

## **Human Resource Management: Exploratory Study on Job Satisfaction of the Personnel Public Service in Rwanda.**

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### **Abstract**

*This study aims to determine the impact of the managerial dimension, the perception of employees with regard to their profession, and of individual characteristics (gender, age, position, etc.) on job satisfaction. The hypotheses mainly consist in identifying factors linked to satisfaction. We will initially verify whether satisfaction is in relation to individual characteristics and coherence between individual expectations. We will then, from a collective perspective, establish how leadership style, the organizational context and interpersonal relations intervene in the implication of the employees and thus generate their satisfaction. The statistical analyses make it possible to probe into the concept of satisfaction and to put forward measures relating to the policy which can increase personnel satisfaction in Rwanda.*

**Key words:** *Job satisfaction; organizational context, work perception, leadership, motivation at work.*

### **1. Introduction**

Nowadays, a lot of organisations are conscious of the need to manage human resources effectively to ensure the correct working order and the best output of their institution. Several specialists choose the approach of human relations and are of the opinion that employees have more importance than any other resource in the organization.

Decision-makers in the Public Service Ministry became aware of the importance of modern principles of management to improve the output and the effectiveness of their services and those of other ministries. Nevertheless, human resource management within the public service still raises problems. Among the concerns of the managers appears the problem of the job satisfaction of the personnel.

It is in this new context that the Rwandan government set up several incentives likely to increase the satisfaction of the employees. Examples include the wage increases and many other programs and policies aiming at improving the quality of life of its employees.

The factors of job satisfaction have been largely studied in the private sector. In Rwanda, the analysis of civil servant job satisfaction remains little explored, and the satisfaction factors remain badly defined. As pointed out by Brunet et al. (1991), since there is no better way of

measuring it, the parameter of job satisfaction is studied like a total concept and a general purpose element of professional life. Indeed, job satisfaction is an attitude with regard to employment. The consequences which it would have on the behavior of the individual have been the subject of considerable studies. A few years ago, one of the specialists in this field gave a progress report on various behaviors related to satisfaction at work (Louche, 1994).

Satisfaction influences withdrawal behaviors such as absenteeism, lateness, voluntary severance or resignation. It also influences psychological withdrawal like passivity and lack of interest, or withdrawal in alcohol. The proof of a relation between satisfaction and productivity is much weaker, however. The connection is thought to be indirect, via behaviors such as stopping work, the resignation of employees among the most qualified, and bad circulation of information intended for the improvement of the quality of work. The awareness of the sources of employee dissatisfaction in the public service constitutes a significant element for any human resources policy. However, surprising as it may seem, no significant scientific investigation is being carried out in the country about this important subject.

To tackle the question scientifically, it appeared significant to us to present the theoretical and empirical writings on satisfaction. However, it appears more and more that the explanation of the problem of satisfaction is complex and raises many questions; each one wants to understand why individuals devote energy to their work.

If one wants to arrive at a more complete comprehension, it will be necessary to gain a good understanding of the specific contribution of each ideal model. Thus, this study aims to examine the job satisfaction of public service employees and analyze factors which determine this satisfaction. To achieve this goal, we will try to determine the satisfaction level regarding the work of the personnel by analyzing factors of satisfaction towards the job. We will then study opinions of the civil servants in relation to these factors. Lastly, we will discuss the results of the study before making some recommendations.

## **2. Theoretical Framework**

### **2.1. Influence of work perception on satisfaction**

The way in which civil servants perceive their work is a factor which has rarely been studied in connection with job satisfaction (Aubert, 2002). Careful reading of the work devoted to the analysis of satisfaction makes it possible to believe that this concept and that of motivation are associated with several other variables (Gellerman, 1971; Miskel and Ogawa, 1988; Brunet, Dupont, and Lambotte, 1991; Viau, 1999).

