

“A study on how mergers of public organisations can influence job satisfaction: The case of sectoral social insurance organisations in Greece (OAEE)”

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EXECUTIVE SUMMARY

The public social insurance system of Greece changed widely in January of 2007. The more than 150 social security organisations were unified/merged and formed 6 major social insurance organisations and a number of smaller ancillary ones. OAEE is one of the major insurance organisations and was formed with the merging of three organisations (TEBE, TAE and TSA). This organisational change affected the life of the employees of the unified/merged organisations.

The literature review shows the linkage between organisational changes such as mergers in the employees' job satisfaction. Job satisfaction is affected by supervision, communication, cultural differences between employees, uncertainty in the new environment, co-workers etc. Job satisfaction may affect productivity, identification with the new organisation, physical and mental health. Finally, different groups of employees may show differences in their job satisfaction.

This study is interested in measuring the changes that this merger which formed OAEE caused to the employees' job satisfaction.

The research took place in the OAEE's departments in the region of Central Macedonia and was addressed to all employees and their supervisors. The research uses as a prime instrument a self-administrated questionnaire based on Paul Spector's questionnaire for the nine facets of JS of his Job Satisfaction Survey (JSS) with the addition of a Likert-type scale where the employees could show the degree of the improvement or aggravation for each statement of the JSS questionnaire. A supportive and explanatory study is also conducted with semi-structured interviews with the employees' supervisors. The answered questionnaires were statistically processed. The supervisors through the interviews presented their opinions and views for the same issues that the questionnaire aims to cover. The results of the questionnaires and the information of the interviews were compared and combined for the final conclusions.

The results show that the employees' overall JS has aggravated. From the nine facets of JS, that Spector accepts, only one (Supervision) shows improvement and all other show smaller or bigger aggravation. Statistically significant differences were found between groups of employees. These groups were employees from different pre-merger organisations, different local departments and different levels of education. In fact, the level of education was the only demographic characteristic that was linked with differences in evaluation of the changes of facets of JS.

The vast majority of supervisors agree between them but also with their employees in most cases for the changes that this merger caused. Areas that have aggravated for the employees and also affect the operation of OAEE are the facets of Operating Conditions and Communication. Different opinions have been identified between supervisors but also between supervisors and employees in some cases which this study presents.

The findings of this study show the impact of mergers of organisations of the public sector to their employees' job satisfaction. Especially the study shows areas that need to be well examined, processed and prepared in order to reduce a negative impact to the life of the employees but also to the operations of the new organisation.

Further research could be done for the employees of public sector organisations in order to identify areas and ways of improvement of their job satisfaction that will also affect positively the operations of the organisations and the services they provide to the public.

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INTRODUCTION

Many researchers have examined employees' job satisfaction in private and in public sector considering it as an important issue as it refers to the human capital of an organisation. Also, mergers as well as acquisitions have also gained the interest of researchers not only due to the significant impacts they have in the market but also because too many times, they are not successful.

The first to experience the consequences of a merger are the employees of the pre-merger organisations. They have to deal with changes in their work environment, supervision, co-workers and even place and/or city of work. Researchers show that the emotions that the employees feel vary due to many factors and the complexity of the way these factors affect one another.

It is interesting that human factors are considered to be responsible for 30-50% of the merger failures (Cartwright and Cooper, 1990).

In the case of public organisations in Greece an employee may not fear of losing his/her job but still he/she is open and vulnerable, as all other employees, to emotions that occur during such organisational changes.

Employees can be concerned with their job security, loss of autonomy and identity, promotion and career prospects, changes in their working environment, etc, (Cartwright and Cooper, 1990). These all are sides/facets of the concept of job satisfaction as we will mention later.

Mergers (or unifications) of social insurance organisations in Greece were applied in order to reduce the huge number of such organisations and share resources in an attempt (among other policies) to make public social insurance viable.

OAEE is the social insurance organisation for the self-employed. OAEE was formed in January the 1st of 2007 by the merge/unification of TEBE (small businesses, merchants), TAE (merchants and professionals) and TSA (owners and drivers of transportation vehicles).

For the three insurance organizations that formed OAEE some differences can be identified. The largest organisation in number of insured and in number of employees was TEBE. Second was TAE and third TSA. So, in today's OAEE the vast majority are employees of the former TEBE.

When the merger/unification was completed, all employees had to be accommodated in offices mostly owned by former TEBE. This created some issues of work environment because often there was no adequate space. Also, people who used to work together (mainly employees of TAE and TSA) lost their co-workers or at least lost closeness to them. Changes in supervision also took place because in Greece's public sector the major factor for promotion is seniority. So, in many local departments of OAEE the supervisors changed. Many pre-merger supervisors either lost their position in the organisation, or had to move to nearby cities in order to continue and finish their careers as directors/supervisors.

The employees in the pre-merger organisations had to serve insured of different professions. From the researcher's experience (who is herself an employee of OAEE) there is a notable difference in the way the employees of TEBE deal with their insured professionals and small businesses' owners and the way that the employees of TSA deal with their insured owners and drivers of trucks and buses. This, in the researcher's opinion, happened because of the differences in the behaviour and the way and philosophy of life between professionals and merchants on one hand and drivers and bus/truck owners on the other. That is why there may also be culture differences of the pre-merger organisations.

Another issue is that since OAEE is an organisation of the wider public sector it has employees with different demographic characteristics. Also, there are employees with different labour relations. Some of them are public servants (permanent positions) and enjoy different compensation and promotion policies and most of them are contracted employees who are less favoured than the others, still they have a strong sense of security about their work. Lately however they were given the same opportunities for promotion. This may bring up negative emotions in older employees who rely on their seniority for their promotion whilst

younger employees have sometimes more skills and are better certificated. This is, in brief, the situation in OAEE.

Research aims and objectives

This study aims to identify the influence of public organisations' mergers on employees' job satisfaction by examining the case of OAEE. The findings of this research could provide evidence that may give a clearer picture of the impacts of such changes and may be suitable for generalisation.

The following issues of the employees' job satisfaction were examined:

- The changes (improvement, neutral, aggravation) of the facets and overall Job Satisfaction of OAEE's employees due to the merger that formed the organisation.
- Differences of the degree of job satisfaction between employees of pre-merger organisations (TEBE, TAE, TSA) and the change of the degree of their job satisfaction due to the merger.
- Differences of job satisfaction between groups of employees (labour agreement, administrative or front-line, local departments).
- Differences of the degree of job satisfaction based on demographic characteristics.

Also this study aimed to compare the results that the employees gave with the opinions of their supervisors who from their position may explain and support or not the changes that the employees have identified.

LITERATURE REVIEW

Definition of Job Satisfaction

A lot of discussion has already been made about job satisfaction. Literature generally defines job satisfaction as a concept with many dimensions/aspects which measures an employee's positive attitudes and emotions towards the job that he/she performs (Locke, 1976). In other words, job satisfaction is the way that an employee feels about his/her job and also different aspects of this job.

In past years, job satisfaction was connected with needs fulfilment (physical and psychological). If the job satisfied the employee's needs then job satisfaction would be in a high level in a rather automated way. Such was the theory of Maslow (1954) who said that employees experience job satisfaction when their basic needs are fulfilled. Maslow saw two types of needs, deficiency and growth needs. As deficiency needs were characterised physical needs like safety and the sense of belonging and as growth needs were characterised self esteem and self actualisation. These needs have a hierarchical order and the basic physical needs are satisfied first and growth needs are fulfilled afterwards.

Another theory was presented by Herzberg (Herzberg et al, 1959). His two-factor theory explains job satisfaction using two types of factors that are motivation factors and hygiene factors. Hygiene factors are called the factors like salary, working conditions, supervision, interpersonal relations etc. and they refer to the employee's work environment. The motivation factors are intrinsic and related with the job content. Such motivation factors are the work itself, achievement, recognition, advancement etc. Herzberg (1968) in his article in Harvard Business Review which is considered "classic" and has been republished in the issue of September-October 1987 has shown with scientific methods that hygiene factors are more important to avoid job dissatisfaction and motivation factors are more important in order to achieve job satisfaction.

We can say that in Maslow's and Herzberg's theories job satisfaction is seen under the scope of employees' motivation. The importance of these theories in the science of Management is great but newer approaches have more or less loosened the bonds between job satisfaction and motivation. Such theories see job satisfaction as an attitudinal variable as we will present below.

Vroom (1964) tried to find the correlations between job satisfaction and the work environment and considered that the existing theory was not able to describe the complexity of job satisfaction. He also pointed that job satisfaction is related to the employee's expectations and although he sees job satisfaction as an attitude he places it in a motivational framework. Vroom's theory says that different aspects of the work role could have different valences representing different facet satisfactions.

Lofquist and Dawis (1969) argued that there is a correspondence between the individual (the employee) and the work environment and the way that the first tries to fulfil the requirements of the latter and vice versa. They also saw job satisfaction as a multifaceted concept and for that reason they created the Minnesota Satisfaction Questionnaire (MSQ) which is a popular tool for facet-based measuring of employees' job satisfaction.

Locke (1969) argued that satisfaction and dissatisfaction from job are created by the perceived relationship that the employee has between what he/she wants from his/her job and what he/she perceives that the job is offering. Later, Locke (1976) argued that job satisfaction is an emotional state that is pleasurable and positive and results from the appraisal of the employee's job and/or job experiences. Also Locke used the term of "values" accepting the way Rand (1964) defines this term. So, values are those for which somebody acts in order to gain them or keep them. In this way Locke distinguished values from needs since values have greater intensity and content. The content of values shows what is valued and the intensity shows how much it is valued. We can say that through the term of values the employee's attitudes and emotions attain greater importance and the whole concept of job satisfaction becomes more subjective in the sense that it is more correlated with the employee as a person.

Locke's theory is known as the Range of Affect theory. Basically in his theory Locke says that facets of the job are differentially weighted by employees when job satisfaction is considered.

Locke also presented two different types of factors which cause job satisfaction: events and agents. Events are the factors that cause satisfaction to an employee and agents are the factors that cause events to occur. For example agents are: the employee him/herself, the supervisor, the organization etc. and events are: task activity, amount of work, money, responsibility etc. Agents and events should be examined and measured separately but it is also necessary to find how they interact.

Hackman and Oldham (1976) proposed the job characteristics approach by which job satisfaction and finally motivation is related to three psychological states that one can experience in his/her job. These three states are i) meaningfulness of work, ii) responsibility and iii) knowledge of outcomes. These psychological states are derived from certain job characteristics (task identity and significance, skill variety, autonomy and feedback).

Wanous and Lawler (1972) accept that overall satisfaction (JS) is a feeling and a sum of job facets satisfaction (JFS) of various facets of job and they also make a distinguish on how satisfied an employee is by a certain job, that is how much a certain job is as it should be and how satisfied an employee is by being in the specific job, that is how much he/she thinks that this job is suitable for him/her. For example, an employee could consider the facets of his job to be satisfactory on their own and on the other hand he could consider that this job is not suitable for him

Spector (1997) also sets two categories of factors that cause job satisfaction. The first category are factors of the job and the job environment (e.g. nature of job, rewards, relations with co-workers) and the second category is the individual factors (e.g. personality, experiences) that the employee has and brings in his/her workplace.

Mosadeghrad (2003) defines job satisfaction as an affective reaction of the employee towards his/her job by comparing the actual outcomes and the desired ones.

We see that Maslow's approach has been significant in the discussion of job satisfaction but we can consider it as rather mechanistic since things are more complicated than the satisfaction of needs.

Herzberg viewed job satisfaction inside the concept of motivation. His scientific work and research brought up new elements and aspects of job satisfaction but we think that it would be better for our purpose to use a framework that disengages job satisfaction from motivation and sees it as an autonomous process.

Today literature sees job satisfaction as an attitude, which is at a degree subjective and includes a number of facets, intrinsic and extrinsic variables and parameters. These facets are contributing to job satisfaction but they can also be autonomous in the sense that if one facet is satisfying another one may be not. Also, there is a correlation with the job environment and/or conditions and the employee's individual characteristics, personality, experiences and values.

Table 1: Job Satisfaction Models			
	Theory	Motivational	Emotional Attitudinal
Maslow	Needs	+	
Herzberg	2 Factor	+	
Vroom	Expectancy	+	
Hackman & Oldham	Job Characteristics	+	
Locke	Range of Affect		+
Lofquist & Dawis	Requirements		+
Wanous & Lawler	Job Facets		+
Spector	Job & Individual Factors		+
Mosadeghrad	Outcomes		+

The above conclusions make Locke's conceptual framework of job satisfaction more appropriate for this study.

Other scholars (Smith et al, 1983; Organ, 1988) have found significant linkages between job satisfaction and employee performance. So, today it is generally accepted that employees with high levels of job satisfaction deliver better services and/or improved performance at work.

Job satisfaction has been linked with job related behaviours but not all agree on everything. Katzell, Yankelovich, Fein, Ornati and Nash (1975) say that although job satisfaction and productivity can be linked they seem to be, as goals, functionally independent. The improvement of a single aspect of jobs (financial incentives, working conditions, control, supervision etc.) is not enough to improve job satisfaction and a combination of methods should be developed in order to relate human and economic issues (Katzell, et al, 1975)

Demographic characteristics e.g. gender, marital status and age have been found to affect job satisfaction (Gazioglou and Tansel, 2006).

Job Satisfaction in the Public Sector

According to the European Institute of Public Administration (2005)¹, Greece, compared to other member states, has a relatively small public sector in which though the vast majority of public employees (90%) are civil servants. This is being explained by the Greek constitution and the Greek laws.

Karl and Sutton (1998) showed with their study between employees of private and public sector that maybe we should look them separately. They found that both, private and public sector employees value about the same way job security but the employees of the private sector value higher their wages whilst the public sector employees value higher an interesting job. This may suggest that human resource policies, job designs and reward systems should be adapted to these

¹ Demmke, C. (2005), "Are Civil Servants Different Because They Are Civil Servants?", *European Institute of Public Administration*, Luxemburg. [Online] Available from: <http://www.dgap.gov.pt/media/0601010000/lux/civilservantsdifferent.pdf>. [Accessed 10/17/2009]

differences in values of the public and private sectors' employees (Karl and Sutton, 1998).

In Greece the public sector employees are more satisfied than those of the private sector almost in all factors of job satisfaction (Demoussis and Giannakopoulos, 2007). Demoussis and Giannakopoulos also found that important determinants of the job satisfaction in Greece's public sector employees are age, educational attainment, family size and work-related injuries.

Low job satisfaction in the public sector will negatively affect the quality of services not only by the less motivated workers but also because the public sector will become a less attractive employer to work for (Steijn 2004). When an employer becomes unattractive then we can assume that high skilled/qualified workers may avoid that employer.

Brunetto and Wharton (2002) say that job satisfaction is an important factor that has to be considered in every effort that aims to improve the effectiveness of the public sector employees.

So, with the above one can say that employees' job satisfaction has to be examined and measured not only in the private sector (as it has been in various researches) but also in the public sector where it has drawn less attention.

Job Satisfaction Measurements

Several generic types of job satisfaction measures have been used but a basic distinction between them is i) measures of overall job satisfaction and ii) measures of job facet satisfaction. In some cases overall job satisfaction is preferred e.g. for policy making, or for the employee himself when he/she has to consider whether to stay or leave a job but in other cases job facet satisfaction is more suitable e.g. when a company wants to find out why an employee leaves his/her job, or when an organization wants to identify areas for possible improvement (Oshagbemi, 1999).

As Scarpello and Campbell (1983) say, there has been found that overall job satisfaction measures and sum of the facet satisfactions are not equivalent. This is because seeing job satisfaction as a whole appears to be more complex or because job facet satisfaction may neglect determinants and variables of job satisfaction.

Also, there has been no evidence that overall job satisfaction measures (single-item measures) are unreliable (Scarpello and Campbell, 1983).

This brings us to the problem which of the two types of job satisfaction measurements to choose for our purpose.

In this case (OAEE) measuring job facet satisfaction seems more appropriate. The research wants to examine certain variables of job satisfaction and link them with certain employee characteristics. So, the research has to accept that factors of job satisfaction that are important for some employees may be neglected.

Some of the mostly used tools for measuring Job Satisfaction are the following:

The **Job Descriptive Index (JDI)**: It was developed in 1969 by Pat Smith and her colleagues (Smith, et al, 1969). It is widely used by researchers. One issue of this method is that although it intends to measure the feelings and attitudes of the employees' satisfaction for five facets of their jobs (work itself, relations with co-workers, supervision, pay and promotion opportunities) it does

not measure these feelings but emphasizes on job characteristics and not employees' emotions. Van Saane et al (2003) in their work argue that JDI, although it is the most frequently used instrument for measuring job satisfaction, did not meet the quality criteria. In 1987 the Revised JDI was introduced by Patricia Smith (Smith et al, 1987) and a number of colleagues. The Revised JDI has been translated into a number of languages including Greek. The JDI was again revised in 1997. Usually the JDI is combined with the Job In General (JIG) scale.

The **Minnesota Satisfaction Questionnaire (MSQ)**: Developed by Lofquist and Dawis, (1969) as we mentioned before, it has also been used in the research literature with a documented validity and uses a five-point response format and the employee's feelings about his/her job are involved. It is considered reliable and valid, applicable to different organisations, and for different levels of the hierarchy. The main issue about MSQ is that it is too long. In its complete version it has 100 items for 20 facets of job and in its shorter version the MSQ has 20 questions. Also, it does not clearly identify the discrepancy of what one has and what one wants.

The **Index of Organisational Reactions (IOR)**: It was developed by Randall Dunham, Frank Smith and Richard Blackburn in 1977. We can say about the same things as we did for the MSQ. It is rather long with its 42 items and it also does not clarify the level of discrepancy between what one has and what one wants.

The **Job in General (JIG)**: JIG is a global/overall job satisfaction measurement and it was developed by Smith and her colleagues in 1989, uses the same three-point response format but is based on the employee's feelings about his/her job and not on descriptions as JDI does. It has 18 items and though it has received evidence of validity it does not fit the Scarpello's and Campbell's (1983) ideal measure of overall satisfaction. Its advantage is the ease of use and its main disadvantage is that it does not give information about specific job factors. Also, there is the same issue about the aforementioned discrepancy.

The **Job Satisfaction Survey (JSS)**: JSS was developed by Paul E. Spector (1985). It was at first developed for the social service sector but it can be used in other sectors and organisations as well. It is a multidimensional instrument with nine facets of job and four items for every job facet. This produces a 36-item instrument. JSS includes items that are reverse scored. Van Saane et al, (2003) say that JSS does not include important, according to them, factors as job autonomy and opportunities for the employees' self-development (education and on-the-job training).

The **Generic Job Satisfaction Scale (GJSS)**: The GJSS was developed by Scott MacDonald and Peter MacIntyre (1997). They developed a scale that is brief and generic and uses both the facet and general approach. They wanted to make a scale that would be appropriate for a wide range of occupational groups. The sample that MacDonald and MacIntyre used in their study was from a variety of employees. It is a 10-item scale so it does not require too much time from the respondent.

Van Saaten et al (2003) argue that "there is no "gold standard" that indicate which job aspects should be taken in account when job satisfaction is measured".

According to the 2007 Report of the European Foundation for the Improvement of Living and Working Conditions², job satisfaction is measured in different ways in the E.U. nations who use different questions and different wordings and there is no consensus about a standard way for measuring employees' job satisfaction.

Also, Locke (1969) expresses an interesting and useful for our purpose opinion. He says that a job satisfaction index can be created and obtained by the sums of the employees' evaluations of the facets of job satisfaction. He argues that the researcher himself/herself has not to be too considered about the importance of each facet/factor of job satisfaction because the employee himself/herself gives and reflects this importance through the evaluation that

² European Foundation for the Improvement of Living and Working Conditions, (2007), "Measuring Job Satisfaction in Surveys – Comparative Analytical Report", [Online] Available from: <http://www.eurofound.europa.eu/ewco/reports/TN0608TR01/TN0608TR01.pdf>. [Accessed 10/17/2009].

he/she makes. Rice et al, (1991) have found that when a facet is considered important by an employee then he/she expresses strong feelings of satisfaction/dissatisfaction and when this facet is not important for an employee then he/she expresses moderate satisfaction/dissatisfaction.

Also there are single- and multiple-item measures of job satisfaction. Oshagbemi (1999) in his work recognises some advantages for the single-item measures such as simplicity and the ability to be applied to miscellaneous occupations. He also points out some disadvantages of the single-item measures which are the brevity of information for particular aspects of the job and the fact that they present the average job satisfaction but not the composition of it.

From the above the researcher preferred to use a multi-item job facet satisfaction measurement for this study.

Mergers and Job Satisfaction

Some of the prime reasons for organizations to merge are to improve overall performance through synergy and achieving financial benefits through economies of scale (Schweiger and Weber, 1989).

Schweiger and Weber (1989) argue that human resources and organizational issues do not receive the appropriate level of attention. This could affect various facets of job e.g. supervision, communication and accordingly job satisfaction.

Even when changes to come are known to executives and managers there is often a lack of communication with employees and that leaves them to uncertainty that can become stressful (Schweiger and Denisi, 1991). Also in their work Schweiger and Denisi (1991) have found that mergers reduce employees' satisfaction, intentions to stay in the organisation, their commitment and their trust to the organisation.

Communication is an important factor throughout the merging process (pre-merging- and post-merger stages) and affects the adoption of a new culture and the

level of stress employees feel but successful communication is difficult to be achieved due to potential obstacles (Appelbaum, et al 2000). This insufficient top-down communication leaves space for rumours to occur that make employees pensive about themselves, their income, their roles and duties etc (Appelbaum et al, 2000).

The unknown that many employees face after a merger, e.g. new supervision, new co-workers increases anxiety (Marks and Mirvis, 1992).

Culture issues may also occur and Covin et al (1997) argue that five to seven years are necessary for an employee to feel assimilated to the new organization.

Bourantas and Nikandrou (1998), proposed the Loyalty, Compliance, Voice and Neglect (LCVN) model for the employees' behaviours after a merger. In this way they accept that the way in which employees behave is rather unpredictable since the whole process is complex and individual characteristics play a major role.

