which are grouped into two dimensions, namely: the intrinsic factors (rights and responsibility, career development, teamwork and job security and the extrinsic factors (Roles and tasks, relationship with co-workers, payment, and the

work environment, along with demographic factors of; gender, age, relationship status, education level and experience to gather data needed for the survey. To answer the statement in the survey, a Likert-type scale, with an expression of five intervals, anchored such as “1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, and 5- Strongly Agree”.

Results and Discussion

Profile of Respondents

Out of 100 questionnaires that were distributed, 86 or 86% responded to the survey, all the returned questionnaires were usable, and subsequently used in the final data analysis. From a total of 86 respondents, more than half (67%) were female. More than three-quarters (78%) of the respondents are above 21 years old, with the highest category (44%) of respondents between the ages of 21 years to 34 years old, with 56% being single, and a majority of them have only a secondary education (60%). In the year of service with the organisation majority (72%) with only 1-3 year experience within the organisation, with one a 1% with over 3 years with the company.

Table 1. Demographic Profile of Respondents

	N	Percentage %
Gender		
Male	28	33
Female	58	67
Age		
16-21	21	24
22-34	38	44
35-44	21	24
45-54	5	6
55+	3	3
Salary Range		
Less than G\$80,000	55	64
G\$150,000-G\$250,000	20	23
G\$251,000-G\$350,000	6	7
G\$351,000- G\$500,000	5	6
Marital Status		
Single	38	44
Married	36	42
Widowed	3	3
Divorce	6	7
Separated	3	3
Education Level		
Primary	0	0
Secondary	45	52
Certificate	30	35
B.Sc. Degree	5	65
Master's degree	6	7
Tenure		
1-3 years	62	72
4-8 years	21	24
9-12 years	1	1
12-15 years	1	1
16+	1	1

Note: Data collected by the author from a survey of employees from the Demerara Harbour Bridge Corporation on 13th December 2024.

To assess if the variables recorded in the survey is normally distributed a, normality test was conducted resulting using Kolmogorov-Smirnov and Shapiro- Wilk test, Shapiro- Wilk was used since the sample size is below 100 participant as shown in the table below, the independent variable of Rights and

Responsibility and Co-workers relationship are normally distributes, while maturity level, relationship status, education level, years of experience, career development work environment, team work and job satisfaction is not normally distributed since the P- Value is below the significant level of 0.05(P<0.05)

Table 2. Test of Normality

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Maturity Level	.258	86	<.001	.850	86	<.001
Relationship Status	.265	86	<.001	.784	86	<.001
Education Level	.303	86	<.001	.729	86	<.001
Years of Experience	.416	86	<.001	.545	86	<.001
Rights & Responsibility	.103	86	.025	.973	86	.073
Career Development	.176	86	<.001	.897	86	<.001
Work Environment	.129	86	.001	.955	86	.005
Teamwork	.159	86	<.001	.960	86	.009
Job Security	.126	86	.002	.957	86	.006
Co-workers' relationship	.083	86	.200*	.985	86	.441
Job Satisfaction	.131	86	<.001	.959	86	.008

Note: Data collected from a survey at the Demerara Harbour Bridge Corporation and plotted into IBM SPSS

Statistics.myibm.com. for analysis.

To further investigate the relationship between the variables, a regression analysis was conducted. Based on the theoretical framework maturity level, relationship status, education level, year of experience, career development, work environment, teamwork, job security, coworker and supervisor's relationship, rights and responsibilities, and task and role, these variables are posited to influence job satisfaction. The dependent variable of job satisfaction was regressed on all the independent variables.

Table 3- Internal consistency and factor analysis shows the regression of maturity level,

relationship status, education level, year of experience, career development, work environment, teamwork, job security, coworker relationship, rights and responsibilities, and task and role, on job satisfaction. This model, the Pearson correlation coefficient R-value, shows that there is not a strong correlation among the variables. While the R^2 shows only 10%, it depicts a poor fit of the total variation in the dependent variable. While the correlation of the coworker and supervisor's relationship shows significance at a $p \leq 0.05$ at a 0.05 significance level. Overall, the model was not significant or a good fit.

Table 3. Internal Consistency and Factor Analysis

Regression Analysis		
Model	Beta	Significance
Maturity level	4.594	0.002
Relationship Status	3.041	0.082
Education Level	2.334	0.205

Years of Experience	1.335	0.355
Career development	-0.006	0.948
Work environment	-0.150	0.142
Teamwork	-0.111	0.242
Job Security	-0.081	0.436
Co-workers and supervisor relationship	0.456	0.022
Rights and responsibility	0.003	0.984

Note: Data collected by the author on the 13th of December 2024 from a survey for the Demerara Harbour Bridge corporation Employees.

Conclusion and Recommendation

This study aims to assess the level of job satisfaction among employees of the Demerara Harbour Bridge Corporation and identify the contributing factors to job satisfaction among the public servants of the corporation. The study found that the level of job satisfaction among the employees was moderate at (mean 2.86). The study further investigated the factors that contribute to job satisfaction and found that only two factors, the co-worker and supervisor relationship (p-value = 0.02) and maturity level (p-value = 0.002), had a significant relationship with job satisfaction at the Demerara Harbour Bridge Corporation. Within an organisation, social support comes from two sources: co-workers and supervisors [5] Appu, A.V., Kumar, Sia, S., 2019. Supervisor's backing is extended to provide encouragement and support to employees within their work teams [14] Griffin, M. A., Patterson, M. G., West, M.A., 2001. It is the degree to which a manager and supervisor reinforce and encourage training in the workplace [21] Suleiman, W., Dassanayake, M.S., Othman, A.E.A., 2017. Therefore, the attention and relationship shared by subordinates increases job satisfaction by providing leadership to the employees, so that employees will feel they are part of the consideration. It was found that career development, the work environment, job security and rights and responsibilities did not

have any significant relationship with job satisfaction; several explanations may contribute to these results.

As a conclusion, this study answered the research objective set out at the beginning of the paper; however, future research is needed to assess the reason for employees leaving the organisation since employers are not able to stop employees leaving the organisation, offering better packages to new employees, fostering a better working relationship may give a better chances of retaining those employees. Since this study was conducted at a single organisation, it is not without limitations and cannot be generalised to other organisations having public service employees working across Guyana.

Conflict of Interest

There is no conflict of interest in gathering and presenting the data from the organisation.

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