Gellerman (1971) stresses that our knowledge as regards motivation of the employees is more advanced than our knowledge as regards satisfaction, and the two realities obviously are confused. In his study on

the justifying capacity of money, which consequently generates satisfaction, he affirms that "motivation is due to an influence which makes an individual deliberately act in a different way than they could have adopted in the absence of this influence." This opinion is shared by many others, particularly Herzberg, who distinguishes hygiene factors from motivational factors. He defines satisfaction as a state of balance and not a dynamic: too much dissatisfaction keeps an individual in the tension, frustration or resentment (Herzberg, 1971), but too much satisfaction can also discourage people from acting.

For their part, Brunet, Dupont and Lambotte (1991), in their study on job satisfaction in Quebec, found that satisfaction is made up of a series of personal specific achievements with regard to various elements of the work situation. The achievements depend on the convergence between the need of the individual and the incentives of the work situation. Thus, job satisfaction may be multidimensional, i.e. it is made up of an agglomerate of several feelings with regard to various aspects of work.

Drawing a parallel between the concept of motivation and that of satisfaction, Gellerman (1971) found that "to be motivated" means to direct one's action and to engage part of one's energy and resources towards the achievement of the objectives. However, the author adds that it is a difficult task for supervisors to act on the patterns of the subordinates' satisfaction.

Practically, it should be stressed that the author introduces a dynamic aspect in the sense that he binds the concept to the performance of the organization. This "energy dimension" refers to the motivational aspect of the human resource management, i.e. to the release of a latent energy or the activation of a potential.

Werther et al (1985) defined satisfaction as being the difference between what the individual expects from his work and what he finds in reality. It is generally true that satisfaction consists of an employee's favorable or unfavorable attitude with respect to his work. Thus, according to Goguelin (1989), the significance of the concept of satisfaction raises four types of problems concerning its homogeneity:

- "criteria" of determination of satisfaction: satisfaction for whom, compared to oneself, compared to the others?
- "general character" of the concept: when one talks about satisfaction of hunger, does one talk about the same satisfaction as that concerning the need for consideration?
- the "determinants" of satisfaction, i.e. the part played by the history of the subject, his needs, capacities, and environment;
- the continuity in satisfaction which specifies, on the one hand, that the subordinates are more sensitive to the non-satisfaction of the needs than to their satisfaction and on the other hand, that the subordinates are sometimes "insatiable".

The perception of a satisfaction concerns a quite relative overall assessment and thus, depends partly on the climate of the group and the

intra or inter group comparison effects depending on the internal state of the relationships. This reveals that the concept of satisfaction varies according to the same references and standards related to the culture and the style of organization: in a system based on rules, it will be reached when the procedures are observed, while in an innovating structure it will suppose taking initiatives and a broad autonomy.

This type of measurement led to an ambivalent situation found in the systems working by objectives (Lemoine, 1998). It provides a well defined framework and an orientation of work motivated by obtaining clear objectives, with intermediate reference marks as a guide, but it also causes reservations in view of the fact that it institutes a routine inspection of the activity, measurements of the activity and generally an overall judgment on the people.

It is in this way that it was shown that it is not the evaluation itself that increases satisfaction but the analysis of the situations which brings knowledge of the processes and gives reference marks for better managing its action (Lemoine, 1995), the systematic evaluation rather inducing relational difficulties and conflicts because of the judgments and social comparisons, which involve dissatisfaction. On this subject, it is noted that the model by objectives set up in large companies centered on the market refers to a rational management of work and gives little place to the pursuit of satisfaction. Consequently, it is the opposite which tends to reappear, in the form of stress, suffering or various pressures that go against a feeling of being well enough to work (Gangloff, 2000).

The concept of satisfaction refers more to a style developing personal relations, the support, the complete confidence granted to employees, and as a result it is no longer the subject of significant research, but remains only used as a social thermometer in order to avoid social conflicts if possible. The same applies to the concept of motivation which, having become common in a search for integration in the organization (Gonzales, 1995). Motivation is regarded as a means of inciting individuals to work, influencing or leading them to adopt an attitude or a particular behavior (Dolan, Lamoureux and Gosselin, 1996).