Based on the LCVN model of Bourantas and Nikandrou (1998), Nikandrou and Papalexandris (2008), in their research in Greek firms, examined the factors that can affect employees to choose which action to follow after a merger or acquisition. Their findings showed that the cost (personal and professional) combined with the effectiveness of their action (Loyalty, Compliance, Voice or Neglect) and the attractiveness of the new organization are the major factors that drive employees to follow an action.

The size difference of the organisations that merge is considered as an important factor by Pablo (1994) not just in economic and operational terms but also in a psychological way and beliefs of superiority and inferiority can be intense for managers and employees of the merged organisations.

Fears that follow a merger are losing one's job which is the most serious fear, losing co-workers and/or supervisors familiars to the employee, losing the ability to be properly recognised for his/her job, fear for not being able to move up in the organisation and also to be obliged to move to another city (Marks and Mirvis, 1992).

But many times things are different and instead of fears employees have hopes that the merger will give them opportunities for self-development, promotion, setting new goals and working in an organisation better and stronger than before (Marks and Mirvis, 1992).

Siu, *et al*, (1997) have found that work pressure and stress reduces job satisfaction and aggravates physical and mental health. Their research was based on an acquired company that faced organisational changes but they also accept that both mergers and acquisitions can be considered stressful. Their work is interesting for us because these researchers found that some individual stressors were important predictors for job satisfaction. These individual stressors were “relationships with other people” and “organisational structure and climate”. Both have been changed for the employees of the pre-merger organisations who continued to work in OAEE.

Also the degree (low-high) and the way that employees are identified with the pre-merger and post-merger organisations affect employees’ post-merger job satisfaction either negatively or positively (van Dick, *et al*, 2004). In the case of OAEE employees from TEBE, TAE and TSA may have had and achieved different degrees of identifications and this may affect their post-merger job satisfaction.

The phenomenon of group differences in post-merger stress that employees of the merged organisations feel has also been presented in the work of Panchal and Cartwright (2000). The groups that they mention are employees from the two pre-merger organisations and employees that were new to the organisation.

To conclude, lack of communication, change of work environment, co-workers and supervisors, differences in cultures and sizes of merged organisations, fears and/or opportunities for promotion are all things that took place in the OAEE case.

RESEARCH METHODOLOGY

Primary and secondary data were used. Primary data were the questionnaires and the semi-structured interviews. Secondary data were gathered by any appropriate resources in order to understand and describe better this case.

So, this study used a two method approach. The main method was a questionnaire for the OAEΕ's employees and the supportive method was semi-structured interviews with OAEΕ's supervisors.

Perl and Noldon (2000) suggest using both quantitative and qualitative methods to answer larger research questions.

In the case of employees a quantitative research was followed with the use of a self-administrated questionnaire because it requires low costs to administer and it is quite easy to interpret (Gannon, 1973).

Quantitative researches, if properly processed, can reach to conclusions that can be projected on a larger population and generalised (Borrego et al, 2009). They are also useful when someone wants to see how much or how often a phenomenon occurs (Perl and Noldon, 2000).

The Target Population - Respondents

The target population of the research is the employees of OAEΕ in the Region of Central Macedonia of Greece. This region comprises employees that work in five prefectures (Thessaloniki, Pieria, Imathia, Pella and Kilkis). Each prefecture has one or two local departments/offices located in a large urban centre (the city of Thessaloniki) and in other smaller cities, with a variation of local conditions, number of employees per department and demographic characteristics. The local departments that belong to the same prefecture interact with each other. All of them get information and are under the jurisdiction of the regional administration in Thessaloniki. This region includes the prefecture and the city of Thessaloniki which is a large urban centre and has employees not only

in local departments that serve the insured self-employed and are considered front-line employees but has also a significant number of administrative/clerical staff in its regional administrative department who do not have contact with the insured self-employed but bring off solely administrative procedures and tasks.

All the employees of the target population have worked in the organisations (TEBE, TAE, TSA) that formed OAEE. So, they have experienced this significant organisational change and can contribute to the purposes of this research.

In this region there are employees of different demographic characteristics (age, gender, education, tenure, labour relations and organisational background) in small or large urban centres, with a variety of tasks in different departments which though are parts of a whole (the regional department of Central Macedonia).

So, the selection of the specific target population can give enough guarantees that there will be a representative population that will allow for a generalisation of the results. That is also why all the employees of the aforementioned departments were given self-administrated questionnaires.

Also, as it was mentioned before, in order to have a more spherical and clear view of the situation in OAEE and the effects on the employees' job satisfaction that the unification of TAE, TEBE and TSA caused, the second target population was the supervisors of these specific local departments and the administrative department of Thessaloniki.

The questionnaires were given to all employees of the OAEE departments in the prefectures of Pieria, Imathia, Pella and Kilkis, two local departments of Thessaloniki (Kordelio and Ampelokipi) and the employees of the Regional Administration of Thessaloniki. It was decided to contact all employees and not to a sample of them for a more documentary examination of the subject.

The researcher, after a short briefing gave to all employees the self-administrated questionnaires and an informative letter were the purposes of this study were presented and asked them to answer the questionnaires at their own time. Employees from all departments were offered to inform the researcher when

the responding procedure was finished in their departments in order for the researcher to collect the answered questionnaires.

The number of the whole target population employees is 196 and in the end, seventy eight (78) employees of the aforementioned offices responded and properly completed the questionnaire.

Likert-type Scales and their use in attitudinal research

Likert-type scales have been used for attitudinal research including the area of job satisfaction (Scott, Bishop and Chen, 2003; Hallock et al, 2004; Westlund and Hannon, 2008; Lee-Kelley et al, 2007).

Oppenheim (2001) says that the best tool for a research is the one that is most appropriate to the researcher's purpose and if this purpose is to examine an attitude patterning then probably the Likert response format is the most relevant.

Saunders et al (2007) in their book "Research Methods for Business Students" say that Likert-type scales are used in collecting opinion data. The scales are usually 4 to 7 points. Positive and negative statements have to be used in order to make sure that the respondent will actually read each question and avoid response bias (Saunders et al, 2007).

Spector's JSS questionnaire is consistent with the above.

Other researches have used different Job Satisfaction measurements like the Job Descriptive Index (JDI) or the Minnesota Satisfaction Questionnaire (MSQ). The JDI examines five facets of job satisfaction (Work, Pay, Promotion, Supervision, Co-Workers) which were considered not enough for the purpose of our research and the MSQ examines twenty facets of Job Satisfaction which were considered too many for this research. The JDI has seventy-two items and the MSQ in its long form has one hundred items and in its short form has twenty items (one for each facet). Spector's JSS has thirty six items and examines nine facets of Job Satisfaction. Moreover, as Spector says his questionnaire was originally

designed for the use in the public sector which is the area that this research examines. The Report of the “European Foundation for the Improvement of Living and Working Conditions” (2007) points out that, in Europe, surveys that were addressing the issue of the job satisfaction of the public sector’s employees were conducted for the first time in 1990, showing that this was an issue of small interest for the European countries. In this Report with the title “Measuring Job Satisfaction in Surveys – Comparative Analytical Report” Greece had not provided any job satisfaction measures for its public sector employees. Also, the same Report states that the JSS is one of the instruments that Van Saane et al (2003) found to have high reliability and validity.

The JDI and the MSQ are the two most validated survey instruments in the literature (Saari and Judge, 2004) so one cannot say that Spector’s JSS is superior than JDI or MSQ but it is the purpose of the research that makes JSS a more acceptable instrument for the research.

The JDI has been used by Richmond et al (1983), Beebe et al (2009), Ahmad (2008) and Whitaker and McKinney (2007).

The MSQ has been used by Attar and Sweis (2010), Ahmadi and Alireza (2007), Cohen and Golan (2007).

Spector’s JSS has been used in the studies of Westlund and Hannon (2008), Brewer et al (2008), Lok and Crawford (1999).

A rating scale with an odd number of points usually has a neutral answer and allows the respondent to “sit on the fence” (Saunders et al, 2007) and such rating questions have as a purpose to allow the respondents to express their feelings and opinions for the present situation. That is why the researcher chose to add in Spector’s JSS questionnaire, a five point Likert scale, with a neutral answer, so that the employees can describe their opinion of whether the present situation/condition in OAEE has been improved, aggravated or neither. The fact that Spector’s JSS questionnaire has a six point Likert scale with an absence of a neutral point practically does not put it in contrast against scales with odd number of points because of the way that the results are calculated and scored defines a

neutral zone from 108 to 144. So, even with an even number of points the JSS questionnaire provides neutrally characterised scores.

The use of a two-part questionnaire with both parts having Likert-type scales in order to examine and evaluate changes in a situation has been used by Fitzpatrick, Vangelisti and Firman in their “Marital Change and Influence Survey” as it is referred in the 3 Volume Book of Touliatos et al (2001). This survey examines the changes that a pregnancy causes in the lives of married couples. In this questionnaire 5 point Likert scales are being used with a neutral answer like the one that this research has added to the JSS questionnaire. One difference is that in MCIS the scale is from 1 to 5 with number 3 as the neutral answer and in this research the scale is -2 to 2 with number 0 as the neutral answer.

A bipolar Likert-type scaling like the one that this research uses (-2, -1, 0, 1, 2) in one section of the questionnaire has been used by Burks et al (2009) for measuring respondents’ attitudes about their job and work environment. Furthermore, Schaeffer and Presser (2003) say that rating scales can be either unipolar or bipolar. They continue by saying that bipolar scales have a midpoint that may stand for indifference or ambivalence. In this research this midpoint has the numeric value of “0” and is labeled “No change”. Sangster et al (2001) in their study argue that a bipolar scale can be used “when the endpoints clearly designate opposites and the mid-value of zero (0) has meaning”. The specific section of this research’s questionnaire uses in its endpoints the opposites of “aggravation” and “improvement”.

Also, Carifio and Perla, 2007 argue that it is acceptable for a 5 to 7 point Likert scale to analyse the results as a measurement scale with the use of parametric techniques. The results of these analyses can and should be interpretable (Carifio and Perla, 2007). So, the researcher finds that it is appropriate and justified to conduct statistical analysis on the results of the questionnaires.

Quantitative Method - Questionnaire

The tool that was used in this research was a self-administrated questionnaire that had two parts. The first part included questions about the demographic characteristics (age, gender, education, etc) of the employees and questions regarding aspects of their background in the organisation (tenure, former organisation). The second part used a combination of the Paul Spector's Job Satisfaction Survey Questionnaire and a section where the employees could evaluate the degree of improvement or aggravation they felt that would reflect the change for each statement/item of Spector's Questionnaire (see Appendix).

The Spector's Job Satisfaction Survey Questionnaire was chosen for a number of reasons. It has been adopted for research in both private and public sector, it measures facets of job satisfaction and not overall job satisfaction which was the intention of this research, and is free of charge for educational and research purposes. Also, Paul Spector in his webpage³ provides clear scoring instructions and score interpretation for the specific questionnaire. These support the sense for the proper use of the questionnaire and the validity of the findings.

The section of the Spector's JSS questionnaire was tested with a Cronbach's Alpha test for the specific population of the respondents and gave the following results.

As Table 2 shows, the Cronbach's Alpha for the facet of Operating Conditions is low (0.195). This is due to the low Cronbach's Alpha degree of the No 15 item of the questionnaire that is calculated with the other 3 items (6, 24, 31) and evaluate the facet of Operating Conditions.

Table 2: Cronbach's Alpa for the JSS questionnaire

	Items	Cronbach's Alpha
PAY	1, 10, 19, 28	0.588
PROMOTION	2, 11, 20, 33	0.491

³ Paul E. Spector, "Job Satisfaction Survey, JSS Page" [Online] Available from: <http://shell.cas.usf.edu/~pspector/scales/jsspag.html> [Accessed 10/17/2009]

SUPERVISION	3, 12, 21, 30	0.818
FRINGE BENEFITS	4, 13, 22, 29	0.387
CONTINGENT REWARDS	5, 14, 23, 32	0.456
OPERATING CONDITIONS	6, 15, 24, 31	0.195
CO-WORKERS	7, 16, 25, 34	0.603
NATURE OF WORK	8, 17, 27, 35	0.583
COMMUNICATION	9, 18, 26, 36	0.619
OVERALL JS		(36 items) 0.815

So, the researcher decided to remove the item No 15 from the calculation of the specific facet and adjust the scoring for this facet to the fact that it will be calculated with the use of three instead of four items. The deletion of the No 15 item improved the Cronbach's Alpha for the Operating Conditions to an acceptable 0.353 and of this course changed the Cronbach's Alpha of the Overall Job Satisfaction to 0.813 as the following table shows. The Cronbach's Alpha for the Overall Job Satisfaction is 0.813 which is higher than 0.7 and so it is considered acceptable (Nunnally, 1967)

Table 3 shows the Cronbach's Alpha of the JSS questionnaire as it was finally adapted.

Table 3: Adapted Cronbach's Alpha for the JSS questionnaire

	Items	Cronbach's Alpha
PAY	1, 10, 19, 28	0.588
PROMOTION	2, 11, 20, 33	0.491
SUPERVISION	3, 12, 21, 30	0.818
FRINGE BENEFITS	4, 13, 22, 29	0.387
CONTINGENT REWARDS	5, 14, 23, 32	0.456
OPERATING CONDITIONS	6, 24, 31	0.353
CO-WORKERS	7, 16, 25, 34	0.603
NATURE OF WORK	8, 17, 27, 35	0.583
COMMUNICATION	9, 18, 26, 36	0.619
OVERALL JS	1-35	(35 items) 0.813

Also, a Cronbach's Alpha test was conducted for the section of the questionnaire where the employees could show their opinion about the change (aggravation, improvement or neither) of job satisfaction with a five-point bipolar Likert-type scale (-2, -1, 0, 1, 2). In order to be consistent with the part of Spector's questionnaire the answer for the item No 15 was also removed from this section. Also, proper calculations were made for the degree of the Change of Operating Conditions and the Change of Overall JS. The following table shows the Cronbach's Alpha for the changes of the facets and overall Job Satisfaction. Here, the Cronbach's Alpha for the Change of Overall Job Satisfaction is 0.924 and is acceptable (Nunally, 1967).

Table 4: Cronbach's Alpha for the Changes of Facets and Overall JS

		Items	Cronbach's Alpha
CHANGE OF	PAY	1, 10, 19, 28	0.652
	PROMOTION	2, 11, 20, 33	0.637
	SUPERVISION	3, 12, 21, 30	0.729
	FRINGE BENEFITS	4, 13, 22, 29	0.646
	CONTINGENT REWARDS	5, 14, 23, 32	0.725
	OPERATING CONDITIONS	6, 24, 31	0.658
	CO-WORKERS	7, 16, 25, 34	0.741
	NATURE OF WORK	8, 17, 27, 35	0.688
	COMMUNICATION	9, 18, 26, 36	0.822
	OVERALL JS		(35 items) 0.924

Semi-structured Interviews

Interviews can help to gather useful and reliable data for someone's research objectives and questions (Saunders et al, 2007).

Semi-structured interviews allow the researcher to have a list of questions and topics to cover but not only has the researcher the freedom to leave out or add some questions to serve his research's objectives, but he/she also can change the order of the questions to be asked (Saunders et al, 2007).

Table 5 Types of interviews and their use

	Exploratory	Descriptive	Explanatory
Structured		++	+
Semi-structured	+		++
Unstructured	++		

+ + = more frequent, + = less frequent

Source: Saunders et al (2007) p. 314

The above table shows that semi-structured interviews are more often used in Explanatory Research but also in Exploratory Research. They are not used in Descriptive Research. The purpose and the reason for the current research to conduct semi-structured interviews with the Local Department's supervisors was that the researcher wanted to find out how the supervisors have seen the unification and the issues positive and/or negative that it caused and to try to explain the employees' answers to the questionnaires. So, these interviews have mostly an explanatory nature. Semi-structured interviews can help the respondents to explain and the researcher to understand and address his/her research questions and objectives (Saunders et al, 2007) and provide a significant amount of rich information (Adams et al, 2007).

Saunders et al (2007) suggest semi-structured interviews to be used in cases that the questions are complex or have to be open ended or when the order of questioning may need to be flexible.

From the above the researcher thinks that semi-structured interviews were an appropriate instrument to use.

The following structure of a semi-structured interview has been formed based on the books of Saunders et al (2007) and Adams et al (2007).

Before the interview

Things that the interviewer should do:

- The subjects have to understand the reason for which they are interviewed and why they have been selected and of course agree for this.

- Ease their worries of confidentiality and the way that the data the researcher will gather will be used.

- Contact the subjects before the actual interview and arrange the time and the place where the interview will take place. It is important to choose time and place in a way that the interviewee will be under the least work load or pressure.

The beginning or the interview

- The appearance and the clothing of the interviewer is an important issue.

- The first minutes of the interview may be important when the interviewee has not met the researcher before.

- Uncertainties that the interviewee may have should be cleared out in the beginning of the interview.

- The purpose is to gather data from the interviewee's answers allowing him/her to decline answering when he/she wants to.

The main part of the interview

- The subject must do most of the talking and the researcher must be able to listen. The researcher must balance between giving enough freedom to the interviewee to express and share his/her views but also not to allow the interviewee to deviate from the areas of examination.

- Body language and phrases/expressions that show interest in the subject's answers can help the process.

- The research should use an audio-recorder if possible or take notes if the interviewee does not feel comfortable with him/her being recorded.

- Questions should be based on the real-life experiences of the subject and not on a very abstract concept.

The last part of the interview

In the beginning is better to use straight and simple questions and later to proceed to the in-depth ones, leaving the sensitive questions for the end of the interview. It is helpful to indicate with proper phrases that the interview is about to end and allow the interviewee to have the last comments and ask him/her if there is anything else to add. It may be good to ask the subject if he/she has any recommendations for the process of the interview in order to improve it.

Bias and reliability issues are to be considered. It is important that the cause of these will not be the interviewer. When he/she can not establish a climate of trust with the interviewee, or when the interviewer's credibility is questioned by the interviewee issues of biases and reliability automatically arise. Also, when the interviewer criticizes the subject's responses or tries to impose his/her beliefs and way of thinking to the interviewee will affect the interviewee in a way that the reliability of the answers will be questioned. Furthermore, bias issues may arise by the way that the researcher interprets the responses of his/her interviewees.

Also, the interviewee by his/her part may provide a partial image of his/her opinions because he/she may feel that certain topics are sensitive for him/her and will refuse to answer them.

Finally, the interview itself may be a process that will not allow the researcher to contact with people he/she would want to (e.g. for reasons of time) and so bias the sample of the researcher.

All of the above have been a concern for the researcher of this specific research. Knowledge for the organization is very important since it can help the researcher to establish a climate of trust and credibility and to understand and evaluate the information given by the interviewees (Saunders et al, 2007). So, the knowledge that the researcher has for the organization of OAEΕ was helpful for the conduct of the interviews.

Qualitative Research - Interviews

In order to enhance and probably support the quantitative research and its findings it was decided to conduct personal semi-structured interviews with the supervisors of the aforementioned OAEΕ offices. The supervisors were asked about changes they had noticed in their employees' feelings and attitudes about their job after the unification that formed OAEΕ. Also they were asked about specific administrative and operational changes that they recognised due to their position in the organisation and may have not been so obvious to their employees. A combination of the employees' feelings and the supervisors' opinions will probably give a more spherical view of our subject.

The interviews took place in the supervisors' offices in their working hours. The researcher had previously contacted them and had explained to each of them the purposes of the research and asked for their cooperation in the semi-structured interviews. They all, willingly, agreed to provide information and their experiences as supervisors.

Though they were willing and interested in this research they felt more comfortable with the absence of audio-recorder. So, the researcher kept notes of their answers, comments and opinions. Half of them provided the interviews after 14.00' because from that time until 15.00' the OAEΕ's departments do not serve the insured self-employed and the load of work is smaller for the supervisors. In the other cases, the interviews were sometimes interrupted in order for the supervisors to deal with issues of their work, but they always continued the

interviews with patience and good spirit. The duration of the interviews ranged from thirty minutes to one hour depending of the supervisor's load of work.

All supervisors gave the researcher their permission to contact them after the interviews by telephone if needed.

To conclude, all supervisors were very cooperative, shared their experiences, provided useful information and answered all the questions of the interview.

A list of the interviewees and the structure of the interview is presented in the Appendix.

Ethics - Reliability

Anonymity and discretion has been guaranteed for the employees and the supervisors. Most of the questionnaires were received by the researcher herself and the rest were mailed by the local departments of OAEE. All the supervisors were willing to discuss and be interviewed by the researcher in order to contribute to the research.

The reliability of the questionnaire is strong since its main part is Spector's Job Satisfaction Survey Questionnaire. Still a pilot research took place in the local department of Pieria where the researcher works in order to identify possible major problems.

FINDINGS

This part presents the findings from the semi-structured interviews that the supervisors provided and then the findings from the quantitative research which are also statistically processed with the use of the SPSS 15.0 program.

Findings from Qualitative Research – Interviews

The researcher used semi-structured interviews with twelve supervisors of the specific local departments and OAEE's divisions/departments in Thessaloniki. All supervisors were willing to be interviewed and provide the necessary information for the research. All supervisors are male; eleven of them were working in TEBE and only one of them in TSA.

For the structure of the interview and the list of the interviewees see the Appendix.

The supervisors' answers and opinions by Spector's facets of job satisfaction can be presented as it follows.

Pay: All supervisors agreed that the compensation of most employees were reduced after the unification. This happened because the unification brought a new system for the organisation to collect the insurance fees. Previously, all employees that were collecting these fees by themselves were paid a commission of their total collection. Now, they all have regular and fixed salaries that in most cases are significantly lower than their previous remunerations.