In light of what precedes, we can clearly define the relationship between "motivation" and "satisfaction": the motivations regarding work are the whole of the aspirations that a worker attaches to his job/employment, each of them being affected by a coefficient of probability of realization and recognition by the organization. In addition, examining the complexity of the concepts of satisfaction and motivation enabled us to understand that these two concepts seem to be closely linked by force of circumstance. It was necessary at this level to be confronted, at the same time, with this linguistic, multifaceted and irremediably complicated corpus.

Job satisfaction is thus perceived like a feeling with regard to work (Brunet et al, 1991). It can be divided into two distinct yet close categories – job satisfaction and dissatisfaction. Since it concerns a

subjective appreciation, it is to be supposed that this factor plays a significant role in work motivation. In fact, satisfaction is perceived like a fundamental variable in the life and the functioning of any organization. This parameter has been subjected to research in the form of an independent and a dependent variable (Champman et al, 1982).

Job satisfaction depends on the evaluation of several values. For each, satisfaction results from two judgments: (1) the divergence perceived by the individual between what he wants (standard value and its level) and what he perceives to obtain from his job, and (2) the importance he attaches to what he wants (intensity of the attraction). Therefore, satisfaction arises from a double perception: the divergence concerning the values and the importance of the values (Vroom, 1964, Levy-Leboyer, 2003).

Job satisfaction is conceptualized as a general attitude towards the job which results from a process including two types of perception. One relates to what should be an object, and the other, to this object as it is in reality. The object is everything that is able to generate emotions: a goal, an action, an attribute, a situation, a person or an event.

Models of causality studying the process of satisfaction of the needs constitute a second category. They measure the level of job satisfaction by the level with which the job can satisfy or make it possible to satisfy the needs of the individual. Thus, satisfaction refers to the feelings that one experiences in a situation of work, and an indicator of motivation does not constitute a cause of the motivation.

To summarize, we estimate that one can be satisfied without being extremely motivated but, on the other hand, it is rare that one is motivated without feeling correlatively a certain feeling of satisfaction. We therefore think that satisfaction especially constitutes an indicator of motivation.

## **2.2. The influence of the style of leadership of the hierarchical manager**

The style of leadership of management seems to constitute a significant factor intervening in satisfaction. The employees who expressed a higher level of satisfaction were those who perceived their direct manager as somebody whose style of leadership can be described as transformational, i.e. he/she tends to promote the participation of the employees in the decision-making process (Koh, Sterrs et Terborg, 1995).

Transformational leadership is a system where leaders and employees join their effort with the aim of attaining "higher levels of morality and satisfaction" (Burns, 1978,). The case which interests us corroborates with another more famous study which was conducted at the University of Ohio. This latter study is significant because it introduces the idea that the nature of behaviors influences motivation and thus generates

satisfaction and attitudes of the led people (Lim, 94; Levy-Leboyer, 2003).

The University of Ohio study made it possible to gather descriptions of behaviors of leaders through a questionnaire. The factor analysis of the answers allowed the researchers to describe four dimensions, the first two, named "consideration" and "structure", representing a major part of the variance. "Consideration" corresponds to subordinates' friendly and respectful attitudes and behaviors, while the "structure" corresponds to the fact of organizing work in a strict way, precisely defining the responsibilities of each employee and supervising its implementation.

These two dimensions bear the English names of "initiating structure" and "consideration" that Bergeron (1978) renamed "leadership and framing" and "human relations". The "human relations" dimension describes the extent to which the leader up is sensitive vis-à-vis his subordinates, respects their ideas and their feelings and establishes mutual confidence. As for the "leadership and framing" dimension, it describes the extent to which the leader is focused on the task to achieve and directs his subordinates. (It should be noted that these two categories are interdependent. Thus, a leader can obtain at the same time increased control in "human relations" and "leadership and framing").

Lastly, almost at the same time, the University of Michigan undertook similar research on leadership which aimed at identifying the styles of leadership associated with performance and satisfaction. Two dimensions were also identified: "orientation towards the employee" and "orientation towards the task", dimensions which are connected with the dimensions "leadership and framing" and "human relations" defined by the University of Ohio. The works of Likert (1967), quoted by Bergeron (1978), on "participative" leadership probably constitute the most popular of the contributions of the University of Michigan in this field. This research encouraged organisations to adopt a participative style with the underlying idea of ensuring motivation through employee satisfaction.

In accordance with the conclusions of Deci and Ryan (1985) the supervisor plays a crucial role so that motivation can result in job satisfaction. This means that self-determined motivation is not disadvantaged by too rigid a supervision which would prevent the development of autonomy and a feeling of competence. The style of leadership which would facilitate self-determination is favorable for employee satisfaction.

### **2.3. Hypothesis of the research**

The hypothesis mainly aims at identifying factors associated with satisfaction. The study will determine whether satisfaction is in relation with personal characteristics and coherence between individual expectations and the organizational context of the institution. It will also determine how the mode of organization of work, the style of authority and interpersonal relations intervene on the level of satisfaction.

### **3. Methods and Material**

#### **3.1 Sample of the study**

At the time of the investigation, the personnel of Public Services counted 208 employees, whereas the Administration of Ministries and Local Government had 3,942 employees. Therefore, the whole population amounted to 4,150 employees. The sample was randomly selected from the list of all the personnel provided by the Public Service Ministry (Chester, 1982). This sample accounts for 15% of the entire population, including both managers and employees.

It will be noticed that more than two-thirds of the respondents (69%) are men; 77% of the employees are men. The average age of the sample is 37 years, with a modal age (the most frequent age) of 30 years. While considering only the personnel having a non-fixed-term contract, the average age increases to 38 years. It is important to note that there is only very little difference between various education levels considered in the central and local government.

The average number of years of service in the public service is 17 years in the Central Administration. The personnel having less than five years of service is very largely represented (60.6% of the respondents). Regarding their education level, a percentage of 89.6% for those who work in local government have a Bachelor's degree.

#### **3.2. Research instrument**

After examining several questionnaires relating to job satisfaction, our choice was based on the one devised by Depre, Hondelghem and Moreels (1995) for reasons of great reliability in the results whatever the studied group or the cultural context of the study.

The final version of the questionnaire was developed following many comments of university colleagues from various academic institutions, in particular those of the University of Mons and Louvain – la – Neuve in Belgium. The first part of the questionnaire is related to personal characteristics of the respondents and those relating to their services; the second part aims to determine and understand the perception of the process of job satisfaction, while the third part includes items which concern variables made up of actions of leaders and the personnel carrying out orders.

Finally, respondents were invited to spontaneously write their comments on some of the closed questions they had just answered. They amply used this space to express their opinions. Their comments could therefore enrich the interpretation of quantitative information/data.

It is significant to stress that a single questionnaire was used for all the civil servants; the choice of only one questionnaire is justified by the fact that the personnel of the local and central governments share the same socio-professional characteristics.

In the investigation, several dimensions of the condition of the civil servant in public services such as living or working conditions, career, training, the image of their profession, etc., were explored through their opinions. Thus, we built an indicator for each one of these dimensions whose calculation is based on the distribution of the answers. Then, it was possible to discriminate the "positive" (or favorable) answers from the "negative" (or unfavorable) answers for each item. Therefore, for each selected topic, the answers to various questions took part in the construction of a numerical scale accounting for the satisfaction level of civil servants (Likert, 1967; Kinear et al, 2005).