Promotion: The supervisors see and have slightly different aspects of the change in the possibilities for promotion. The majority of them say that promotion has become easier in the environment of the new organisation. Some of them, though, point out that there is a significant issue for the contracted employees that do not have the right to be promoted to higher positions. In fact, these employees who are the majority in OAEE do not have the authority to certify or sign official documents. Their authority is limited regardless of their tenure and level of education. So, these supervisors say that practically there are no chances for the

contracted employees to be promoted. They think that the legislation should solve this problem.

Supervision: The majority of the supervisors argue that their role of supervising became more complicated, stressful and difficult after the unification. The number of their staff increased. Also, the vast majority agrees that their employees have different attitudes due to the different organizations that they previously worked for (TEBE, TAE, TSA). They had to face these differences and establish an appropriate climate and work environment for their departments in order to function properly. They still are not satisfied from the level they have achieved and they know that there is significant room for improvement. Also, one of the supervisors argued that he feels that his supervisors (higher administration) are distant and practically absent from issues of his employees and the organization's insured.

Fringe Benefits: The supervisors argue that they do not see any significant change for the facet of Fringe Benefits. In fact, they recognize that they were and still are almost the same as in any other organisation in the public sector. It is interesting that the employees that previously worked in TSA were and continue to be insured in the public sector's insurance organisation whereas the employees from TEBE and TAE were and continue to be insured in IKA (Foundation of Social Insurances) which is the insurance organisation for all the private sector's employees. So, in this case there was no change. However there was a change for the contracted employees with regard to their position in the hierarchy of OAEE. They were given degrees (A, B, C) as all the public servant employees have. But they still do not have the right to become supervisors.

Contingent Rewards: The supervisors acknowledge that there are no margins for Contingent Rewards. This was also the situation before the unification. For a job well done, the only thing that an employee can expect is a verbal appreciation of his/her performance.

Operating Conditions: All supervisors take in consideration the available space of their departments in relation with the number of the employees and the insured that were obviously increased after the unification. Some supervisors said

that they continued to have an adequate space in their departments that could respond to the new situation but the others said that the available space of their departments is not enough for the increased, due to the unification, demands. In one case the location of the department in the fourth floor of a building is problematic for the older in age insured or for people with disabilities. The situation in the specific department is worse in the days where the building's elevator is out of order.

One supervisor argues that the excess of legislation and regulations of the insurance sector that change often encumbers the work of his employees. Another supervisor states that all employees do not know all about OAEE's procedures but many of them are more familiar with cases that are relative with the former organisations (TEBE, TAE, TSA) where they worked.

In regard of bureaucracy, some supervisors argue that it does not actually obstruct the work of their employees but neither does it help them. Also, after the unification many of their employees had to face an increased amount of job and procedures that previously were out of their tasks.

Some supervisors argue that the different attitudes between employees with different organisational background (TEBE, TAE, TSA) but also with different labour relations (public servants and contracted employees) affect negatively the operation of their departments whereas others do not have the same opinion. Two of the supervisors do not see any of such differences in attitudes between their employees and one supervisor states that though his subordinates do have different organisational background they cooperate well and effectively.

One supervisor points out that the restricted authority, that the contracted employees (who are the majority of OAEE's employees) have, encumbers the operation of his department.

All of the supervisors agree in one thing. They say that the unification was necessary and had to be done. The vast majority argues that it should not be so fast and that there was a need for greater preparation. This preparation should include a training of the personnel of TEBE, TAE and TSA with seminars, and

opportunities for self-development but also improvement of the infrastructure. One supervisor points out that the unification was completed only with written instructions from the central administration (with no physical presence of higher supervisors) without taking in consideration the different characteristics and organisational backgrounds of the employees. The supervisors who share this point of view say that the operating conditions had aggravated due to the unification and each department tried to soften and face the negative outcomes. However, one supervisor of a managerial department argues that everything was ready for the unification which was a significant achievement and that there were no problems since the employees of the former organisations had not any differences in their attitudes. This is a completely different opinion than the rest of the supervisors but it is interesting to notice that all do not have the same views. Also, this particular supervisor placed the positive effect of the cost reduction that was achieved with the unification. However this reduction of the operating cost was negative for some other departments because they were forced to serve a greater population of insured with the same number of employees. So, the issue of an inappropriate allocation of the personnel has been brought up by some supervisors. This happened mainly because there were no transfers of employees between the departments.

It is also interesting to notice that for the supervisor of a specific department the unification was very positive because it reduced the amount of work for this department. This happened because a significant load of work was transferred to two other departments (one in the same prefecture and one in the nearby prefecture) who were upgraded. Of course, the supervisors of these two departments said that their operating conditions got worse.

Co-workers: The majority of the supervisors in their interviews mention differences in their employees' attitudes. They recognise as the source of these differences the organisational background of their employees and especially the former organisation where they worked before the unification (TEBE, TAE and TSA). Differences have been detected by supervisors even between public servants and contracted employees but these two groups of employees were in the same working environment even before the unification. In two cases, though,

the supervisors do not detect any such differences. The supervisors argue that these differences (wherever they were mentioned) caused problems not only in the operating conditions but also minor problems between the employees' personal relations. Different levels of knowledge for regulations, procedures and legislation between them, since they were specialised to serve insured professionals from various sectors (automobilists, merchants, store owners, etc) did not help their coexistence in the unified organisation of OAEE. The supervisors argue that they tried to be fair and deal with these problems. Most of them find that these differences have not yet been overcome. Finally, one supervisor has only good words to say about his employees and the way they cooperate.

Nature of work: For this facet all supervisors say more or less the same. They recognise that this kind of work does not offer many chances to themselves or their employees to have a sense of pride, or satisfaction about what they are doing. The unification did not improve the chances for greater satisfaction from the nature of their work. The unification affected not only the employees but also the insured professionals who often become more suspicious or demanding in their relations with the organisation of OAEE. So, their employees sometimes have among other things to tolerate an irritating or even hostile behaviour from the insured professionals.

Communication: An aggravation has been identified in the area of communication from most of the supervisors after the unification. In one case the supervisor thinks that the communication with higher and central administration is as good as before and in another the supervisor of an administrative sector of Thessaloniki says that all necessary information is being provided by the higher levels of hierarchy to his department and his employees.

To be more specific one supervisor says that the communication got worse in all aspects. Another supervisor says that often he has to find the right person in order to be properly informed. Other supervisors state that the goals of the organisation are not clear enough and understandable for all, that the official circulars they receive do not always provide clear information and/or instructions,

the legislation changes too often, there is complexity of regulations that makes things worse for the employees, the employees have also different levels of accessibility to information and there is not satisfactory infrastructure to help employees to be informed and/or make processes faster.

Findings from Quantitative Research – Questionnaires

Response Rate

The respondents by their local departments and their respective response rates are shown below.

Table 6: Response Rate by Local Departments

Thessaloniki 23 from 105 (21.9%)
Kordelio 2 from 7 (28.6%)
Ampelokipi 3 from 11 (27.3%)
Katerini 15 from 23 (65.2%)
Veria 10 from 11 (90.9%)
Naousa 7 from 7 (100%)
Edessa 5 from 12 (41.67%)
Gianitsa 6 from 9 (66.67%)
Kilkis 7 from 11 (63.64%)
TOTAL Response Rate: 78 from 196 (39.8%).

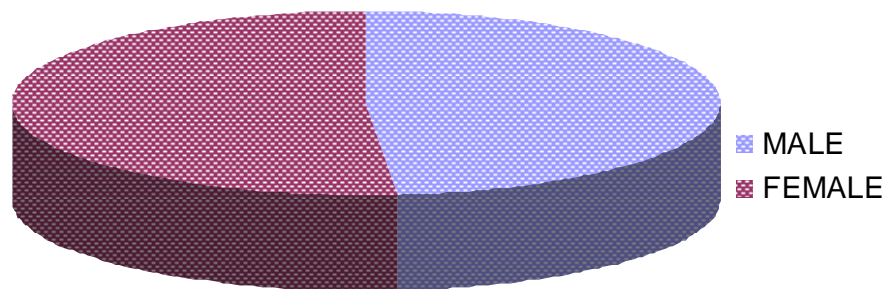
Demographic Characteristics

GENDER

For the respondents' population the proportion of men and women is almost equal.

Table 7: Respondents by Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid FEMALE	40	51.3	51.3	51.3
MALE	38	48.7	48.7	100.0
Total	78	100.0	100.0	



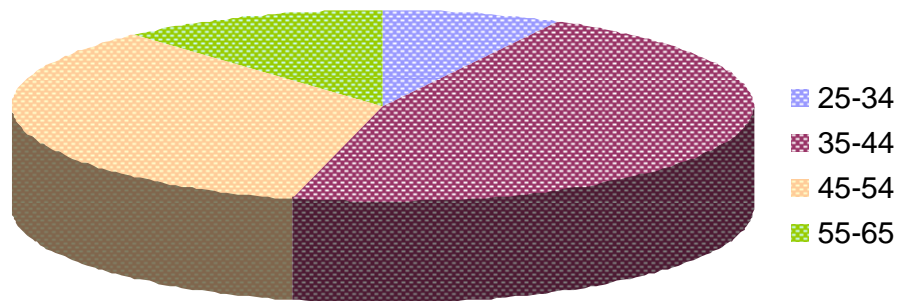
Graph 1: Gender

AGE

The dominant categories are employees who are 35-54 years of age. Together they represent the 82.8% of the respondents. So, one can say that the vast majority is neither too young nor too old.

Table 8: Respondents by Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25-34	6	7.7	7.7	7.7
35-44	36	46.2	46.2	53.8
45-54	27	34.6	34.6	88.5
55-65	9	11.5	11.5	100.0
Total	78	100.0	100.0	



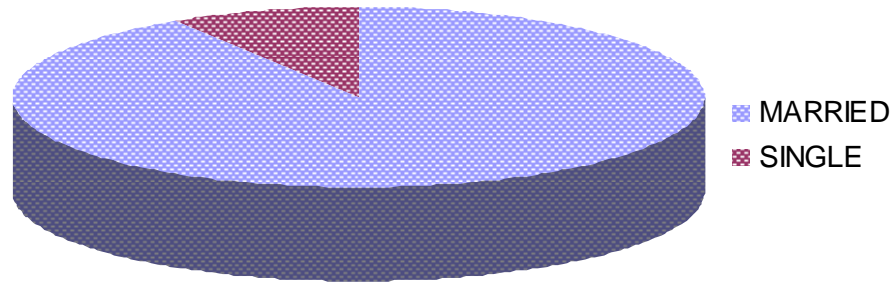
Graph 2: Age

MARITAL STATUS

In order to guarantee discretion and to avoid probable unnecessary diversification of the results the questionnaire offered the respondents two possible answers MARRIED or SINGLE. One may be a widow/widower or divorced but still feel like married due to his/her children that he/she has to take care off or feel single if no such obligations exist. So, it was left to the respondents' judgement to choose whether they feel Married or Single. Even if someone considers this as not appropriate for a research, the vast majority of the respondents are married.

Table 9: Respondents by Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MARRIED	71	91.0	91.0	91.0
SINGLE	7	9.0	9.0	100.0
Total	78	100.0	100.0	



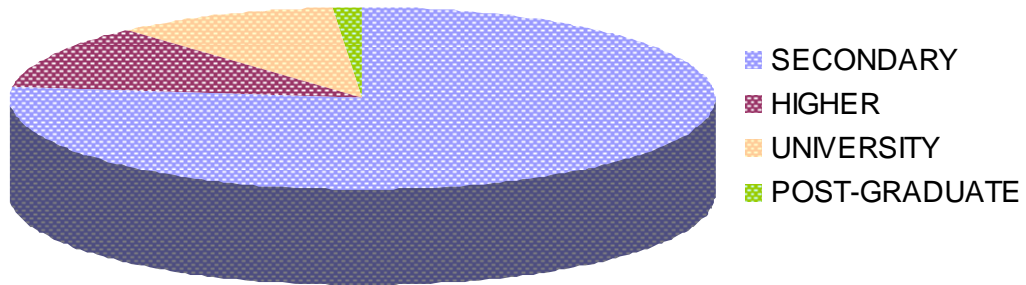
Graph 3: Marital Status

EDUCATION

The majority (3/4) of the respondents have a Secondary level of education. The rest (1/4) have acquired higher levels of education. Only one respondent has a post-graduate degree.

Table 10: Respondents by Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SECONDARY	60	76.9	76.9	76.9
HIGHER	9	11.5	11.5	88.5
UNIVERSITY	8	10.3	10.3	98.7
POST-GRADUATE	1	1.3	1.3	100.0
Total	78	100.0	100.0	



Graph 4: Education

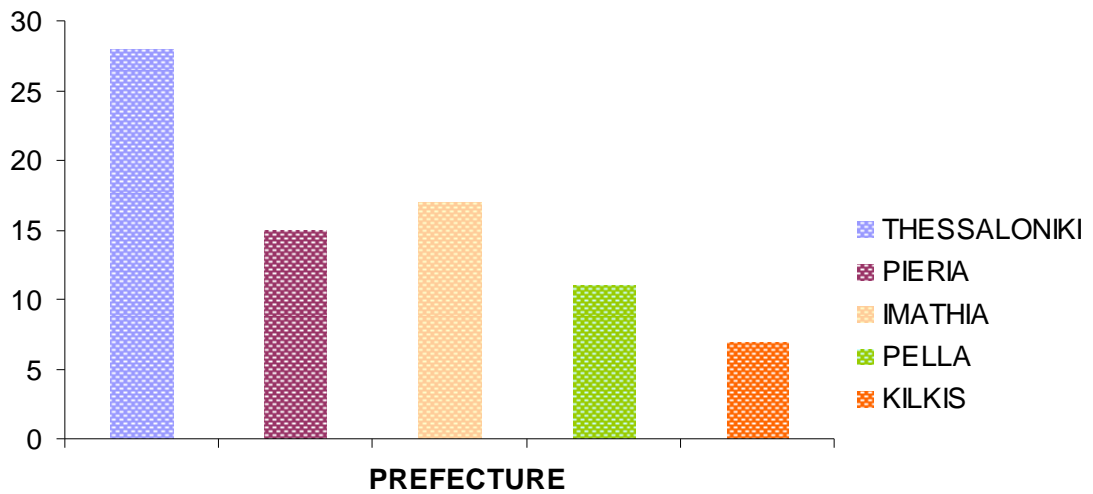
Geographical Distribution

PREFECTURES

The respondents' geographical distribution by prefecture is shown below.

Table 11: Respondents by Prefectures

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid THESSALONIKI	28	35.9	35.9	35.9
PIERIA	15	19.2	19.2	55.1
IMATHIA	17	21.8	21.8	76.9
PELLA	11	14.1	14.1	91.0
KILKIS	7	9.0	9.0	100.0
Total	78	100.0	100.0	



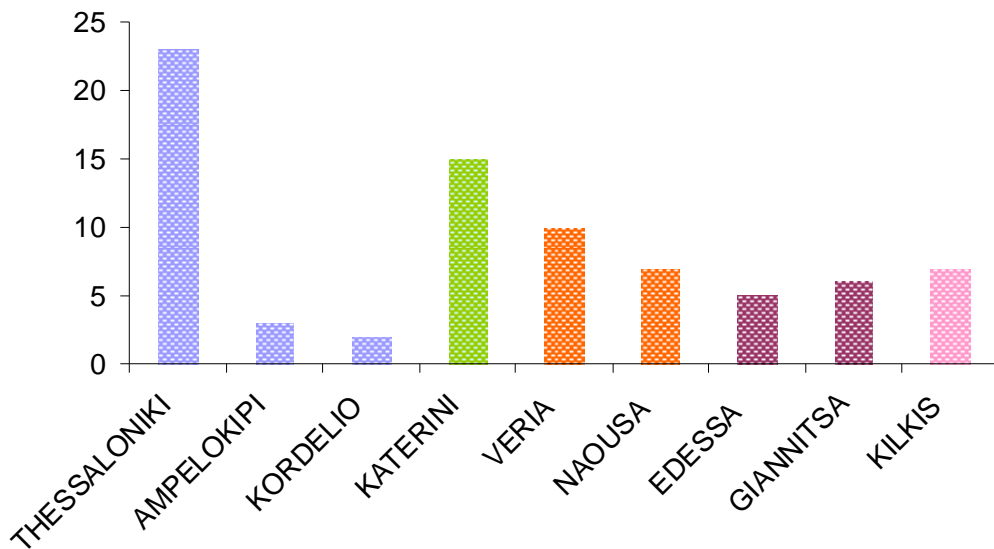
Graph 5: Respondents by Prefecture

LOCAL DEPARTMENTS

In every prefecture there are one or more local departments. The following table shows the number of employees of these departments that participated in the research.

Table 12: Respondents by Local Departments

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid THESSALONIKI	23	29.5	29.5	29.5
AMPELOKIPI	3	3.8	3.8	33.3
KORDELIO	2	2.6	2.6	35.9
KATERINI	15	19.2	19.2	55.1
VERIA	10	12.8	12.8	67.9
NAOUSA	7	9.0	9.0	76.9
EDESSA	5	6.4	6.4	83.3
GIANNITSA	6	7.7	7.7	91.0
KILKIS	7	9.0	9.0	100.0
Total	78	100.0	100.0	



Graph 6: Respondents by Local Departments *

*Departments with the same colour belong to the same Prefecture

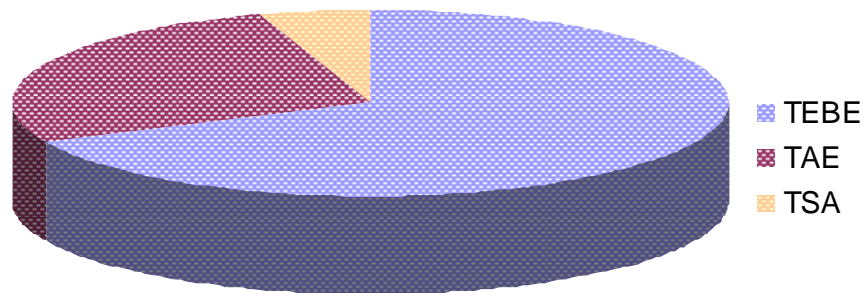
Background in the Organisation

FORMER ORGANISATION

The employees of OAEE were previously employees of three major social insurance organisations: TEBE, TAE and TSA. TEBE had more employees than TAE and TSA had less than all. This is also reflected in the respondents of this research. The largest group is former TEBE employees. This is also true in the whole OAEE employees’ population. Next, are former TAE employees and in relatively small numbers are former TSA employees.

Table 13: Respondents by their Former Organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TEBE	53	67.9	67.9	67.9
	TAE	21	26.9	26.9	94.9
	TSA	4	5.1	5.1	100.0
	Total	78	100.0	100.0	



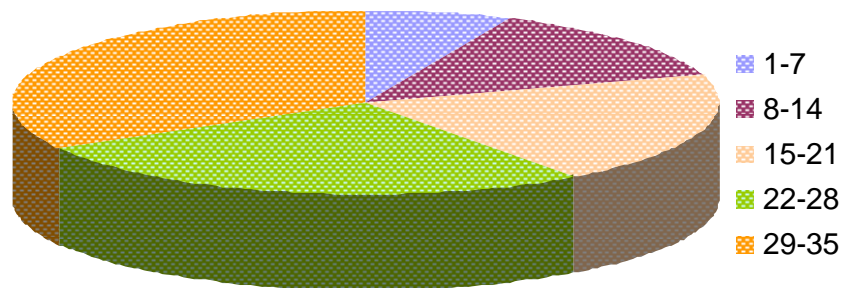
Graph 7: Respondents by their Former Organisation

TENURE

The largest groups are those with 8-14 and 15-21 years of tenure. They form a group of 75.7% that has tenure from 8-21 years. One can say that ¾ of the respondents have enough experience on their work.

Table 14: Respondents by Tenure

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-7	5	6.4	6.4	6.4
8-14	23	29.5	29.5	35.9
15-21	36	46.2	46.2	82.1
22-28	7	9.0	9.0	91.0
29-35	7	9.0	9.0	100.0
Total	78	100.0	100.0	



Graph 8: Respondents by Tenure

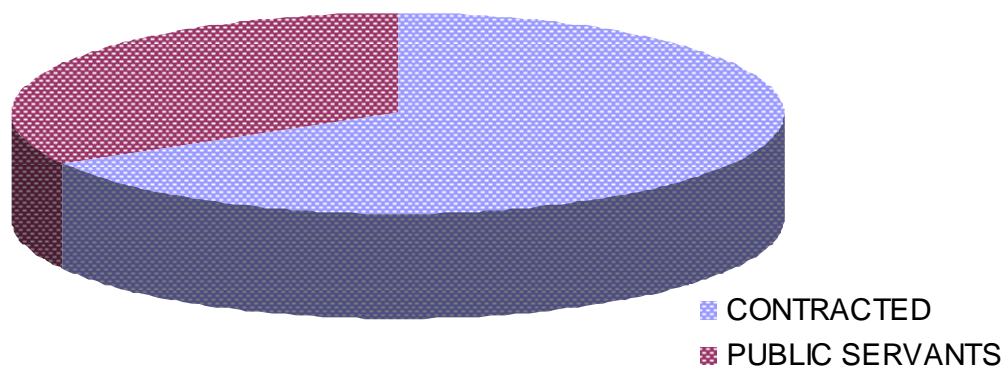
LABOUR AGREEMENT

In OAEΕ there are employees who are public servants and also contracted employees who do not have any time limit in their contract. There are some issues concerning different rights for promotion and overtime compensation between these two types of employees.

These issues are about to be or have already been regulated. Still there may be different feelings and attitudes between these two types. The majority (66.7%) are contracted employees.