## **4. Analysis and Discussion**

### **4.1 The level of perception of satisfaction**

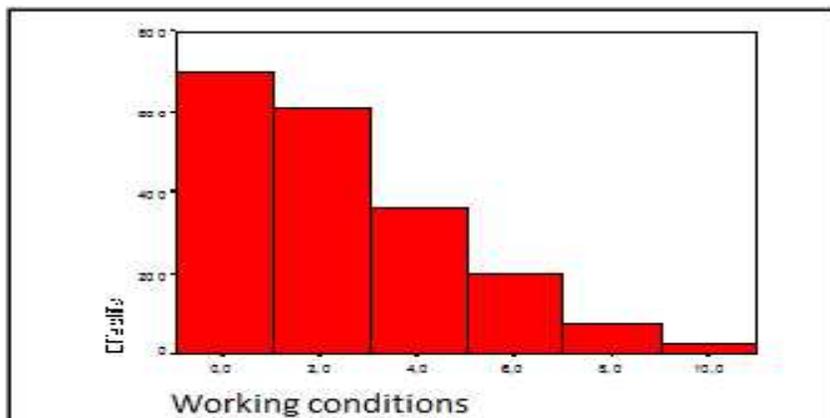
The analysis was related to the main dimensions of the questionnaire: the perception of work through the factors of motivation, the management of the service or the influence of the style of leadership of the people in charge. As recommended by the method, we initially reduced the number of variables by retaining the variables describing the best possible total variances observed between the subjects.

We initially calculated two reliability indexes: the alpha index, measuring the level of homogeneity of the elements composing the factor, and the index of internal consistency given by the analysis of the expressed correlations. The factorial structure was found to be interpretable, because the factors which make it up present indices of very acceptable reliability: the index alpha—was very good (0.956). Cronbach's alpha for the leadership combining the style centered on the task and the dimension centered on the person was 89, and the total alpha of satisfaction was 0.95.

The dimensions of the questionnaire are also made up of coherent elements related to satisfaction, elements which appeared in the univariate analysis like significant values of satisfaction for civil servants. The factor analysis of the multiple correspondences on their satisfaction made it possible to determine three significant axes which, together, explain 44.05% of the variance (analysis with the SPSS software) and 25.92% with the SPAD software, the first axis explained 16.25% and the second 5.59% of the variance.

The figures indicate that, all in all, civil servants are quite satisfied. The following graph makes it possible to visualize the distributions in the four fields. Respondents affirm that their working and living conditions are more or less satisfactory; therefore, we can conclude that the good performances of the public sector most often observed would be partly explained by working conditions.

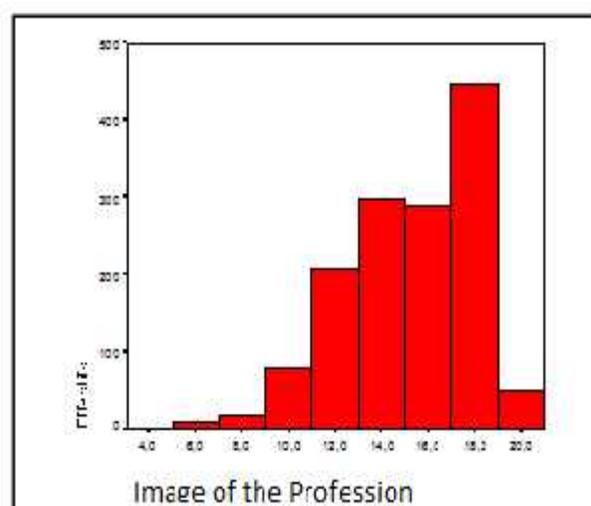
## Working conditions



However, two dimensions seem to escape the tendency from an average satisfaction, which are training and the image of the profession, for which positive answers are more numerous (for these two fields, the indicator is higher than average).

On these two dimensions, a majority of the respondents felt that they had possibilities or opportunities to be trained.

Therefore, one can conclude that these results are encouraging and it should be considered that training is of primary importance not only for improving work quality, but also the high spirits and the motivation of the employees. Indeed, a possibility of training brings an increase in status and, consequently, a wage increase or quite simply a reward for the new competences acquired during training.