Table 15: Respondents by Labour Agreement

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid CONTRACTED	52	66.7	66.7	66.7
PUBLIC SERVANTS	26	33.3	33.3	100.0
Total	78	100.0	100.0	



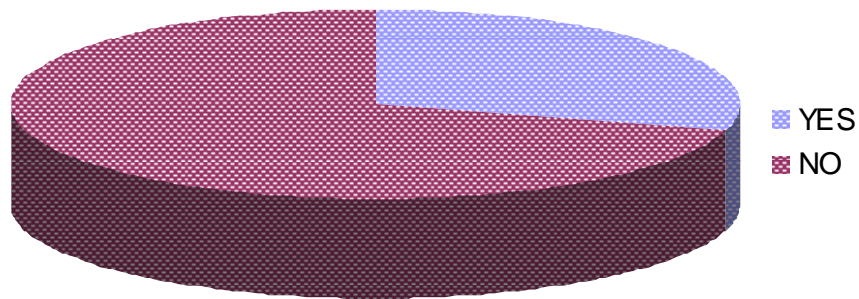
Graph 9: Respondents by Labour Agreement

ADMINISTRATIVE

A part of OAEE employees is occupied with administrative duties and do not have contact with public. They are not what one usually calls front-line employees. These are all in the department of Thessaloniki and in this research they will be called as administrative.

Table 16: Administrative and non-Administrative employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	55	70.5	70.5	70.5
	YES	23	29.5	29.5	100.0
	Total	78	100.0	100.0	



Graph 10: Administrative and non-Administrative employees

Measuring Job Satisfaction

After the presentation of the population of the respondents the questionnaires were statistically processed in order to acquire useful information for the research's objectives.

Why should one measure JS

The subject of this research is the change of job satisfaction after a major organisational change but it is useful to calculate the current job satisfaction of OAEE employees. Assuming that there might be two extreme situations:

- a) OAEE employees may be very satisfied. In this case if a negative change of JS is identified then this would mean that the previous situation was even better. If a positive change of JS is identified then this would mean that more or less the organisational change had a positive impact on the employees' JS.
- b) OAEE employees may be very dissatisfied. In this case if a negative change of JS is identified then this would mean that the organisational change had a negative impact on employees' JS making things worse for them. If a positive change of JS is identified then this would mean that the previous situation was even worse for the employees' JS.

Anyway, all cases concerned every change is logically connected with the previous situation. So, the current situation of JS and its facets is shown below.

Interpreting Scores of JS in Spector's JSS Questionnaire

Spector's instructions on measuring JS define that in his 6-point scale a 4 or more score represents satisfaction and a 3 or less score represents dissatisfaction. So, scores between 3 and 4 show ambivalence. Since for every facet of JS Spector's questionnaire has 4 items it is obvious that a score of 16 (4x4) or more in a specific job facet shows satisfaction a score of 12 (3x4) or less

shows dissatisfaction and scores between 12 and 16 show (or better 13 and 15) show ambivalence. For the overall JS Spector defines that a score from 36 to 108 shows dissatisfaction, a score from 108 to 144 shows ambivalence and a score from 144 to 216 shows satisfaction.

GENERAL RESULTS

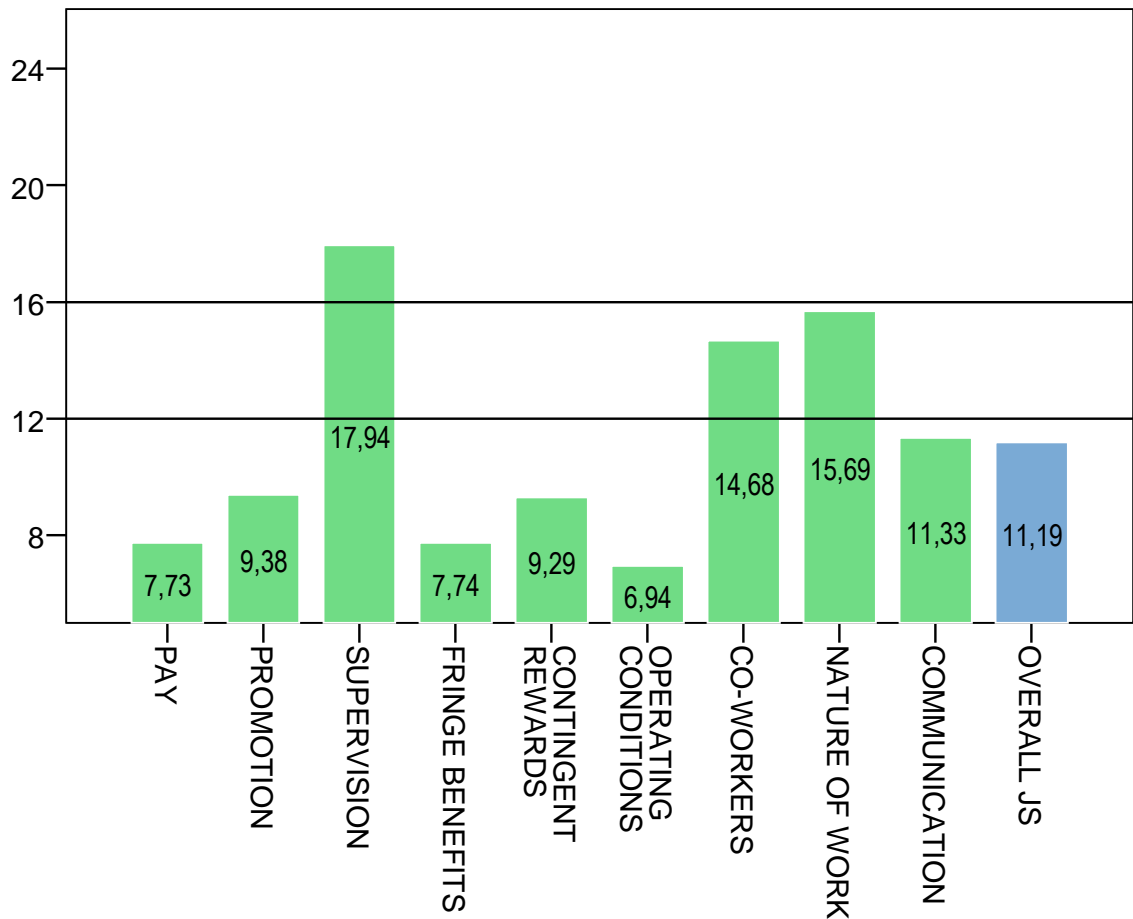
By Spector’s instructions and for a better appearance of bar charts we can use the job facet scores (4-24) for the overall job satisfaction as well. So, in the following table the variable TOTAL LEVEL OF JS is measured according to Spector’s instructions and the variable OVERALL JS is the equivalent with the scale 4-24.

Table 17: Current Scores for Facets and Overall Job Satisfaction

	Mean	Median	Std. Deviation	Variance	Range	Minimum	Maximum	Percentiles		
								25	50	75
PAY	7.73	7	3.94	15.50	16	4	20	4	7	10.25
PROMOTION	9.38	9	4.40	19.38	15	4	19	5	9	12.25
SUPERVISION	17.94	19	5.49	30.11	20	4	24	14	19	23
FRINGE BENEFITS	7.74	7.50	3.59	12.89	14	4	18	4	7.50	9
CONTINGENT REWARDS	9.29	9	4.03	16.21	20	4	24	6	9	11.25
OPERATING CONDITIONS	6.94	5.33	3.42	11.70	16	4	20	4	5.33	9.33
CO-WORKERS	14.68	15	4.36	19.00	20	4	24	12	15	17
NATURE OF WORK	15.69	16	4.56	20.81	20	4	24	13	16	19
COMMUNICATION	11.33	12	4.65	21.65	20	4	24	7.75	12	14
OVERALL JS ADJUSTED	11.19	11.31	2.36	5.56	13.15	6.52	19.67	9.59	11.31	12.33
OVERALL JS	100.74	101.83	21.22	450.13	118.33	58.67	177	86.33	101.83	111
Valid N (listwise)	78									

The respondents are satisfied only from the facet of Supervision, are ambivalent for their Co-workers and their Nature of Work and they are more or less dissatisfied for the facets of Pay, Promotion, Fringe Benefits, Contingent

Rewards, Operating Conditions and Communication. They are more dissatisfied with facets regarding forms of reward (Pay and Fringe Benefits) and the Operating Conditions. Finally as for Overall JS the respondents show that they are rather dissatisfied.



Graph 11: Mean Scores of Facets and Overall Job Satisfaction

RESULTS BY PREFECTURES

A one-way ANOVA test showed that there are no statistically significant results examining the questionnaire's results by Prefectures as a factor.

RESULTS BY LOCAL DEPARTMENTS

Since in some Prefectures operate more than one Local Department there should be a comparison of the results according not only by Prefectures but also by Local Departments. A One-Way ANOVA test showed that there are no statistically significant differences between employees with Local Departments as a factor.

RESULTS BY GENDER

An Independent-Samples T-Test showed no differences between Male and Female employees.

RESULTS BY AGE, TENURE, FORMER ORGANISATION and EDUCATION

Using ANOVA tests no statistically significant differences were identified in terms of AGE, TENURE, FORMER ORGANISATION or EDUCATION. Especially for FORMER ORGANISATION an additional Independent-Samples T-Test was conducted defining as group 1 the employees that previously had worked in TEBE and group 2 the employees that had worked either in TAE or in TSA. This was decided because employees from TEBE are the largest group of all and there is the impression among OAEE employees that they feel as the dominant group in OAEE. This T-Test also showed no difference between the employees. In the same way an Independent-Samples T-Test was conducted for EDUCATION. Employees with SECONDARY education were defined as group 1 and employees with HIGHER, UNIVERSITY and POST-GRADUATE education were defined as group 2. This T-Test also showed no statistically significant difference between these two groups.

RESULTS BY ADMINISTRATIVE

An Independent-Samples T-Test showed statistically significant differences between employees that are characterised as Administrative/Clerical and those who are not (Front-line employees). These differences were found in the facets of Pay (F=0.672, Sig=0.415, t=2.142, p=0.035) and Fringe Benefits (F=2.971, Sig=0.089, t=2.039, p=0.045) (Appendix Table 1).

Administrative/clerical employees are less dissatisfied by PAY and FRINGE BENEFITS than the others as the following table shows.

Table 18: Mean Scores for Administrative and non-Administrative employees

	ADMINISTRATIVE	
	NO	YES
	Mean	Mean
PAY	7.13	9.17
PROMOTION	8.84	10.70
SUPERVISION	17.96	17.87
FRINGE BENEFITS	7.22	9.00
CONTINGENT REWARDS	9.11	9.74
OPERATING CONDITIONS	6.47	8.06
CO-WORKERS	14.62	14.83
NATURE OF WORK	16.09	14.74
COMMUNICATION	10.91	12.35
OVERALL JS ADJUSTED	10.93	11.83

RESULTS BY LABOUR AGREEMENT

An Independent-Samples T-Test showed that there are statistically significant differences between the employees that are PUBLIC SERVANTS and those who are CONTRACTED in the facets of PROMOTION (F=0.069, Sig=0.793, t=2.298,

p=0.024) and CO-WORKERS (F=4.362, Sig=0.040, t=2.321, p=0.023) (Appendix Table 2.).

PUBLIC SERVANT employees are less dissatisfied from PROMOTION than CONTRACTED and are rather satisfied from CO-WORKERS whilst CONTRACTED are ambivalent as the table below shows.

Table 19: Mean Scores by Labour Agreement

	LABOUR AGREEMENT	
	CONTRACTED Mean	PUBLIC SERVANTS Mean
PAY	7.52	8.15
PROMOTION	8.60	10.96
SUPERVISION	18.21	17.38
FRINGE BENEFITS	7.38	8.46
CONTINGENT REWARDS	8.98	9.92
OPERATING CONDITIONS	6.79	7.23
CO-WORKERS	13.98	16.08
NATURE OF WORK	15.87	15.35
COMMUNICATION	10.81	12.38
OVERALL JS ADJUSTED	10.90	11.77

RESULTS BY MARITAL STATUS

An Independent-Samples T-Test showed a statistically significant difference for the facet of Operating Conditions between Married and Single respondents (F=3.121, Sig=.081, t=-2.312, p=.024) (Appendix, table 3). Married employees are less satisfied by the Operating Conditions than Single employees as the following table shows.

Table 20: Mean Scores by Marital Status

	MARITAL STATUS	
	MARRIED	SINGLE
	Mean	Mean
PAY	7.69	8.14
PROMOTION	9.23	11.00
SUPERVISION	17.63	21.00
FRINGE BENEFITS	7.62	9.00
CONTINGENT REWARDS	9.01	12.14
OPERATING CONDITIONS	6.67	9.71
CO-WORKERS	14.65	15.00
NATURE OF WORK	15.80	14.57
COMMUNICATION	11.14	13.29
OVERALL JS	11.05	12.65

COMMENTS

These conclude the presentation of the current situation in OAEE for the facets and overall Job Satisfaction of the organisation’s employees. Differences were identified between Administrative and non-Administrative employees between Public Servants and Contracted employees and between Married and Single employees.

It is interesting that OAE employees currently show satisfaction from SUPERVISION and ambivalence from CO-WORKERS. One might expect the opposite.

It is also interesting that their satisfaction from the OPERATING CONDITIONS is the lowest of all. It is lower even from their satisfaction from PAY.

The respondents as a whole are dissatisfied but the degree of their dissatisfaction (100.74) is close to the lower bound of ambivalence (108-144) and maybe OAE could perform small and substantial changes that could result to an improvement of the employees' job satisfaction.

Change of Job Satisfaction

The subject of this research is the change in the 9 facets of Job Satisfaction that Spector identifies and the overall job satisfaction that was caused by the unification of the public social insurance organisation that formed OAEE.

The results that are being presented came by calculating the degrees of improvement or aggravation that the respondents chose for every statement of the 36-item Spector's questionnaire. These degrees were in a 5 point Likert scale (-2, -1, 0, 1, 2).

Spector's instructions for the Job Satisfaction Survey were also followed for the calculation of the changes in the 9 facets of job satisfaction and overall satisfaction.

Descriptive statistics are being used to present these changes and tests for statistically significant differences follow in order to have a spherical view of the research subject.

GENERAL RESULTS

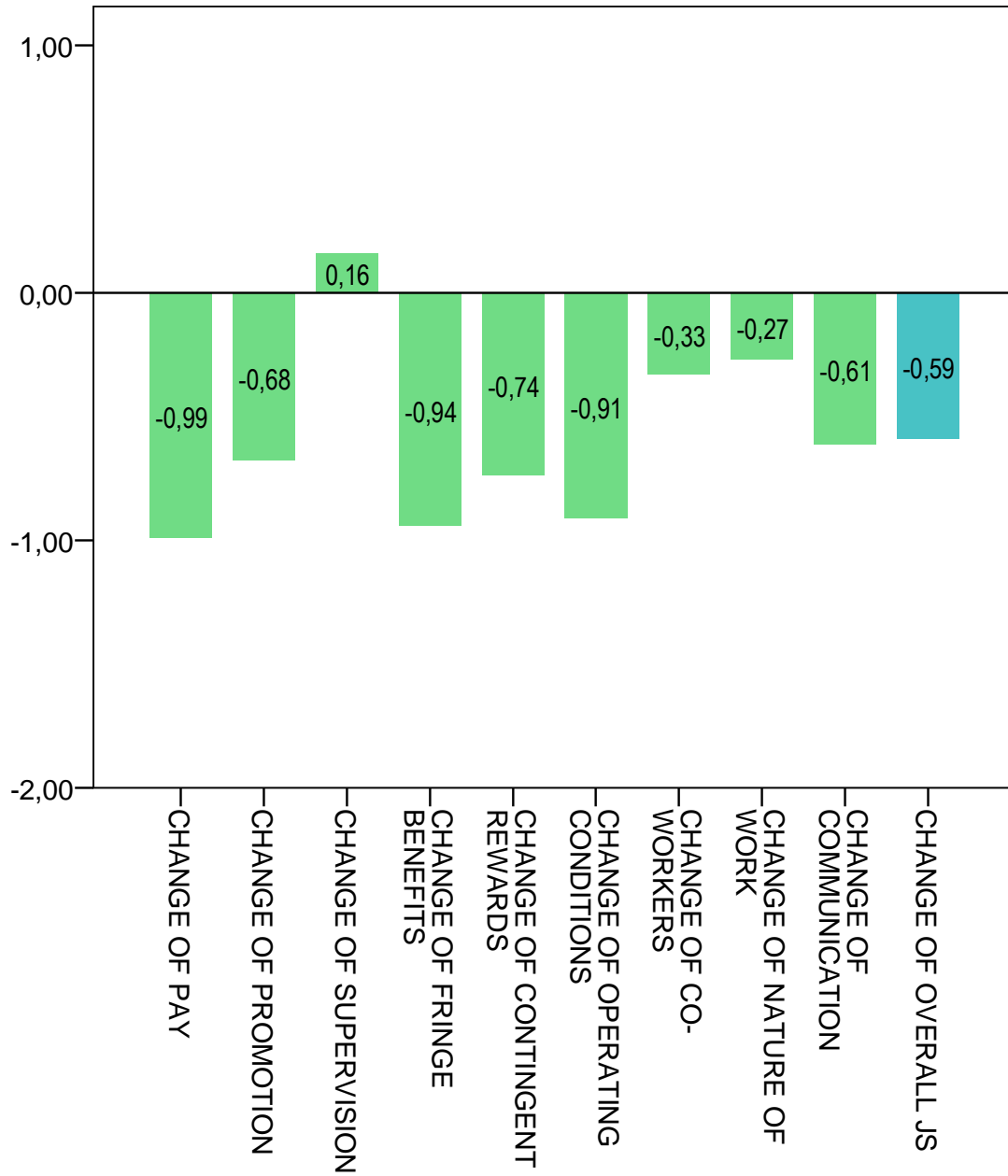
The table shows that generally the respondent think that Pay had the most significant aggravation. The only facet that showed improvement is Supervision. One may combine this with the previous findings for Job Satisfaction where Supervision is the facet that satisfies the respondents.

The Average Change of overall job satisfaction is -0.59. So, as a whole the respondents recognise that the organisational change caused a slight aggravation of their job satisfaction.

The respondents recognise different degrees of aggravation for the facets of job satisfaction but also improvement where they can identify one.

Table 21: General Results for the Change of Job Satisfaction

		Mean	Mode	Median
CHANGE OF	PAY	-.99	-1.00	-1.00
	PROMOTION	-.68	.00	-.50
	SUPERVISION	.16	.00	.00
	FRINGE BENEFITS	-.94	-1.00	-1.00
	CONTINGENT REWARDS	-.74	-1.00	-.75
	OPERATING CONDITIONS	-.91	-2.00	-.67
	CO-WORKERS	-.33	.00	-.25
	NATURE OF WORK	-.27	.00	.00
	COMMUNICATION	-.61	.00	-.50
	OVERALL JS	-.59	-1.31	-.54



Graph 12: Mean Scores for the Change of Facets and Overall JS

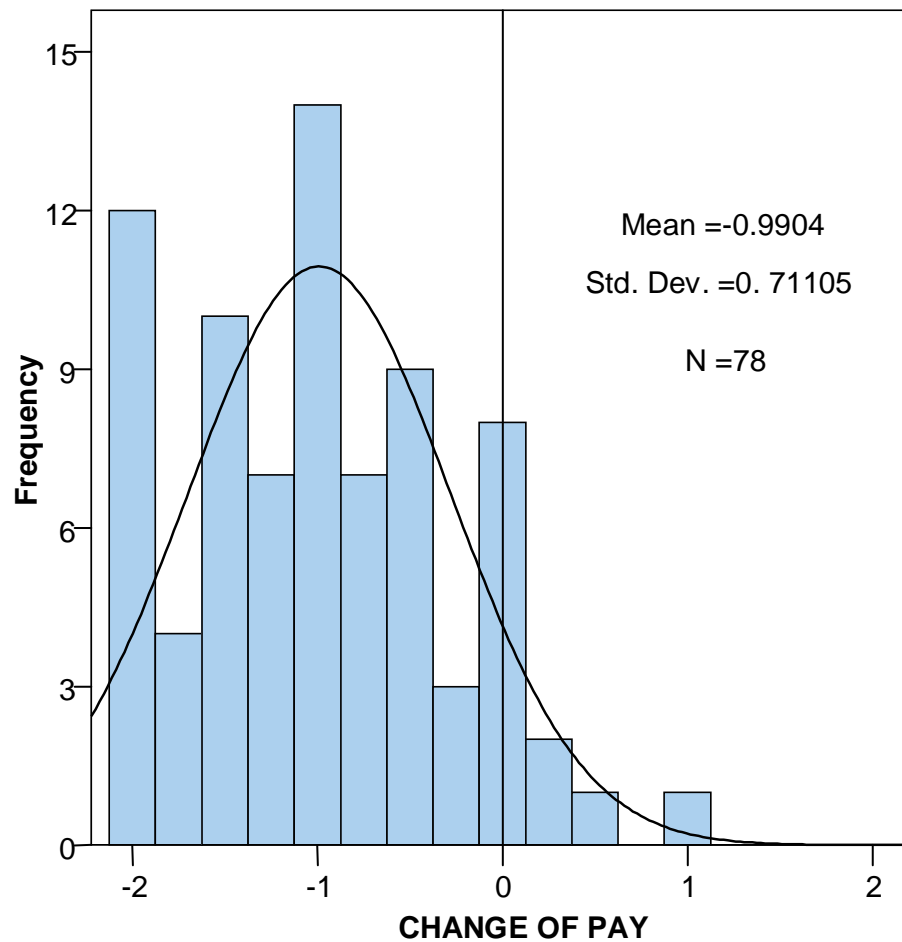
Table 22: Statistics for General Results

		CHANGE OF									
		PAY	PROMOTION	SUPERVISION	FRINGE BENEFITS	CONTINGENT REWARDS	OPERATING CONDITIONS	CO-WORKERS	NATURE OF WORK	COMMUNICATION	OVERALL JS
N	Valid	78	78	78	78	78	78	78	78	78	78
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		-0.990	-0.679	0.163	-0.942	-0.737	-0.910	-0.330	-0.269	-0.612	-0.590
Median		-1.00	-0.50	0.00	-1.00	-0.75	-0.667	-0.25	0.00	-0.50	-0.537
Mode		-1.00	0.00	0.00	-1.00	-1.00 ^a	-2.00	0.00	0.00	0.00	-1.31 ^a
Std. Deviation		0.711	0.717	0.857	0.716	0.796	0.911	0.853	0.825	0.860	0.581
Range		3.00	3.00	4.00	2.75	3.25	3.667	4.00	4.00	3.50	2.593
Minimum		-2.00	-2.00	-2.00	-2.00	-2.00	-2.00	-2.00	-2.00	-2.00	-1.852
Maximum		1.00	1.00	2.00	0.75	1.25	1.667	2.00	2.00	1.50	0.741

a Multiple modes exist. The smallest value is shown

CHANGE OF PAY

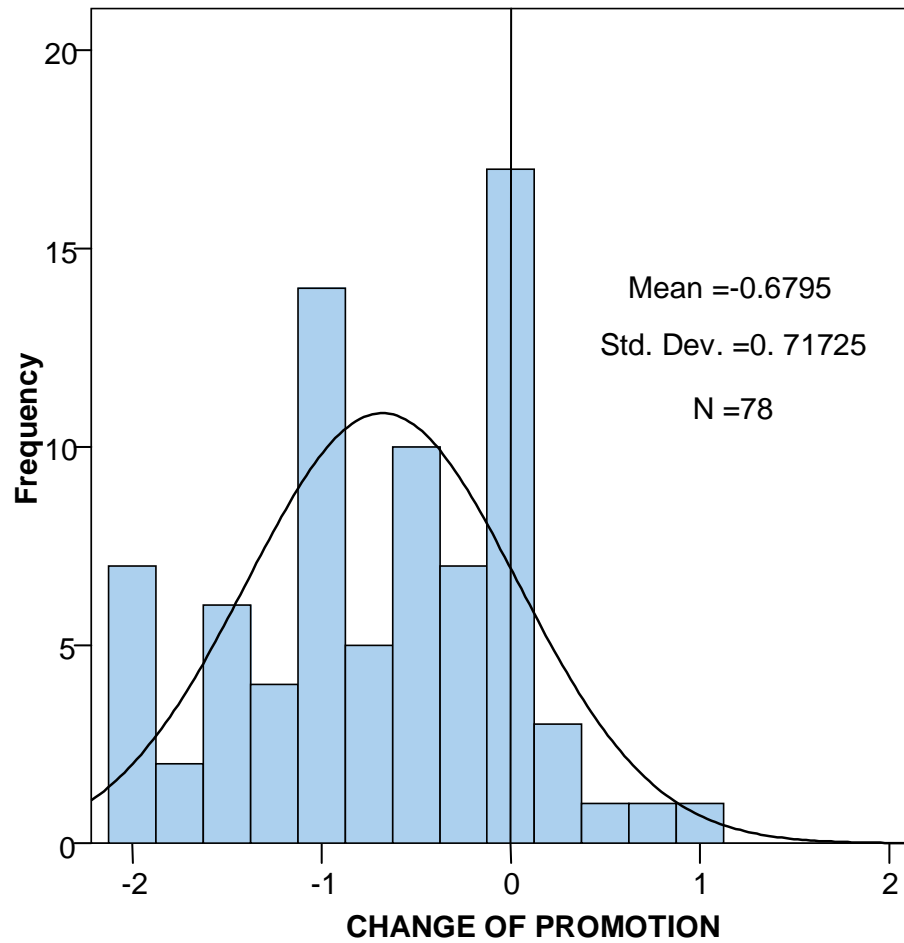
The most significant aggravation in the facets of job satisfaction was the change the employees felt for their pay. This is understandable since before the organisational change most of them (all that were not administrative employees) were paid with a commission on the amount of income they received by the insured self-occupied for their public insurance organisations (TEBE, TAE, TSA). These commissions they used to receive were greater than today's salaries.



Graph 13: Change of Pay

CHANGE OF PROMOTION

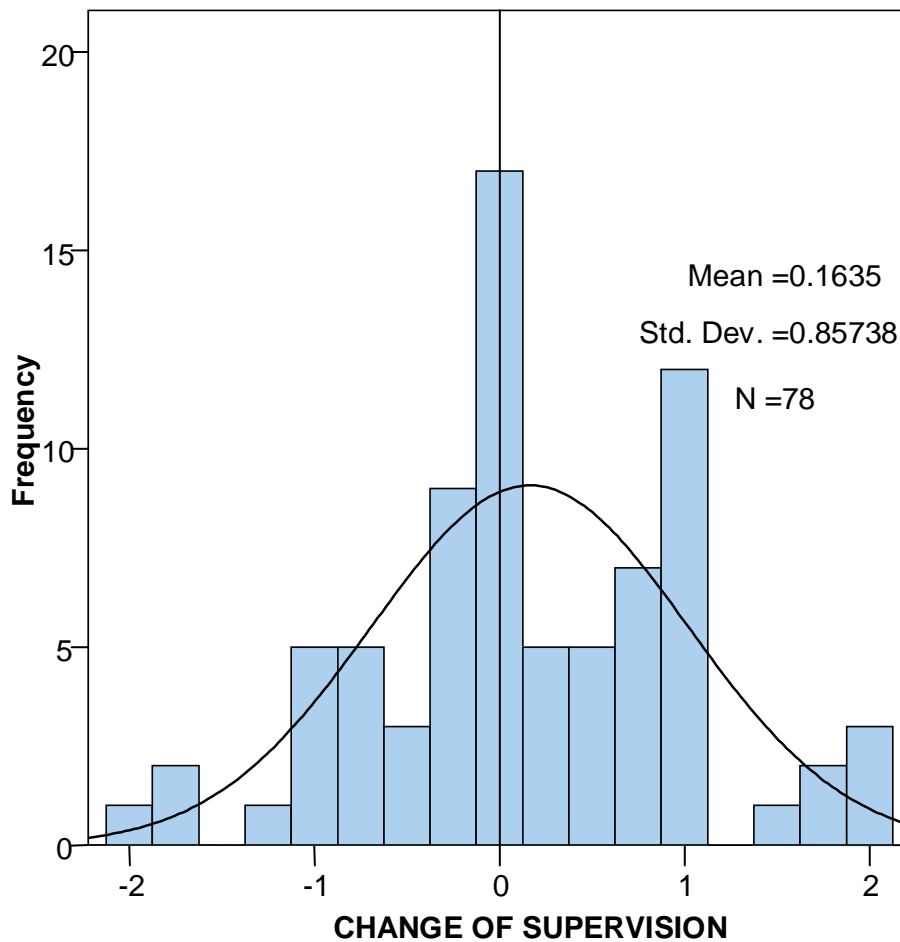
The unification of the organisations (TEBE, TAE, TSA) that formed OAEE caused also the unification and/or abolition of their local departments and the reduction of supervisors' positions. This may be the cause for this aggravation of the facet of Promotion.



Graph 14: Change of Promotion

CHANGE OF SUPERVISION

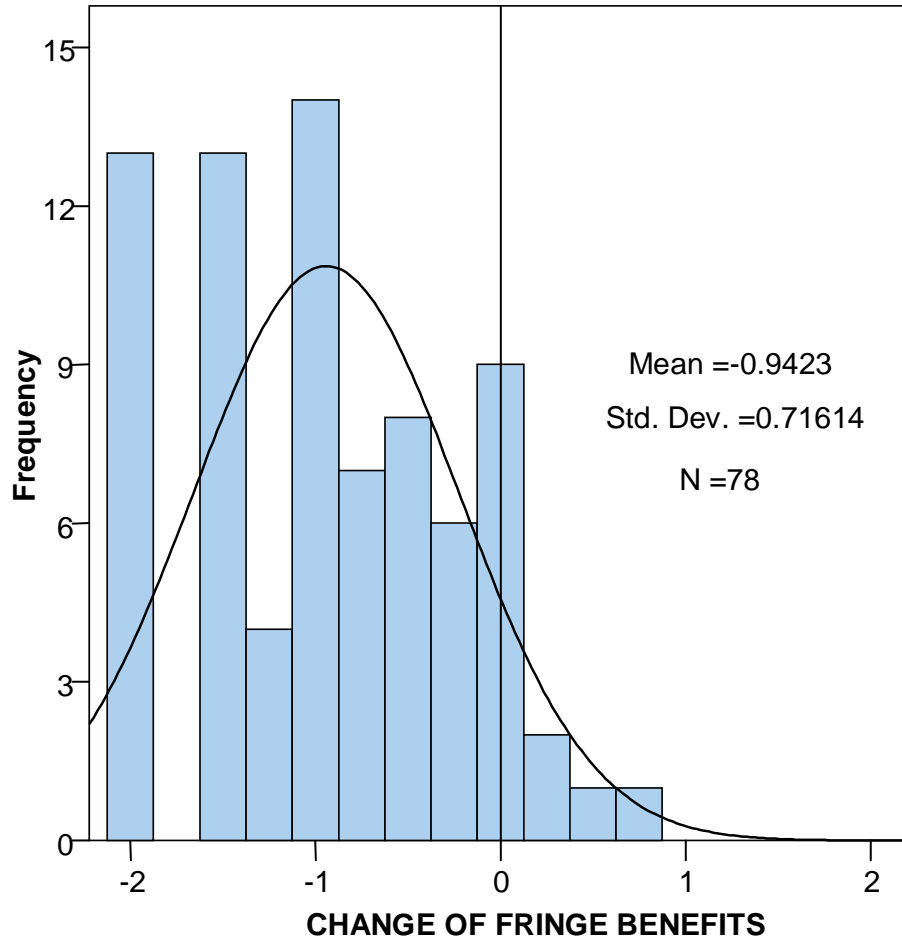
The only facet of job satisfaction that shows improvement in the general results is Supervision. It was mentioned before that this is an interesting finding. That is to have a major organisational change and also an improvement for supervision. This does not mean that it was planned to be this way but nevertheless it happened.



Graph 15: Change of Supervision

CHANGE OF FRINGE BENEFITS

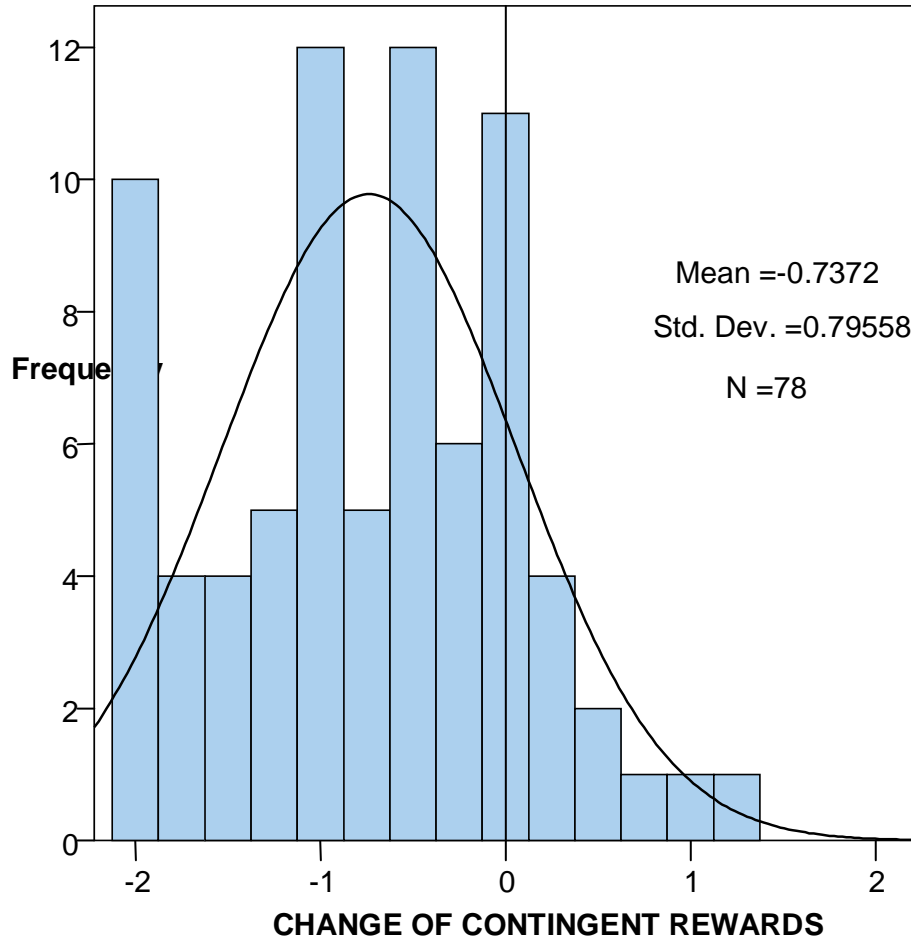
The aggravation that the Change of Fringe Benefits shows is very near to the ones that Change of Pay and Change of Operating Conditions show.



Graph 16: Change of Fringe Benefits

CHANGE OF CONTINGENT REWARDS

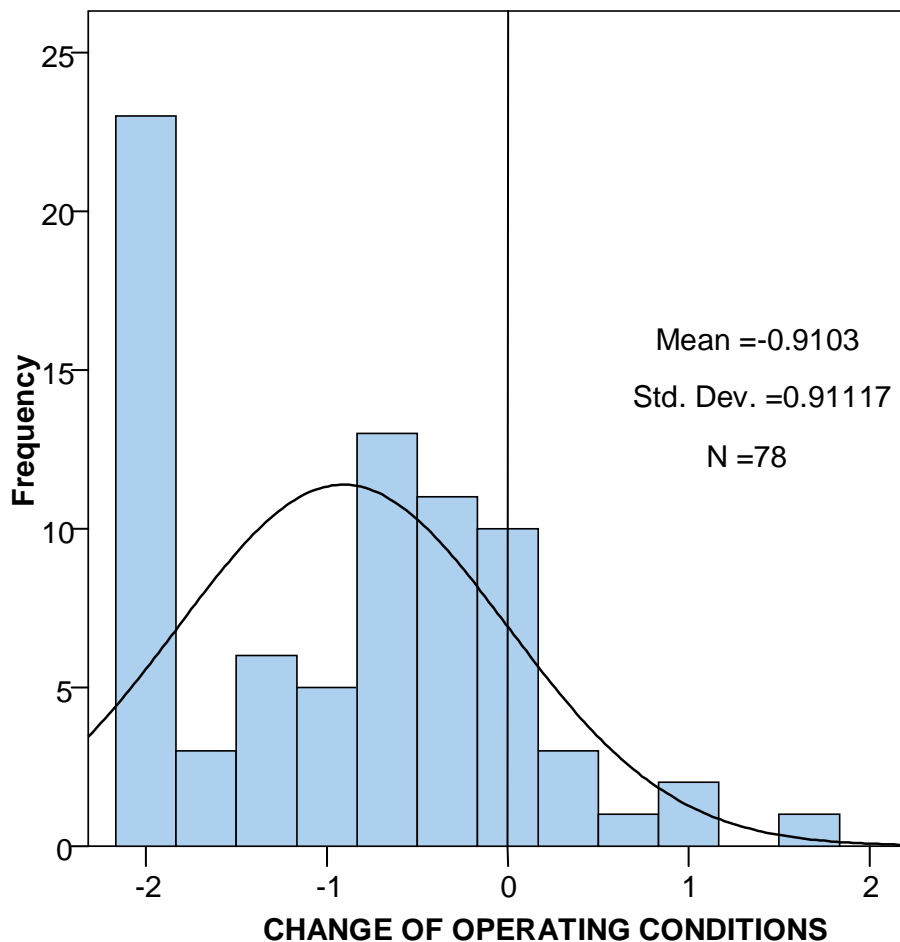
The change of the way the employees are being paid may also have affected their feelings and hopes for Contingent Rewards.



Graph 17: Change of Contingent Rewards

CHANGE OF OPERATING CONDITIONS

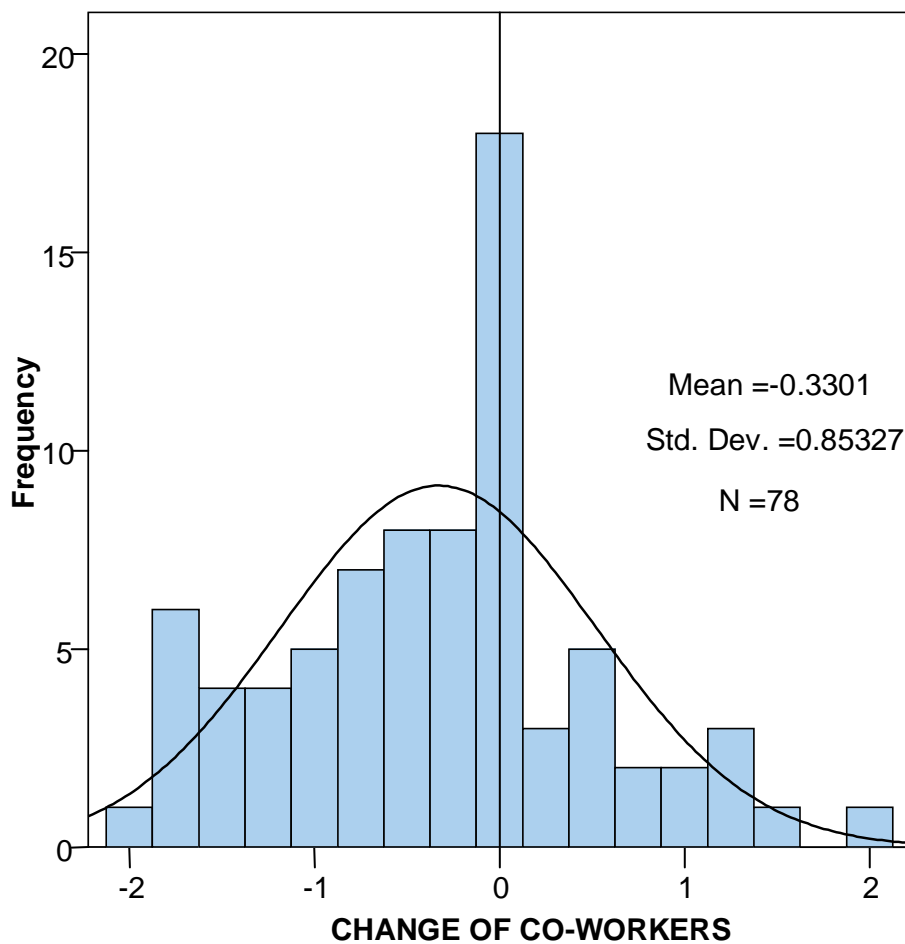
The aggravation for the Change of Operating Conditions comes second after the Change of Pay. It is understandable because employees of the TAE and TSA had to move into the offices of TEBE which had the greater number of employees. So, the space of these offices had to be shared by more than before employees. Even this may be reason enough for the aggravation of the Operating Conditions but also a change of procedures, legislation, etc. It is also interesting that the Change of Operating Conditions is the only facet that has a mode of -2 (significant aggravation).



Graph 18: Change of Operating Conditions

CHANGE OF CO-WORKERS

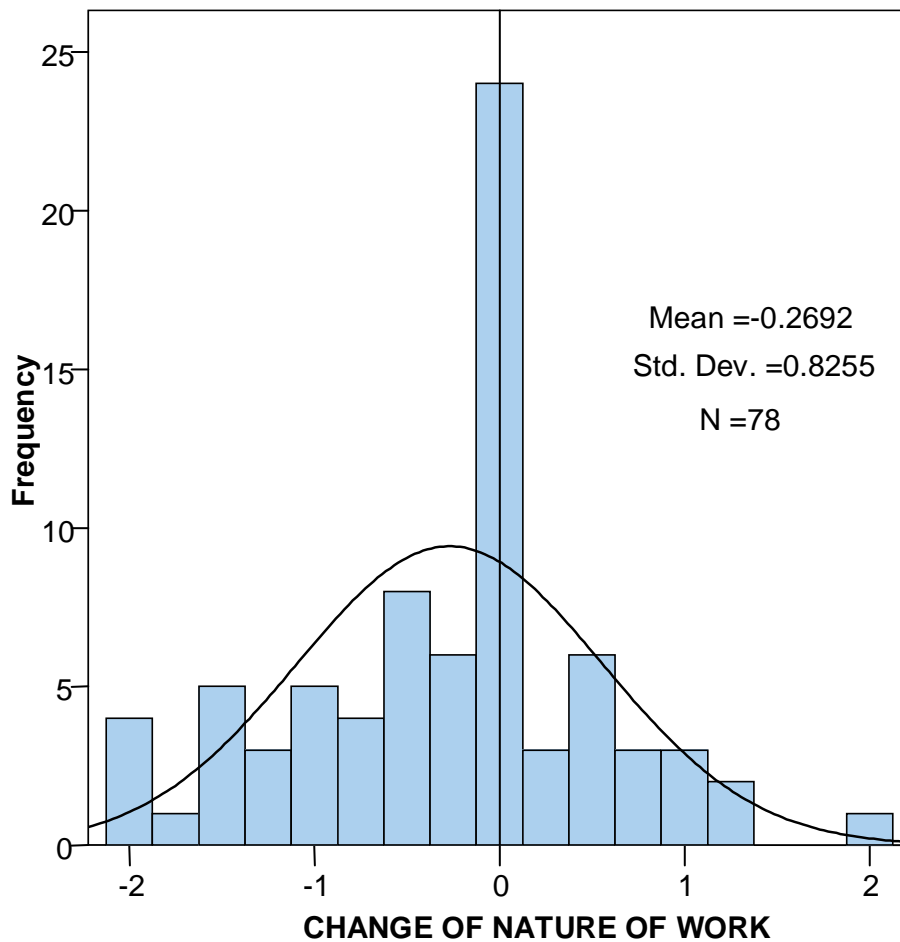
There has been a change in the Co-workers facet of job satisfaction for all employees. Almost all of them were obliged to have new colleagues in their working environment or, go to a working environment with new colleagues. It is quite normal to identify a change in the facet of Co-workers. This change shows a rather moderate aggravation.