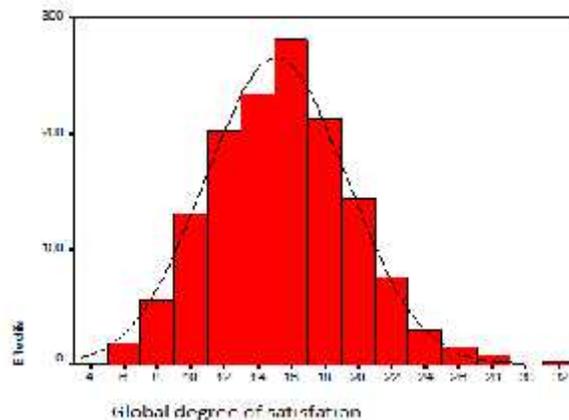
Concerning the image of the profession, civil servants declare that this image is positive. For this reason, somebody could say without embarrassment in which service they work. However, a minority of respondents give a less favorable image of their institution. Concerning the

image of the profession, civil servants declare that this image is positive. For this reason, somebody could say without embarrassment in which service they work. However, a minority of respondents give a less

favorable image of their institution. This implies that they do not like working in the public sector; they are not proud of their work and may easily criticize it and even leave it.

Another question examined whether the opinions of the employees in the various fields are linked or if on the contrary, the answers differ according to the considered dimension. A technical possibility to answer this question is to test the statistical correlations between the indicators of satisfaction.

In general, one can say that satisfaction in public services may be compared to a successful action which depends directly on the motivation of its author; but this satisfaction does not determine motivation automatically, whereas on the other hand dissatisfaction is very demotivating.



The figures indicated that employee satisfaction is generally good (the direct observation of the distributions of the answers to each question in the preceding part already provided us this information). The following graph allows us to visualize the distributions in the four fields.

Three dimensions seem however to offer a very positive perception according to the tendency of the total satisfaction: training, the image of the profession and the managerial staff, for which the positive answers are more numerous.

#### 4.2. Factors related to the personal characteristics

The analysis of the personal characteristics enables us to propose an analysis in six points:

- The perception of satisfaction is initially seen differently when the variable "service " is measured: the respondents who expressed less low levels of satisfaction are those who work more in technical services than the civil servants who often work on the ground;
- Concerning the level of education of the civil servants, one notices that the respondents having a high level of training are more satisfied, which would seem to prove that civil servants having more years of

schooling have a higher level of expectation and aspiration than those having average or lower training;

- When the variable "years of experience in service" before working for the public services is measured, respondents who have between 5 and 20 years have a less negative perception of their satisfaction;

- The variable currently "occupied function" by the respondents seems to affect their level of satisfaction. Thus, subordinates are less satisfied than executive officers with responsibility;

- Regarding the differences between women and men in connection with job satisfaction, results did not show a significant difference. Even if women are located on the left side of the axis and men on the right, the indices which arise from the axis (0.16 against 0.11) have the same test value (2.02), which means that women have a level of satisfaction almost similar to that of men. This is because the working conditions are the same today, since women hold as prestigious positions as their male counterparts.

In addition, even if life in rural areas comprises unquestionable disadvantages (isolation, lack of facilities, it is simpler than in the great urban centers, in which the civil servant is subjected, as well as the other inhabitants, to the problems of transport and the cost of living. It was also noted that the introduction of the variable "geographical area" has an impact on the variable "age of the civil servant" (the coefficient becomes slightly positive), which is not surprising insofar as the civil servants of the rural zones are younger than the others.

#### **4.3. The influence of the style of leadership of the institution leader**

The style of leadership of the director, mayor, executive secretary and/or another person in charge of the service seems to constitute a significant factor intervening in satisfaction. The civil servants who testified to a higher level of satisfaction are those who perceived their leader as somebody whose style of leadership can be described like transformational, i.e. he/she tends to support the participation of the personnel in the decision-making process (Levy- Leboyer, 2003).

In this case, transformational leadership would be a system where leaders and employees join their efforts with the aim of achieving "higher levels of morality and motivation" (Burns, 1978,). The part relating to transformational leadership includes assertions of the type "the heads deploy talent and a capacity for decision-making", "they propose new challenges and projects", and "believe in the capacity of the personnel to overcome obstacles.