Graph 19: Change of Co-Workers

CHANGE OF NATURE OF WORK

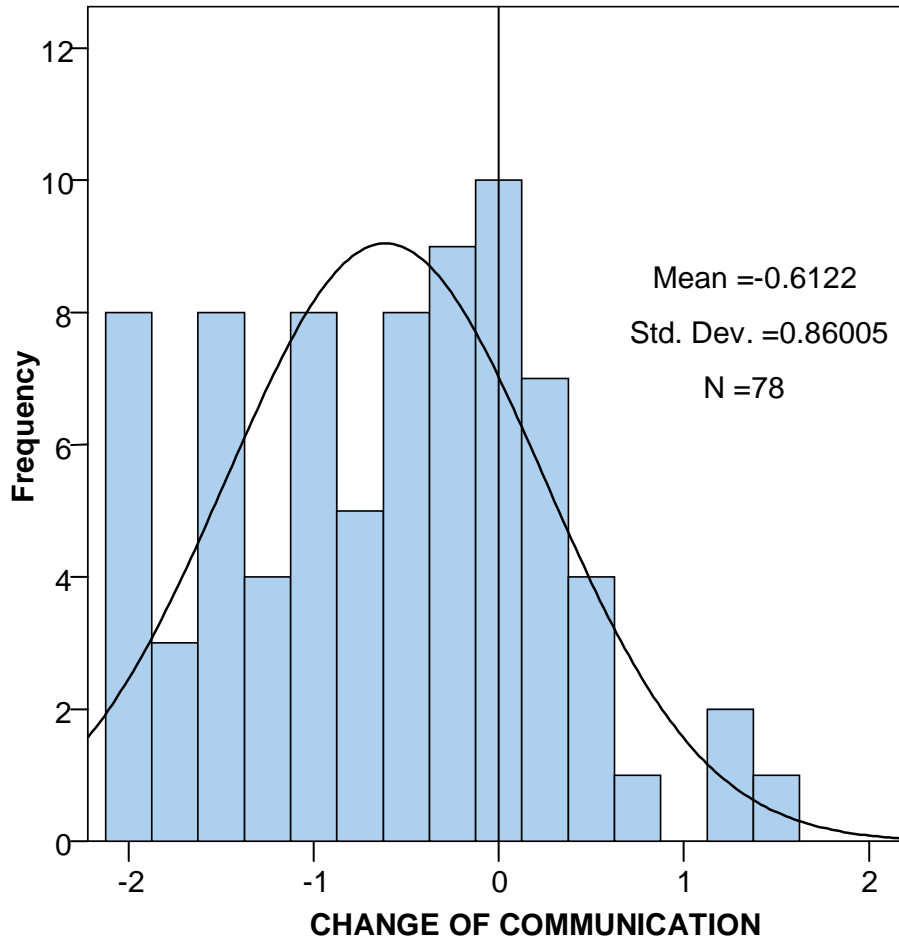
There has been a change of the Nature of Work for many employees after the organisational change. Employees have new and/or different duties. Many of them that used to collect the insurance fees from the self-employed are now occupied only with “bureaucratic” duties. The result of this change for the respondents is a small degree of aggravation.



Graph 20: Change of Nature of Work

CHANGE OF COMMUNICATION

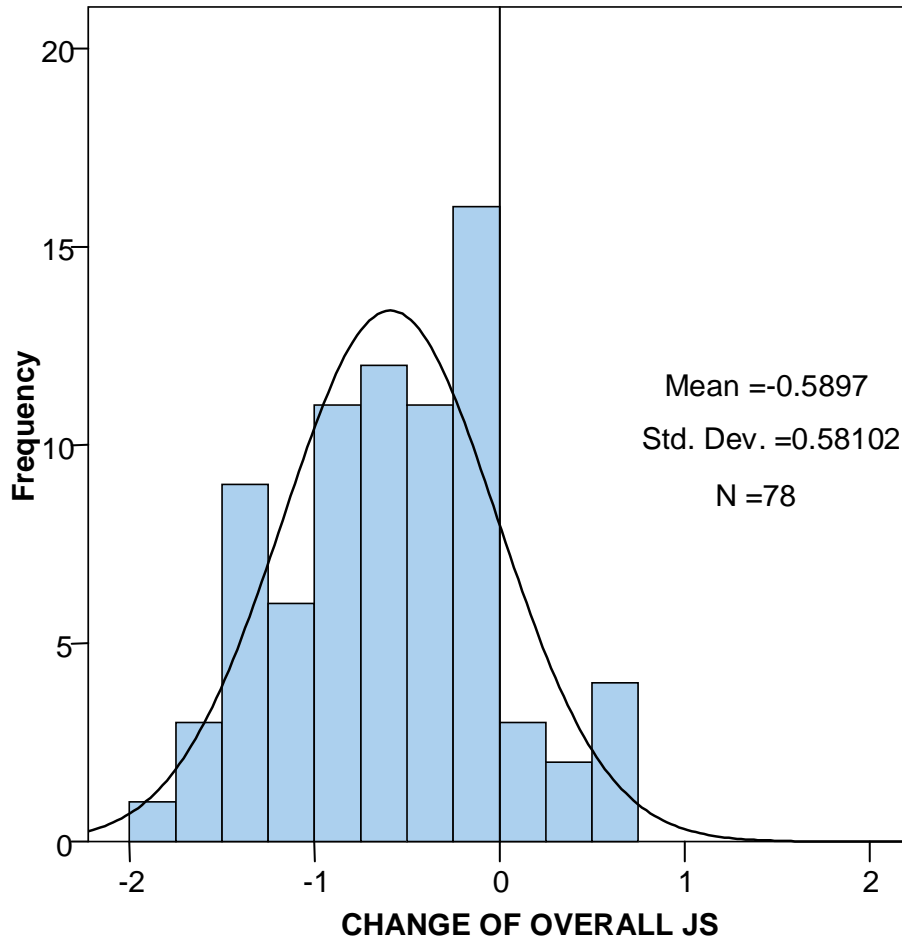
The Change of Communication shows aggravation. This may be caused by the increased number of employees in the local departments and by the fact that the new organisation's goals and objectives may not be clear equally to employees who come from different former organisations.



Graph 21: Change of Communication

CHANGE OF OVERALL JOB SATISFACTION

The Overall Job Satisfaction has clearly aggravated as the following Graph shows. The degree of aggravation though can be considered as low.



Graph 22: Change of Overall Job Satisfaction

RESULTS BY GENDER

The following table shows the Change of Job Satisfaction facets and the Change of overall job satisfaction of the respondents by their gender.

Table 23: Change of Facets and Overall JS by Gender

		GENDER					
		FEMALE			MALE		
		Mean	Mode	Median	Mean	Mode	Median
CHANGE OF	PAY	-1.03	-1.00	-1.00	-0.95	-2.00	-1.00
	PROMOTION	-0.69	0.00	-0.63	-0.67	0.00	-0.50
	SUPERVISION	0.22	1.00	0.25	0.11	0.00	0.00
	FRINGE BENEFITS	-1.07	-1.50	-1.00	-0.81	0.00	-0.88
	CONTINGENT REWARDS	-0.67	-1.00	-0.75	-0.81	-0.50	-0.63
	OPERATING CONDITIONS	-0.98	-2.00	-0.67	-0.84	-2.00	-0.67
	CO-WORKERS	-0.37	0.00	-0.25	-0.29	0.00	-0.13
	NATURE OF WORK	-0.31	0.00	0.00	-0.23	0.00	0.00
	COMMUNICATION	-0.71	-1.00	-0.88	-0.51	-0.50	-0.50
	OVERALL JS	-0.62	-1.31	-0.56	-0.56	-1.00	-0.50

An Independent-Samples T-Test showed no statistically significant differences between male and female respondents.

RESULTS BY AGE

The following table shows the respondents' answers by the factor of age. Age has not the same significance with Tenure. One may be older in Age and have less Tenure than another employee.

Table 24: Change of Facets and Overall JS by Age

		AGE			
		25-34	35-44	45-54	55-65
		Mean	Mean	Mean	Mean
CHANGE OF	PAY	-1.00	-.99	-.97	-1.06
	PROMOTION	-.92	-.66	-.67	-.64
	SUPERVISION	.25	.06	.22	.33
	FRINGE BENEFITS	-1.13	-.93	-.85	-1.14
	CONTINGENT REWARDS	-1.00	-.67	-.72	-.89
	OPERATING CONDITIONS	-1.33	-1.01	-.78	-.63
	CO-WORKERS	-.33	-.46	-.19	-.25
	NATURE OF WORK	-.79	-.35	-.06	-.19
	COMMUNICATION	-.92	-.71	-.43	-.58
	OVERALL JS	-.80	-.63	-.49	-.56

A One-Way ANOVA Test showed no statistically significant differences between groups of AGE.

RESULTS BY MARITAL STATUS

The following table shows the results from married and single respondents for the changes in facets of job satisfaction and overall job satisfaction.

Table 25: Change of Facets and Overall JS by Marital Status

		MARITAL STATUS					
		M			S		
		Mean	Mode	Median	Mean	Mode	Median
CHANGE OF	PAY	-1.00	-2.00	-1.00	-.93	-1.25	-1.00
	PROMOTION	-.66	.00	-.50	-.86	.00	-1.00
	SUPERVISION	.16	.00	.00	.18	.00	.50
	FRINGE BENEFITS	-.94	-1.00	-1.00	-.93	.00	-1.00
	CONTINGENT REWARDS	-.75	-1.00	-.75	-.57	.00	.00
	OPERATING CONDITIONS	-.87	-2.00	-.67	-1.29	-2.00	-1.67
	CO-WORKERS	-.30	.00	-.25	-.64	-2.00	-.50
	NATURE OF WORK	-.28	.00	.00	-.14	.00	.00
	COMMUNICATION	-.60	-1.50	-.50	-.75	.00	-.25
	OVERALL JS	-.58	-1.31	-.55	-.66	-1.72	-.35

An independent-Samples T-Test that was used did not show any statistically significant differences between these two groups of respondents.

RESULTS BY ADMINISTRATIVE POSITIONS

The following table shows the results of the respondents that occupy an administrative/clerical position in OAEE and those that do not (front-line employees). Administrative employees do not come in contact with the public.

Table 26: Change of Facets and Overall JS by Administrative Positions

		ADMINISTRATIVE					
		NO			YES		
		Mean	Mode	Median	Mean	Mode	Median
CHANGE OF	PAY	-1.02	-2.00	-1.00	-.91	-1.00	-1.00
	PROMOTION	-.75	-1.00	-.75	-.51	.00	-.25
	SUPERVISION	.08	.00	.00	.36	1.00	.50
	FRINGE BENEFITS	-.97	-2.00	-1.00	-.87	-1.00	-1.00
	CONTINGENT REWARDS	-.84	-1.00	-.75	-.50	.00	-.50
	OPERATING CONDITIONS	-1.04	-2.00	-1.00	-.61	-2.00	-.67
	CO-WORKERS	-.36	.00	-.25	-.25	-.25	-.25
	NATURE OF WORK	-.33	.00	.00	-.12	.00	.00
	COMMUNICATION	-.71	-1.50	-.75	-.38	-.25	-.25
	OVERALL JS	-.66	-1.31	-.66	-.42	-1.17	-.30

An Independent-Samples T-Test showed that no statistically significant differences exist between the respondents that occupy administrative positions in OAEE and those that do not.

RESULTS BY LABOUR AGREEMENT

The following table shows the Change of Job Satisfaction facets and the Change of overall job satisfaction of the respondents by their labour agreement.

Table 27: Change of Facets and Overall JS by Labour Agreement

		LABOUR AGREEMENT					
		CONTRACTED			PUBLIC SERVANTS		
		Mean	Mode	Median	Mean	Mode	Median
CHANGE OF	PAY	-1.01	-1.00	-1.00	-.95	-1.50	-1.00
	PROMOTION	-.73	-1.00	-.75	-.59	.00	-.50
	SUPERVISION	.14	.00	.00	.20	.00	.00
	FRINGE BENEFITS	-1.00	-1.50	-1.00	-.83	-1.00	-.88
	CONTINGENT REWARDS	-.76	-.50	-.75	-.68	.00	-.75
	OPERATING CONDITIONS	-.96	-2.00	-.67	-.81	-.67	-.67
	CO-WORKERS	-.42	.00	-.25	-.15	.00	.00
	NATURE OF WORK	-.32	.00	.00	-.17	.00	.00
	COMMUNICATION	-.66	-.25	-.50	-.52	-1.00	-.50
	OVERALL JS	-.63	-1.31	-.56	-.50	-1.08	-.42

An Independent Samples T-Test showed that there are no statistically significant differences between Public Servants and Contracted employees.

RESULTS BY PREFECTURE

The following table shows the mean scores of the respondents by Prefecture.

Table 28: Change of Facets and Overall JS by Prefecture

		PREFECTURE				
		IMATHIA	KILKIS	PELLA	PIERIA	THESSALONIKI
		Mean	Mean	Mean	Mean	Mean
CHANGE OF	PAY	-1.07	-1.32	-.57	-1.08	-.97
	PROMOTION	-.91	-1.04	-.36	-.57	-.63
	SUPERVISION	.00	-.21	-.11	.53	.27
	FRINGE BENEFITS	-1.18	-1.18	-.43	-.92	-.96
	CONTINGENT REWARDS	-.97	-1.18	-.55	-.62	-.63
	OPERATING CONDITIONS	-1.33	-1.33	-.42	-.82	-.79
	CO-WORKERS	-.34	-.57	-.14	-.27	-.38
	NATURE OF WORK	-.35	-.75	.02	-.07	-.32
	COMMUNICATION	-1.00	-1.18	-.27	-.30	-.54
	OVERALL JS	-.80	-.97	-.31	-.46	-.55

An ANOVA test showed that there is a statistically significant difference between Prefectures for the change of the facet of Communication (Appendix, table 4).

A Tukey's Post-Hoc Test that was used to confirm the previous ANOVA test showed that actually there is no statistically significant difference for the Change of Communication between Prefectures.

RESULTS BY LOCAL DEPARTMENTS

Since in some prefectures exists more than one local department it was understandable that they should be examined separately.

Table 29: Change of Facets and Overall JS by Local Departments

		LOCAL DEPARTMENTS								
		AMPELOKIPI	EDESSA	GIANITSA	KATERINI	KILKIS	KORDELIO	NAOUSA	THESSALONIKI	VERIA
		MEAN SCORES								
CHANGE OF	PAY	-1.58	-.70	-.46	-1.08	-1.32	-.75	-1.29	-.91	-.93
	PROMOTION	-1.33	-.55	-.21	-.57	-1.04	-1.00	-.89	-.51	-.93
	SUPERVISION	-.33	-.05	-.17	.53	-.21	.13	-.39	.36	.28
	FRINGE BENEFITS	-1.42	-.35	-.50	-.92	-1.18	-1.25	-1.25	-.87	-1.13
	CONTINGENT REWARDS	-1.00	-.85	-.29	-.62	-1.18	-1.50	-1.14	-.50	-.85
	OPERATING CONDITIONS	-1.78	-.67	-.22	-.82	-1.33	-1.33	-1.81	-.61	-1.00
	CO-WORKERS	-1.17	.10	-.33	-.27	-.57	-.63	-.68	-.25	-.10
	NATURE OF WORK	-1.50	.20	-.13	-.07	-.75	-.88	-.39	-.12	-.33
	COMMUNICATION	-1.58	-.15	-.38	-.30	-1.18	-.75	-1.14	-.38	-.90
	OVERALL JS	-1.30	-.34	-.30	-.46	-.97	-.88	-1.00	-.42	-.65

An ANOVA test showed that there are statistically significant differences between Local Departments for the changes of the facets of i) Operating Conditions ii) Communication and iii) Average Change of JS (Appendix table 5).

The Tukey's Post Hoc Test was used to confirm and examine possible statistically significant differences in the following cases:

- i) Change of Operating Conditions: Statistically significant differences were identified between the local departments of Thessaloniki and Naoussa ($p=0.38$) but also between Giannitsa and Naoussa ($p=0.30$) (Appendix table 6). The local department of Naoussa shows the worse aggravation for the change of Operating Conditions (-1.81) and Giannitsa shows the smallest aggravation than all departments (-0.22). Thessaloniki shows the second smallest aggravation with -0.61.
- ii) Change of Communication: No statistically significant differences were identified.
- iii) Change of Overall Job Satisfaction: No statistically significant differences were identified.

RESULTS BY FORMER ORGANISATION

The following table shows the Means of the changes in the facets of Job Satisfaction and overall JS by the Former Organisation where the respondents used to work.

Table 30: Change of Facets and Overall JS by Former Organisation

		FORMER ORGANISATION		
		TEBE	TAE	TSA
		Mean	Mean	Mean
CHANGE OF	PAY	-.92	-1.13	-1.25
	PROMOTION	-.65	-.70	-.94
	SUPERVISION	.15	.13	.56
	FRINGE BENEFITS	-.84	-1.13	-1.25
	CONTINGENT REWARDS	-.76	-.64	-.88
	OPERATING CONDITIONS	-.98	-.57	-1.75
	CO-WORKERS	-.31	-.39	-.31
	NATURE OF WORK	-.26	-.31	-.19
	COMMUNICATION	-.57	-.60	-1.25
	OVERALL JS	-.57	-.59	-.81

A One-Way ANOVA Test showed that there is a statistically significant difference between employees from different Former Organisations for the Change of Operating Conditions ($p=0.34$) (Appendix table 7).

A Tukey's Post-Hoc Test showed that this difference exists between employees that previously were working in TAE and those that previously were working in TSA (Appendix table 8).

The researcher notes that the respondents who before the unification were employees of TSA are the smallest group. So, in order to examine in depth the factor of Former Organisation, TAE and TSA employees were grouped because

they are the minor groups of employees in OAEE. The following table shows the mean scores of these two groups (TEBE and TAE/TSA).

Table 31: Change of Facets and Overall JS by two groups of Former Organisation

		FORMER ORGANISATION			
			Subtotal of		
		TEBE	TAE & TSA	TAE	TSA
		Mean	Mean	Mean	Mean
CHANGE OF	PAY	-.92	-1.15	-1.13	-1.25
	PROMOTION	-.65	-.74	-.70	-.94
	SUPERVISION	.15	.20	.13	.56
	FRINGE BENEFITS	-.84	-1.15	-1.13	-1.25
	CONTINGENT REWARDS	-.76	-.68	-.64	-.88
	OPERATING CONDITIONS	-.98	-.76	-.57	-1.75
	CO-WORKERS	-.31	-.38	-.39	-.31
	NATURE OF WORK	-.26	-.29	-.31	-.19
	COMMUNICATION	-.57	-.70	-.60	-1.25
	OVERALL JS	-.57	-.63	-.59	-.81

So, in this case the employees are separated into two groups. Group 1 is the employees of former TEBE and Group 2 is the employees of former TAE and TSA. An Independent-Samples T-Test showed that if the employees are grouped in this way there is no statistically significant difference between these two groups.

RESULTS BY TENURE

For a better interpretation and presentation of data the factor of Tenure was split into 5 groups of 7 years of tenure each. The following table shows the means of these groups.

Table 32: Change of Facets and Overall JS by Tenure

		TENURE				
		1-7	8-14	15-21	22-28	29-35
		Mean	Mean	Mean	Mean	Mean
CHANGE OF	PAY	-1.00	-1.05	-.99	-.89	-.89
	PROMOTION	-.85	-.62	-.71	-.57	-.71
	SUPERVISION	-.45	.36	.21	-.11	.00
	FRINGE BENEFITS	-.95	-.98	-.94	-.96	-.82
	CONTINGENT REWARDS	-.70	-.67	-.78	-.57	-.93
	OPERATING CONDITIONS	-1.67	-.97	-.93	-.29	-.71
	CO-WORKERS	-.85	-.33	-.35	-.14	-.04
	NATURE OF WORK	-.95	-.32	-.20	.18	-.43
	COMMUNICATION	-1.05	-.66	-.65	-.18	-.39
	OVERALL JS	-.94	-.58	-.59	-.39	-.55

A One-Way ANOVA Test showed no statistically significant differences between these groups of Tenure.

RESULTS BY EDUCATION

The following table shows the results by the level of Education of the respondents.

Table 33: Change of Facets and Overall JS by all levels of Education

		EDUCATION			
		SECONDARY	HIGHER	UNIVERSITY	POST-GRADUATE
		Mean	Mean	Mean	Mean
CHANGE OF	PAY	-.98	-1.11	-1.03	.00
	PROMOTION	-.75	-.81	-.13	.00
	SUPERVISION	.18	-.33	.56	.75
	FRINGE BENEFITS	-.99	-.86	-.75	-.50
	CONTINGENT REWARDS	-.86	-.44	-.22	.00
	OPERATING CONDITIONS	-.97	-.74	-.71	-.67
	CO-WORKERS	-.33	-.58	-.09	.00
	NATURE OF WORK	-.27	-.44	-.09	.00
	COMMUNICATION	-.68	-.47	-.28	-.50
	OVERALL JS	-.63	-.64	-.30	-.10

A One-Way ANOVA Test showed that there are no statistically significant differences between the respondents' levels of education. The researcher though notes that only one respondent has a Post-Graduate level of Education and so, it was decided to include this respondent in the group with a University level of Education and repeat the One-Way ANOVA Test.

The table below shows the mean scores for these three groups of respondents.

Table 34: Change of Facets and Overall JS by three categories of Education

		EDUCATION 3		
		SECONDARY	HIGHER	UNIVERSITY/ POST-GRADUATE
		Mean	Mean	Mean
CHANGE OF	PAY	-.98	-1.11	-.92
	PROMOTION	-.75	-.81	-.11
	SUPERVISION	.18	-.33	.58
	FRINGE BENEFITS	-.99	-.86	-.72
	CONTINGENT REWARDS	-.86	-.44	-.19
	OPERATING CONDITIONS	-.97	-.74	-.70
	CO-WORKERS	-.33	-.58	-.08
	NATURE OF WORK	-.27	-.44	-.08
	COMMUNICATION	-.68	-.47	-.31
	OVERALL JS	-.63	-.64	-.28

The results of the One-Way ANOVA Test showed that there are statistically significant differences in the Change of Promotion and the Change of Contingent Rewards (Appendix, table 9). A Tukey's post-hoc test shows that statistically significant differences for the Change of Promotion ($p=0.034$) and the Change of Contingent Rewards ($p=0.046$) are identified between respondents with Secondary Education and those with University/Post-Graduate levels of Education in both cases (Appendix, table 10)

For a most general grouping of the levels of Education respondents with Higher, University and Post-Graduate levels of Education formed a single group. So, two groups were created. The first group had employees that have acquired a Secondary Level Education and the second group had respondents that have acquired higher than Secondary levels of Education. The means of these groups are shown in the Table below.

Table 35: Change of Facets and Overall JS by two categories of Education

		EDUCATION	
		GROUP 1	GROUP 2
		Mean	Mean
CHANGE OF	PAY	-.98	-1.01
	PROMOTION	-.75	-.46
	SUPERVISION	.18	.13
	FRINGE BENEFITS	-.99	-.79
	CONTINGENT REWARDS	-.86	-.32
	OPERATING CONDITIONS	-.97	-.72
	CO-WORKERS	-.33	-.33
	NATURE OF WORK	-.27	-.26
	COMMUNICATION	-.68	-.39
	OVERALL JS	-.63	-.46

An Independent-Samples T-Test showed a statistically significant difference between these two groups in the Change of Contingent Rewards ($F=0.000$, $Sig.=0.993$, $t=-2.636$, $p=0.010$) (Appendix Table 11).

Splitting geographically groups and examining them by Education

This research showed that differences exist between specific Local Departments. In regard of the demographic characteristics, the only one that is linked with statistically significant differences is Education. So, it was considered appropriate to examine furthermore the factor of Education between the respondents. The geographical groups of the respondents from the city of Thessaloniki (this includes employees from the local departments of Thessaloniki, Ampelokipi and Kordelio) which is a large urban centre and the respondents from all the other smaller cities were examined separately.

The factor of Education in the Prefecture/City of Thessaloniki

The respondents from the Prefecture/City of Thessaloniki were examined separately from all others. First all levels of Education were taken in

consideration. A frequency table shows that there is none respondent with Post-Graduate level of Education in the Prefecture of Thessaloniki.

Table 36: Frequencies of levels of Education in the city of Thessaloniki

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SECONDARY	17	60.7	60.7	60.7
HIGHER	4	14.3	14.3	75.0
UNIVERSITY	7	25.0	25.0	100.0
Total	28	100.0	100.0	

The following table shows the means of the three levels of Education (Secondary, Higher and University) in the Prefecture of Thessaloniki.

Table 37: Changes of Facets and Overall JS by all levels Education in the city of Thessaloniki

		EDUCATION		
		SECONDARY	HIGHER	UNIVERSITY
		Mean	Mean	Mean
CHANGE OF	PAY	-0.99	-0.88	-1.00
	PROMOTION	-0.90	-0.44	-0.11
	SUPERVISION	0.34	-0.56	0.57
	FRINGE BENEFITS	-1.10	-0.56	-0.82
	CONTINGENT REWARDS	-0.97	0.00	-0.14
	OPERATING CONDITIONS	-1.00	0.08	-0.76
	CO-WORKERS	-0.56	-0.38	0.07
	NATURE OF WORK	-0.50	0.06	-0.11
	COMMUNICATION	-0.76	0.00	-0.29
	OVERALL JS	-0.72	-0.30	-0.29

A One-Way ANOVA test showed statistically significant differences in the Changes of Promotion and Contingent Rewards (Appendix table 12).

A post-hoc test (Tukey's HSD) showed that only for the Change of Promotion exists a statistically significant difference ($p=0.32$) between respondents with Secondary Education (mean= -0.90) and those who have a University Degree (mean=-0.11) in the city of Thessaloniki (Appendix Table 13).

Perhaps respondents with Secondary level of Education feel that their chances for promotion are being reduced by this organisational change. Their level of Education may also make them less confident for future chances of Promotion. On the other hand, respondents with a University level of Education feel less that this organisational change reduces their opportunities for promotion. Also, the level of Education they have acquired may give them confidence and the typical advantages that will make them able to exploit and/or benefit from any chances of Promotion in the future.

It might also be useful to examine the respondents with Secondary level of Education as a separate group from other respondents.

The following Table shows the means, modes and medians from the respondents' of Thessaloniki who are divided into two groups according to their Education level. Group 1 includes the respondents that have acquired a Secondary level of Education and Group 2 includes respondents that have acquired higher levels of Education.

Table 38: Changes of Facets and Overall JS by two categories of Education in the city of Thessaloniki

		EDUCATION					
		GROUP 1			GROUP 2		
		Mean	Mode	Median	Mean	Mode	Median
CHANGE OF	PAY	-.99	-1.00	-1.00	-.95	-1.50	-1.00
	PROMOTION	-.90	-1.25	-1.25	-.23	-.25	-.25
	SUPERVISION	.34	1.00	.75	.16	.00	.00
	FRINGE BENEFITS	-1.10	-1.50	-1.25	-.73	-1.00	-1.00
	CONTINGENT REWARDS	-.97	-2.00	-1.00	-.09	.00	.00
	OPERATING CONDITIONS	-1.00	-2.00	-1.00	-.45	.00	.00
	CO-WORKERS	-.56	-1.75	-.25	-.09	.00	.00
	NATURE OF WORK	-.50	-1.50	-.25	-.05	.00	.00
	COMMUNICATION	-.76	-2.00	-.75	-.18	.00	.00
	OVERALL JS	-.72	-1.17	-1.08	-.29	-1.44	-.30

An Independent-Samples T-Test showed that there are statistically significant differences between the two groups in the Changes of Promotion ($F=4.266$, $Sig=0.049$, $t=-2.669$, $p=0.008$) and Contingent Rewards ($F=.139$, $Sig=0.713$, $t=-2.769$, $p=0.010$) (Appendix Table 14)

So, examining the affect of Education by these two groups the role of Education is amplified.

It is probably necessary to examine if such a finding may be identified for the respondents of all other cities (excluding the city of Thessaloniki).

The frequency table that follows shows that only one respondent has a University level of Education and one more respondent has a Post-Graduate level of Education.

Table 39: Frequencies of levels of Education in cities except Thessaloniki

		EDUCATION			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SECONDARY	43	86.0	86.0	86.0
	HIGHER	5	10.0	10.0	96.0
	UNIVERSITY	1	2.0	2.0	98.0
	POST-GRADUATE	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

So, it may be more appropriate to separate the respondents into two groups like before. Group 1 has respondents of Secondary level of Education and Group 2 has respondents of higher levels of Education.

The following table shows the means, medians and modes of these groups.

Table 40: Change of Facets and Overall JS in cities except Thessaloniki

		EDUCATION					
		1			2		
		Mean	Mode	Median	Mean	Mode	Median
CHANGE OF	PAY	-.98	-2.00	-1.00	-1.11	-1.50	-1.25
	PROMOTION	-.69	-1.00	-.75	-.82	-1.50	-.50
	SUPERVISION	.11	.00	.00	.07	.00	.25
	FRINGE BENEFITS	-.94	-2.00	-1.00	-.89	-2.00	-.50
	CONTINGENT REWARDS	-.82	-1.00	-.75	-.68	-.75	-.75
	OPERATING CONDITIONS	-.95	-2.00	-.67	-1.14	-2.00	-1.00
	CO-WORKERS	-.24	.00	-.25	-.71	-1.25	-.75
	NATURE OF WORK	-.18	.00	.00	-.61	-2.00	-.25
	COMMUNICATION	-.65	-.50	-.50	-.71	-.25	-.50
	OVERALL JS	-.59	-1.00	-.57	-.73	-1.85	-.43

An Independent-Samples T-Test showed no statistically significant differences between these two groups of Education levels. So, in contrast of the Prefecture/City of Thessaloniki, for the respondents of all other Prefectures/Cities of the research Education has no affect on the Changes of the Facets of Job Satisfaction.

Comparing the Qualitative and Quantitative Findings

One of the purposes of this research is to compare the opinions of the supervisors that were interviewed (qualitative research) and the answers of the employees that participated with the questionnaires (quantitative research).

This comparison between the information that was provided by the supervisors and the information that was provided by the employees has as a goal to examine if they support each other or not. Also this comparison aims to see if the side of the supervisors and their opinions explains the side of the employees.

Generally, supervisors and employees agree in the impacts of the unification that formed OAEE. Of course, as one could expect, they have differences mostly in the importance and the degree of change in various facets of job satisfaction. This happens probably because supervisors and employees may have experienced together this organisational change but their position in the organisation makes them focus in different aspects of the same issue or change. Also, the supervisors can have a broader view of the impacts of the unification while the employees can give a deeper knowledge of the changes that concern them and especially their job satisfaction.

In order to follow the way these qualitative and quantitative findings were previously presented they will be also compared in the nine facets of job satisfaction that Spector uses.

PAY: Supervisors and employees agree that there was an aggravation of the employees' pay. Of course, the employees' feelings and dissatisfaction are strong.

PROMOTION: For this facet the two groups (employees and supervisors) do not clearly agree or disagree. Most, but not all, of the employees feel that there has been an aggravation for their chances and opportunities for promotion. A difference has been identified between administrative employees, connected with their level of education. Employees with higher levels of education feel that their chances for promotion have been improved. The supervisors also do not have the same opinion. Others say that there has been an improvement in this facet and others disagree. Still, it is the information that the supervisors provide that can help in order to have a clearer view. Many supervisors point out that the opportunities for promotion have been improved but actually this is only in theory. These supervisors say that the main problem is that the majority of the employees who are contracted employees do not have the right to be promoted and occupy higher positions in the hierarchy. This does not happen for those who are civil servants. Since all of them are employees in the same organisation and the majority is blocked out of the promotion procedures it is obvious why the finding from the questionnaires show an aggravation for the facet of promotion.

SUPERVISION: The only facet in the questionnaires that shows improvement is the facet of supervision. Considering the human nature this is an interesting finding. The supervisors say that they have tried to operate their departments having an increased number of employees who also (as most supervisors say) have different attitudes and cultures. These have been combined, as the qualitative research has showed, with many issues in the operating conditions. Probably all these have burdened their role as supervisors and their relationship with their employees. Still they say that they have tried to combine things that may conflict to each other: the operation of their departments and a good climate between the employees.

The quantitative findings show that some departments show that there has been an improvement in the facet of supervision but other departments show that there has been an aggravation. So, the majority of the employees may see an improvement but not all agree. The fact is that some departments see an improvement while the others see an aggravation in supervision. So in some cases the supervisors seem not to be as successful in their role as their

employees expected but in other cases (and of course for the majority of employees) they were successful in their role as supervisors according to what the employees expected from them.

One might think that the research should take in consideration the organisational background of the supervisors and their demographic characteristics. All but one supervisors were working (as supervisors) in the former social insurance organisation of TEBE. In this organisation belonged the majority of the OAEΕ employees. So, they may feel close to their supervisors due to their common organisational background. Also, these supervisors had in their departments of TEBE significantly more employees than were in the departments of TAE and TSA. So, they are more or less used in supervising a considerable number of employees with all that this means. They have experienced even before the organisational change issues and conflicts between their employees, they have faced the problem of allocating duties to a significant number of employees so these experiences may have helped them

But, the above could only help to explain why the employees are currently satisfied from supervision and not why they think that the facet of supervision has been improved. From the nine departments of the research in five of them (actually four since one has a marginally negative score) most of the supervisors were previously in TEBE. So, in half of the departments the employees see an improvement in the facet of supervision and in the other half they see an aggravation. Nor the factor of age seems to play a role in this since all supervisors regardless of how the employees answered belong either in the age group of 45-54 or 55-65. Also, the gender of the supervisors does not seem to be of any significance since they are all male.

To conclude, one should probably accept that it is the competence and knowledge (item No 3), the personality and the appeal (item No 30), the fairness (item No 12), and the interest for the employees (item No 21) of the supervisor that affects the employees. So, in other cases the supervisors with their personal characteristics made their employees feel an improvement in supervision after the organisational change and in other cases an aggravation.

FRINGE BENEFITS: The supervisors practically see no changes in the facet of Fringe Benefits. They mention that the employees did not even change their own social insurance organisations were they are insured. So, employees from TEBE and TAE are insured in the social insurance organisation of IKA as before the unification and employees from TSA were and continue to be insured in the social insurance organisation for the public servants. Instead of what their supervisors think, the employees see a clear aggravation for their fringe benefits. They feel that OAEE does not reward them fairly and/or they have fewer fringe benefits than other employees of the public sector. They see an aggravation in this facet probably because in Greece the concept of reward is connected mostly (if not only) with pay/wages. So, as the employees' pay has been aggravated they probably feel the same about their fringe benefits.

CONTINGENT REWARDS: The supervisors say that except of verbal appreciations there are actually no margins for any kind of contingent rewards. They argue that this was the situation before the unification and that it has not changed. The employees, on the other hand, think that there has been an aggravation of their contingent rewards after the organisational change. The research cannot answer why the employees have this opinion and these feelings because the instrument (questionnaire) cannot provide the necessary information.

OPERATING CONDITIONS: Both groups (supervisors and employees) say that the operating conditions have been negatively changed after the unification. In their interviews the supervisors had the most to say for the consequences on the operating conditions. The working conditions (available space, infrastructure, technological support), the increased demands from the new organisation of OAEE, the increased work load, the different attitudes and culture of employees of the former organisations (TEBE, TAE, TSA) and many other issues are mentioned from the supervisors. All these, more or less, affect also the employees and they show this with their answers in the questionnaire giving to the change of the operating conditions the second negative score of all facets (-0.95). So, the facet of Operating Conditions and its aggravation has been adequately presented by the supervisors in their interviews and by the employees in the questionnaires with both parts confirming each other.

CO-WORKERS: The questionnaires show an aggravation for the facet of Co-workers as well. The negative score of this facet is not as strong as in other facets. The main reason for this seems to be what the supervisors mention in their interviews. The unification brought together employees who previously were working for similar social security organisations (TEBE, TAE, TSA). The differences in the structure and operations of these organisations caused (as the majority of the supervisors say) differences in the culture and attitudes of their employees. These differences according to most of the supervisors have negatively affected the relations between the employees and have also affected in a degree the operating conditions of the new organisation of OAEE. These differences, as most supervisors recognise, still exist in a significant degree.

NATURE OF WORK: This facet shows the smallest aggravation than all (-0.27) from the employees' questionnaires. For the supervisors' point of view there has not been a significant improvement or aggravation of the Nature of Work since working in the sector of social security is a job that does not provide opportunities for satisfaction or pride of doing a good job. It is mostly paperwork and serving the insured in their exchange with the Greek state and the new social security organisation of OAEE. Also, as the supervisors say, the insured have now to face a larger organisation and they do not feel as close to OAEE as they used to with their previous social security organisations. They have (in some cases) become more demanding or irritating towards the employees and this aggravates the sense of satisfaction or pride the employees get from their work.

COMMUNICATION: Clear information and good communication seem to be important for the supervisors. They want to do their job well but they point out that the legislation, the procedures and the regulations of the new organisation change often and fast and this makes things more difficult for them. So according to the supervisors, the communication has been aggravated after the unification. This is also the opinion of the employees. It is logical to assume that the employees, due to their position in the hierarchy, have less information and abilities for communication in the organisation. So, if things have become more difficult for the supervisors it is obvious that this has also happened for the employees. Some supervisors say that the goals of the organisation are not clear enough and of

course this is shown also in the employees' questionnaires. So, for the facet of communication both parts agree and support each others' opinions.

As one can see from the above, the supervisors (at least most of them) and the employees more or less agree on the consequences and the changes that the unification caused in the employees' job satisfaction. There are no significantly different opinions between the two target populations of the research. The employees with the questionnaires have showed how they feel that the unification changed the facets of their job satisfaction and the supervisors with the interviews have provided the research with reasons for these feelings of the employees.

CONCLUSIONS

The unification of similar social insurance organisations (TEBE, TAE and TSA) in a new organisation (OAEE) in order to achieve better levels of operations and cost reductions was a significant organisational change. This change obviously would affect the employees of these organisations. The research aimed to identify the impact of this unification on the employees' job satisfaction. Also, the research tried to explain and evaluate the reasons of the employees' feelings about the facets of their job satisfaction by presenting the opinions and argumentations of their supervisors.

The research has showed that there has been a clearly negative impact on the employees' job satisfaction. The degree of the negative change of their overall job satisfaction (-0.59 in a -2 to 2 scale) may not seem particularly significant but it is stronger for the facets of Pay, Fringe Benefits and Operating Conditions. Also Supervision is the only facet that showed some improvement

By taking in consideration the results of the employees' questionnaires and the supervisors' interviews some conclusions could be extracted.

For the facet of Pay, the aggravation is something that probably could not be avoided due to the change of the way that the organisation collects the insurance fees. So, Pay may be important for the employees and its aggravation may be the

stronger than all other facets but it is something that was rather inevitable and in their knowledge.

For the facet of Promotion different opinions have been presented by the supervisors and an aggravation has been identified by the employees. In such a large organisation, as OAEE, the area and the terms of promotion should be significant for the organisation itself.

There are also areas which are mostly organisational (Operating Conditions, Communication). As the supervisors argue, the unification could be considered as necessary but a wider and deeper preparation would probably be helpful in these areas. The unification brought problems in the operating conditions of the new organisation (OAEE). This is something that both sides (employees and supervisors) identify and agree in. Also the aggravation of communication as both sides (employees and supervisors) recognise obviously has not helped the operations of the new and larger organisation of OAEE.

This study has also shown that the impact of this merger of organisations in the public sector has statistically significant differences between groups of employees and local departments.

Generalisation

This study tried to examine the impact that mergers of the public sector organisations have on their employees' job satisfaction. Generally all employees are affected more or less in the same way regardless of their demographic characteristics but some differences may also occur in certain facets.

The aggravation of the job satisfaction of employees that this research has identified, which was caused by the unification of social insurance organisations, is something that probably will happen again in a wider unification that the Greek governments have stated that is planned for the future. A better preparation for such an organisational change may help to reduce the problems especially for the operating conditions of the new organisation. This study shows that the area of

operating conditions is something that truly concerns employees and supervisors and can become their main problem after a merger and a significant source of dissatisfaction.

It is interesting that supervisors and employees generally have common points of view. This shows that the impacts of unification can be ignored neither from the employees nor from their direct supervisors as both work together in the new environment and have to deal with the same problems even though they face them from different views.

Also the fact that the employees' level of education affects their sense for chances of promotion and the degree of aggravation due to the organisational change shows that the human resources of the public organisations should not be neglected but rather exploited. So for the public sector's organisations principles and actions of Human Resource Management should be applied.

Limitations and suggestions for further research

This research has made an effort to see the possible impacts of a merger/unification of public service organisations to the job satisfaction of the employees. Of course, one should take in consideration the limitations of this study. One limitation is the instrument itself. The research is based on the questionnaire and the results that the respondents produced with their answers so it cannot be considered as an objective measure. The translation or the spirit and meaning of the statements of the Spector's Job Satisfaction questionnaire may have not been totally and absolutely given to the Greek language and these may have affected in a small degree the answers of the respondents. The questionnaire gives the employees the opportunity to show what they feel but not why they feel it. The study tried to explain and justify the reasons of the employees' feelings by interviewing their supervisors and not the employees themselves. Even though valuable information was collected by these interviews they can not explain in an absolute degree the employees' opinions/answers.

Another factor could be the difficult situation of Greece and its fiscal issues that have arisen some time before the conduction of the research and have negatively affected the employees' wages and probably their psychology and sense of security. All these may have played their part in the way that the employees have answered the questionnaire.

The researcher thinks that it is important for the Greek public sector to gain the proper attention of further researches in areas like this one (job satisfaction) but also in issues that were brought up by this research. Such issues are for example the operating conditions and the degree of communication in public service organisations and institutions, the way that these organisations apply their human resource management and the flow of their employees in the organisations (promotion, plateauing, and change of position and/or job content).

Such future researches may contribute not only to the public sector's employees' job satisfaction but may also affect in a positive way their operations and the service they offer to the Greek public.

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APPENDIX

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
PAY	Equal variances assumed	.672	.415	2.142	76	.035	2.047	.956	.144	3.950	
	FRINGE BENEFITS	2.971	.089	2.039	76	.045	1.782	.874	.041	3.522	

Table 1: Job Satisfaction of Administrative and Non-Administrative employees

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
PROMOTION	Equal variances assumed	.069	.793	2.298	76	.024	2.365	1.029	.315	4.415
	Equal variances not assumed			2.308	50.705	.025	2.365	1.025	.308	4.423
CO-WORKERS	Equal variances assumed	4.362	.040	2.043	76	.045	2.096	1.026	.053	4.140
	Equal variances not assumed			2.321	69.290	.023	2.096	.903	.295	3.897

Table 2: Job Satisfaction between Public Servants and Contracted employees

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
OPERATING CONDITIONS	Equal variances assumed	3.121	0.081	-2.312	76	0.024	-3.048	1.318	-5.673	-0.422
	Equal variances not assumed			-1.477	6.397	0.187	-3.048	2.064	-8.022	1.927

Table 3: Job Satisfaction between Married and Single employees

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
CHANGE OF PAY	Between Groups	2.983	4	.746	1.515	.207
	Within Groups	35.947	73	.492		
	Total	38.930	77			
CHANGE OF PROMOTION	Between Groups	3.152	4	.788	1.578	.189
	Within Groups	36.460	73	.499		
	Total	39.612	77			
CHANGE OF SUPERVISION	Between Groups	4.655	4	1.164	1.635	.175
	Within Groups	51.948	73	.712		
	Total	56.603	77			
CHANGE OF FRINGE BENEFITS	Between Groups	4.204	4	1.051	2.174	.080
	Within Groups	35.286	73	.483		
	Total	39.490	77			
CHANGE OF CONTINGENT REWARDS	Between Groups	3.264	4	.816	1.310	.274
	Within Groups	45.473	73	.623		
	Total	48.737	77			
CHANGE OF OPERATING CONDITIONS	Between Groups	7.445	4	1.861	2.405	.057
	Within Groups	56.483	73	.774		
	Total	63.927	77			
CHANGE OF CO-WORKERS	Between Groups	.938	4	.235	.311	.870
	Within Groups	55.123	73	.755		
	Total	56.062	77			
CHANGE OF NATURE OF WORK	Between Groups	3.367	4	.842	1.251	.297
	Within Groups	49.105	73	.673		
	Total	52.471	77			
CHANGE OF COMMUNICATION	Between Groups	7.696	4	1.924	2.851	.030
	Within Groups	49.260	73	.675		
	Total	56.956	77			
CHANGE OF OVERALL JS	Between Groups	2.895	4	.724	2.287	.068
	Within Groups	23.099	73	.316		
	Total	25.994	77			

Table 4: ANOVA test for the Change of Facets and Overall JS by Prefecture

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
CHANGE OF PAY	Between Groups	4.978	8	.622	1.265	.276
	Within Groups	33.952	69	.492		
	Total	38.930	77			
CHANGE OF PROMOTION	Between Groups	5.558	8	.695	1.408	.209
	Within Groups	34.054	69	.494		
	Total	39.612	77			
CHANGE OF SUPERVISION	Between Groups	7.844	8	.980	1.387	.218
	Within Groups	48.760	69	.707		
	Total	56.603	77			
CHANGE OF FRINGE BENEFITS	Between Groups	5.311	8	.664	1.340	.239
	Within Groups	34.179	69	.495		
	Total	39.490	77			
CHANGE OF CONTINGENT REWARDS	Between Groups	6.780	8	.848	1.394	.215
	Within Groups	41.957	69	.608		
	Total	48.737	77			
CHANGE OF OPERATING CONDITIONS	Between Groups	14.955	8	1.869	2.634	.014
	Within Groups	48.972	69	.710		
	Total	63.927	77			
CHANGE OF CO-WORKERS	Between Groups	5.194	8	.649	.881	.537
	Within Groups	50.868	69	.737		
	Total	56.062	77			
CHANGE OF NATURE OF WORK	Between Groups	9.391	8	1.174	1.880	.077
	Within Groups	43.080	69	.624		
	Total	52.471	77			
CHANGE OF COMMUNICATION	Between Groups	12.015	8	1.502	2.306	.030
	Within Groups	44.941	69	.651		
	Total	56.956	77			
CHANGE OF OVERALL JS	Between Groups	5.680	8	.710	2.411	.023
	Within Groups	20.314	69	.294		
	Total	25.994	77			

Table 5: ANOVA test for the Change of Facets and Overall JS by Prefecture

Tukey's Post Hoc Test

Dependent Variable	(I) LOCAL DEPARTMENT	(J) LOCAL DEPARTMENT	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
CHANGE OF OPERATING CONDITIONS	THESSALONIKI	AMPELOKIPI	1.16908	.51715	.380	-.4870	2.8251
		KORDELIO	.72464	.62107	.961	-1.2642	2.7135
		KATERINI	.21353	.27960	.997	-.6818	1.1089
		VERIA	.39130	.31911	.948	-.6306	1.4132
		NAOUSSA	1.20083(*)	.36366	.038	.0363	2.3654
		EDESSA	.05797	.41570	1.000	-1.2732	1.3892
		GIANNITSA	-.38647	.38620	.985	-1.6232	.8502
		KILKIS	.72464	.36366	.554	-.4399	1.8892
	NAOUSSA	THESSALONIKI	-1.20083(*)	.36366	.038	-2.3654	-.0363
		AMPELOKIPI	-.03175	.58136	1.000	-1.8934	1.8299
		KORDELIO	-.47619	.67547	.999	-2.6393	1.6869
		KATERINI	-.98730	.38563	.223	-2.2222	.2476
		VERIA	-.80952	.41517	.583	-2.1390	.5200
		EDESSA	-1.14286	.49330	.347	-2.7225	.4368
		GIANNITSA	-1.58730(*)	.46870	.030	-3.0882	-.0864
		KILKIS	-.47619	.45032	.978	-1.9182	.9659

* The mean difference is significant at the .05 level.

Table 6: Tukey's Post Hoc Test for Changes of Facets of Job Satisfaction between Local Departments

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
CHANGE OF PAY	Between Groups	.985	2	.492	.973	.383
	Within Groups	37.945	75	.506		
	Total	38.930	77			
CHANGE OF PROMOTION	Between Groups	.320	2	.160	.306	.737
	Within Groups	39.292	75	.524		
	Total	39.612	77			
CHANGE OF SUPERVISION	Between Groups	.675	2	.337	.452	.638
	Within Groups	55.929	75	.746		
	Total	56.603	77			
CHANGE OF FRINGE BENEFITS	Between Groups	1.635	2	.817	1.619	.205
	Within Groups	37.856	75	.505		
	Total	39.490	77			
CHANGE OF CONTINGENT REWARDS	Between Groups	.301	2	.151	.233	.792
	Within Groups	48.436	75	.646		
	Total	48.737	77			
CHANGE OF OPERATING CONDITIONS	Between Groups	5.498	2	2.749	3.528	.034
	Within Groups	58.430	75	.779		
	Total	63.927	77			
CHANGE OF CO-WORKERS	Between Groups	.113	2	.057	.076	.927
	Within Groups	55.948	75	.746		
	Total	56.062	77			
CHANGE OF NATURE OF WORK	Between Groups	.066	2	.033	.047	.954
	Within Groups	52.405	75	.699		
	Total	52.471	77			
CHANGE OF COMMUNICATION	Between Groups	1.724	2	.862	1.171	.316
	Within Groups	55.232	75	.736		
	Total	56.956	77			
CHANGE OF OVERALL JS	Between Groups	.204	2	.102	.296	.744
	Within Groups	25.790	75	.344		
	Total	25.994	77			

Table 7: ANOVA test for Changes of Facets and Overall JS between employees from different former organisations

Tukey's Post Hoc Test

Dependent Variable	(I) FORMER ORGANISATION	(J) FORMER ORGANISATION	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
CHANGE OF OPERATING CONDITIONS	TEBE	TAE	-.40970	.22759	.177	-.9539	.1345
		TSA	.76887	.45767	.220	-.3255	1.8632
	TAE	TEBE	.40970	.22759	.177	-.1345	.9539
		TSA	1.17857(*)	.48152	.044	.0272	2.3299
	TSA	TEBE	-.76887	.45767	.220	-1.8632	.3255
		TAE	-1.17857(*)	.48152	.044	-2.3299	-.0272

* The mean difference is significant at the .05 level.

Table 8: Tukey's Post Hoc Test for Changes of Facets of Job Satisfaction between employees from different former organisations

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
CHANGE OF PAY	Between Groups	.183	2	.092	.177	.838
	Within Groups	38.747	75	.517		
	Total	38.930	77			
CHANGE OF PROMOTION	Between Groups	3.315	2	1.657	3.424	.038
	Within Groups	36.298	75	.484		
	Total	39.612	77			
CHANGE OF SUPERVISION	Between Groups	3.816	2	1.908	2.711	.073
	Within Groups	52.788	75	.704		
	Total	56.603	77			
CHANGE OF FRINGE BENEFITS	Between Groups	.618	2	.309	.596	.554
	Within Groups	38.873	75	.518		
	Total	39.490	77			
CHANGE OF CONTINGENT REWARDS	Between Groups	4.365	2	2.182	3.689	.030
	Within Groups	44.373	75	.592		
	Total	48.737	77			
CHANGE OF OPERATING CONDITIONS	Between Groups	.834	2	.417	.495	.611
	Within Groups	63.094	75	.841		
	Total	63.927	77			
CHANGE OF CO-WORKERS	Between Groups	1.125	2	.563	.768	.468
	Within Groups	54.936	75	.732		
	Total	56.062	77			
CHANGE OF NATURE OF WORK	Between Groups	.587	2	.294	.425	.656
	Within Groups	51.884	75	.692		
	Total	52.471	77			
CHANGE OF COMMUNICATION	Between Groups	1.292	2	.646	.870	.423
	Within Groups	55.664	75	.742		
	Total	56.956	77			
CHANGE OF OVERALL JS	Between Groups	.966	2	.483	1.448	.242
	Within Groups	25.028	75	.334		
	Total	25.994	77			

Table 9: One-Way ANOVA for the Changes of Facets and Overall JS by Education (3 categories)

Tukey's Post Hoc Test

Dependent Variable			Mean		Sig.	95% Confidence Interval	
	(I)	(J)	Difference	Std.		Lower	Upper
	EDUCATION	EDUCATION	(I-J)	Error			
CHANGE OF PROMOTION	SECONDARY	HIGHER	.05972	.24868	.969	-.5349	.6543
		UNIVERSITY/ POST-GRADUATE	-.63472(*)	.24868	.034	-1.2293	-.0401
	HIGHER	SECONDARY	-.05972	.24868	.969	-.6543	.5349
		UNIVERSITY/ POST-GRADUATE	-.69444	.32795	.093	-1.4786	.0897
	UNIVERSITY/ POST-GRADUATE	SECONDARY	.63472(*)	.24868	.034	.0401	1.2293
		HIGHER	.69444	.32795	.093	-.0897	1.4786
CHANGE OF CONTINGENT REWARDS	SECONDARY	HIGHER	-.41806	.27495	.287	-1.0755	.2394
		UNIVERSITY/ POST-GRADUATE	-.66806(*)	.27495	.046	-1.3255	-.0106
	HIGHER	SECONDARY	.41806	.27495	.287	-.2394	1.0755
		UNIVERSITY/ POST-GRADUATE	-.25000	.36259	.770	-1.1170	.6170
	UNIVERSITY/ POST-GRADUATE	SECONDARY	.66806(*)	.27495	.046	.0106	1.3255
		HIGHER	.25000	.36259	.770	-.6170	1.1170

* The mean difference is significant at the .05 level.

Table 10. Differences of Changes of Facets of JS by Education (3 categories)

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
CHANGE OF CONTINGENT REWARDS	Equal variances assumed	.000	.993	-2.636	76	.010	-.54306	.20600	-.95333	-.13278
	Equal variances not assumed			-2.549	26.673	.017	-.54306	.21303	-.98041	-.10570

Table 11: Independent Samples Test for Changes of Job Satisfaction between employees with Secondary Education (Group 1) and higher Levels of Education (Group 2)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
CHANGE OF PAY	Between Groups	.046	2	.023	.048	.953
	Within Groups	11.996	25	.480		
	Total	12.042	27			
CHANGE OF PROMOTION	Between Groups	3.274	2	1.637	3.839	.035
	Within Groups	10.661	25	.426		
	Total	13.935	27			
CHANGE OF SUPERVISION	Between Groups	3.487	2	1.744	1.709	.201
	Within Groups	25.504	25	1.020		
	Total	28.991	27			
CHANGE OF FRINGE BENEFITS	Between Groups	1.113	2	.557	1.221	.312
	Within Groups	11.394	25	.456		
	Total	12.507	27			
CHANGE OF CONTINGENT REWARDS	Between Groups	5.220	2	2.610	3.736	.038
	Within Groups	17.467	25	.699		
	Total	22.687	27			
CHANGE OF OPERATING CONDITIONS	Between Groups	3.806	2	1.903	1.725	.199
	Within Groups	27.575	25	1.103		
	Total	31.381	27			
CHANGE OF CO-WORKERS	Between Groups	1.970	2	.985	.986	.387
	Within Groups	24.968	25	.999		
	Total	26.938	27			
CHANGE OF NATURE OF WORK	Between Groups	1.453	2	.727	.663	.524
	Within Groups	27.404	25	1.096		
	Total	28.857	27			
CHANGE OF COMMUNICATION	Between Groups	2.477	2	1.238	1.377	.271
	Within Groups	22.487	25	.899		
	Total	24.964	27			
CHANGE OF OVERALL JS	Between Groups	1.208	2	.604	1.351	.277
	Within Groups	11.181	25	.447		
	Total	12.389	27			

Table 12: One Way ANOVA for the city of Thessaloniki by Education

Tukey's Post Hoc Test

Dependent Variable	(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
CHANGE OF PROMOTION	SECONDARY	HIGHER	-.45956	.36290	.427	-1.3635	.4444
		UNIVERSITY	-.78992(*)	.29327	.032	-1.5204	-.0594
	HIGHER	SECONDARY	.45956	.36290	.427	-.4444	1.3635
		UNIVERSITY	-.33036	.40931	.702	-1.3499	.6892
	UNIVERSITY	SECONDARY	.78992(*)	.29327	.032	.0594	1.5204
		HIGHER	.33036	.40931	.702	-.6892	1.3499

Table 13: Tukey's Post Hoc Test for differences by Education in the city of Thessaloniki

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
CHANGE OF PROMOTION	Equal variances	4.266	.049	-2.669	26	.013	-.66979	.25099	-1.18571	-.15386
	Equal variances			-2.863	25.600	.008	-.66979	.23396	-1.15107	-.18851
CHANGE OF CONTINGENT REWARDS	Equal variances assumed	.139	.713	-2.769	26	.010	-.87968	.31764	-1.53259	-.22677
	Equal variances not assumed			-2.785	21.895	.011	-.87968	.31589	-1.53498	-.22438

Table 14: Independent Samples Test for differences by Education in the city of Thessaloniki

LIST OF INTERVIEWS

PREFECTURE	DEPARTMENT	POSITION	GENDER	AGE	FORMER ORG/TION
THESSALONIKI	Regional Administration	Supervisor of 2 nd Sector	Male	55-65	TEBE
	Regional Administration	Supervisor of Sector of Economics	Male	55-65	TEBE
	Regional Administration	Supervisor of dept. of Pensions	Male	45-54	TEBE
	Regional Administration	Supervisor of dept. of Insurances	Male	45-54	TEBE
	Local dept. of Kordelio	Supervisor	Male	45-54	TEBE
	Local dept. of Ampelokipi	Supervisor	Male	55-65	TEBE
PIERIA	Local dept. of Katerini	Supervisor	Male	55-65	TEBE
IMATHIA	Local dept. of Veroia	Supervisor	Male	45-54	TEBE
	Local dept. of Naoussa	Supervisor	Male	55-65	TEBE
PELLA	Local dept. of Edessa	Supervisor	Male	55-65	TEBE
	Local dept. of Giannitsa	Supervisor	Male	45-54	TEBE
KILKIS	Local dept. of Kilkis	Supervisor	Male	45-54	TSA

INTERVIEW STRUCTURE

- Do you think that the unification of the social insurance organizations that formed OAEE was necessary and positive for the public social insurance system of Greece?
- Do you think that the phase of the unification was carried out in a proper way? Were there any deficiencies in the planning procedure or in the effectuation of this scheme?
- Were you prepared by your organization properly or by any way for this unification? Were there any seminars? Was there any improvement or adaptation of the infrastructure?
- What is your impression about your employees and the impact that the unification had on them?
- To be more specific about the impact at your employees, do you think that their compensations changed and was it for the better or for the worse?
- Has there been a change for the opportunities and possibilities for their promotion and how? If not why?
- Your position as a supervisor, your relationships with your subordinates, the way you exercise your administration and the problems that occur between you and your subordinates how were they affected by the unification? How did you try to respond to these new conditions? Are there any of these issues that can be solved only by the organization and its central administration?
- Are there more opportunities for contingent rewards for those employees who work with responsibility and conscientiousness?
- Do the employees have gained anything by being employees of a larger organization (OAEE)?
- How were the working and operating conditions of your department affected by the unification? Are there specific positive or negative impacts in the infrastructure, the operation, the work load, the way of accomplishing and fulfilling jobs and procedures?
- How were the personal and comrade relations between the employees affected? Do you recognise the existence of different cultures between the

employees due to the different organizations that they previously were working for? Do these changes in their relations affected you, your duties as a supervisor and the operation of your department?

- Have you felt that the unification added greater prestige to your position, your work or your social environment? Do you notice if your employees feel something similar?
- How was the communication upwards, with your supervisors and the central administration affected by the unification? Do you have now better information, access to information and communication in order to do your work? How do the employees of your department characterise the communication and the level of information between the present and the previous situation?



TEI of LARISSA

SCHOOL OF BUSINESS AND ECONOMICS

**POSTGRADUATE PROGRAM
MASTER OF BUSINESS ADMINISTRATION**

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INFORMATIVE LETTER

Dear Sir/Madam

For the Postgraduate Program for Master of Business Administration of TEI Larissa which is conducted in cooperation with the Staffordshire University Business School, the Dissertation with the subject "A study on how mergers of public organizations can

influence job satisfaction: The case of sectoral social insurance organisations in Greece (OAEΕ)" is worked out.

The employees of OAEΕ previously were working in the social insurance organisations of TEBE, TAE and TSA and have experienced a significant organisational change with the unification of their organisations and the formation of OAEΕ. The aim of this dissertation is to study if, in which areas/facets of job and how much the satisfaction from work of the employees of OAEΕ has changed due to the unification of the social insurance organisations (TEBE, TAE, TSA) that formed OAEΕ.

The primary research data will be gathered with the use of a questionnaire that is a combination of Paul Spector's Job Satisfaction Survey questionnaire with the addition of a section where the employees can show the change (positive, negative or neutral) for the answer to the equivalent sentence. Also, the demographic characteristics and other information like the labour relations of the participants are important for the research. The questionnaire will be anonymous.

The whole process will be conducted with the consent of the employees that will finally be willing to participate. Their anonymity will be guaranteed and the questionnaires will be kept by the researcher as extremely confidential. Also no reference will be made that could help the identification of employees or working departments of OAEΕ during the analysis and presentation of the results of this research.

In Greece the wider public sector has not been particularly studied for the area of employees' job satisfaction. This research is interested in the effects that the significant organisational changes that happened in the social insurance organisations of TEBE, TAE and TSA have caused to nine facets of job satisfaction. This research becomes even more topical due to the plans of the Greek government for a wider unification of the social insurance organisations. This wider unification is planned to lead to the formation of three social insurance organisations. The results of this research could help to identify possible difficulties and/or opportunities that the current unification, and possibly the one to come, has brought through the job satisfaction of the employees of the social insurance organisations.

Please answer to all the questions choosing the response that best reflects your personal opinions/feelings.

Your participation will be extremely useful.
Thank you very much.

QUESTIONNAIRE 1ST Part

DEPARTMENT of OAEE:

PREFECTURE:

GENDER

MALE

FEMALE

AGE

25 - 34

35 - 44

45 - 54

55 - 65

FORMER SOCIAL INSURANCE ORGANISATION

TEBE

TAE

TSA

YEARS OF SERVICE IN FORMER ORGANISATION:

TENURE:

LABOUR RELATION

PUBLIC
SERVANT

CONTRACTED
EMPLOYEE

MARITAL STATUS

SINGLE

MARRIED

LEVEL OF EDUCATION

SECONDARY

HIGHER

UNIVERSITY

POST GRADUATE

QUESTIONNAIRE 2ND Part

Research for the change of employees' Job Satisfaction after the unification that formed OAEE <small>Copyright Paul E. Spector 1994, All rights reserved.</small>		Current Situation						Change after the unification				
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much	Significant Aggravation	Slight Aggravation	No Change	Slight Improvement	Significant Improvement
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6	-2	-1	0	1	2
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6	-2	-1	0	1	2
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6	-2	-1	0	1	2
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6	-2	-1	0	1	2
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6	-2	-1	0	1	2
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6	-2	-1	0	1	2
7	I like the people I work with.	1	2	3	4	5	6	-2	-1	0	1	2
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6	-2	-1	0	1	2
9	Communications seem good within this organization.	1	2	3	4	5	6	-2	-1	0	1	2
10	Raises are too few and far between.	1	2	3	4	5	6	-2	-1	0	1	2
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6	-2	-1	0	1	2
12	My supervisor is unfair to me.	1	2	3	4	5	6	-2	-1	0	1	2

Research for the change of employees' Job Satisfaction after the unification that formed OAEF <small>Copyright Paul E. Spector 1994, All rights reserved.</small>		Current Situation						Change after the unification				
		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much	Significant Aggravation	Slight Aggravation	No Change	Slight Improvement	Significant Improvement
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.											
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6	-2	-1	0	1	2
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6	-2	-1	0	1	2
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6	-2	-1	0	1	2
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6	-2	-1	0	1	2
17	I like doing the things I do at work.	1	2	3	4	5	6	-2	-1	0	1	2
18	The goals of this organization are not clear to me.	1	2	3	4	5	6	-2	-1	0	1	2
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6	-2	-1	0	1	2
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6	-2	-1	0	1	2
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6	-2	-1	0	1	2
22	The benefit package we have is equitable.	1	2	3	4	5	6	-2	-1	0	1	2
23	There are few rewards for those who work here.	1	2	3	4	5	6	-2	-1	0	1	2
24	I have too much to do at work.	1	2	3	4	5	6	-2	-1	0	1	2

Research for the change of employees' Job Satisfaction after the unification that formed OAEE <small>Copyright Paul E. Spector 1994, All rights reserved.</small>		Current Situation						Change after the unification						
		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much	Significant Aggravation	Slight Aggravation	No Change	Slight Improvement	Significant Improvement		
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.													
25	I enjoy my coworkers.	1	2	3	4	5	6	-2	-1	0	1	2		
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6	-2	-1	0	1	2		
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6	-2	-1	0	1	2		
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6	-2	-1	0	1	2		
29	There are benefits we do not have which we should have.	1	2	3	4	5	6	-2	-1	0	1	2		
30	I like my supervisor.	1	2	3	4	5	6	-2	-1	0	1	2		
31	I have too much paperwork.	1	2	3	4	5	6	-2	-1	0	1	2		
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6	-2	-1	0	1	2		
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6	-2	-1	0	1	2		
34	There is too much bickering and fighting at work.	1	2	3	4	5	6	-2	-1	0	1	2		
35	My job is enjoyable.	1	2	3	4	5	6	-2	-1	0	1	2		
36	Work assignments are not fully explained.	1	2	3	4	5	6	-2	-1	0	1	2		