The assumption put forth concerning the perception that the personnel has and the style of leadership of the immediate superior as indices of satisfaction was corroborated by the obtained results. The question concerning the hierarchical line managers tries to determine perceptions of the civil servants on the style of leadership of their management. It

includes 17 items divided into 3 groups. The table below indicates the results obtained in the first group of items:

N°	Items	Perceptions						
		e1(%)	e2(%)	e3(%)	e4(%)	e5(%)	e6(%)	e7(%)
1	My director attaches much importance to the results	0.4	1.7	7.4	5.2	33.5	26.1	25.7
2	My director attaches much importance to the work environment	1.3	3.9	14.3	4.3	31.7	24.3	20
3	My director appreciates my work	0.4	0.4	4.8	3.9	29.6	31.7	29.1
4	My director feels invested with the proper responsibility and operation of the service	0.4	0.4	5.2	5.2	34.8	27	27
5	My director organizes consultation meetings regularly	4.8	12.2	15.7	6.5	27	18.7	15.2
6	My director supports and conveys the proposals of the service to the competent authorities	13	2.2	11.7	8.3	34.3	20.9	21.3

The large majority of the respondents (e5, e6, e7), confirmed the idea that directors attach much importance to the results (item 1); they are thus quasi unanimous in recognizing that management attaches great importance to the work environment (item 2), which enables us to consider that the leaders behave as true managers because one can only expect high-quality work in a healthy work environment. On this item, a combination of opinions is observed which are mainly directed in the positive direction (e5, e6, e7).

More specifically with regard to the evaluation of work, more than 80% of the respondents estimate that directors appreciate well the work of their subordinates and also think that the persons really feel invested with the correct responsibility and operation of the service (items 3, 4). However, the leaders' capacity to organize consultation meetings regularly is criticized in 32% of the cases. On the other hand, less than two-thirds (60.9%) of the respondents affirmed that leaders allowed their employees not only to take part in regular meetings in the services, but also to make decisions related to their work (item 5). Consequently, they

completely agreed (76.5%) to consider that leaders support and forward their proposals to the competent authorities (item 6).

The second group of items is composed of six questions. We consider in the table below the frequency of given answers:

N°	Items	Perceptions						
		E1(%)	e2(%)	e3(%)	e4(%)	e5(%)	e6(%)	e7(%)
7	My director is respected by all the members of the service	-	1.3	7	9.6	34.8	19.1	28.3
8	My director is sufficiently qualified to take up duties of manager	0.9	2.6	6.5	7.4	34.3	19.1	29.1
9	My director acts so that the services or the members of their services are efficient	0.4	2.6	5.2	6.5	35.7	23.5	26.1
10	My director supports his employees	1.7	5.2	17.4	9.6	20.9	22.6	22.6
11	My director works with his employees collegially	3.5	4.8	17	8.7	21.7	25.2	19.1
12	My director listens the problems of his employees	2.6	7	17	10.4	18.7	24.3	20

It arises from the results consigned in this table that civil servants perceive positively the behavior of their management, those who have a negative perception constituting only a tiny minority. In all services, we noted that more than 80% of the employees agreed to say that their managers are respected and they are qualified to be chief executive (items 7 E & 8). On the other hand, they thus give rise to the least favorable perceptions, because 85. 3% of civil servants claim that leaders act so that employees' services are efficient (item 9).

In addition, very few critical judgments (e1, e2, e3) are related to the effect of support and collegial structure of managers towards their subordinates (items 10). Lastly, for many respondents, leaders are constantly listening to the problems of their subordinates and work with them in the collegial structure (items 11, 12). Finally, civil servants' perceptions of the behaviors of their management are expressed in this last group of items:

N°	Items	Perceptions						
		e1(%)	e2(%)	e3(%)	e4(%)	e5(%)	e6(%)	e7(%)
13	My superior transmits little information to his employees	5.7	16.5	27	9.6	15.2	14.8	11.3
14	My superior motivates the members of his service	10.9	16.1	20.4	12.2	13	13	14.3
15	My superior intervenes to correct errors of one of his employees	3.9	10.9	11.7	9.6	25.2	20.9	17.8
16	My superior clearly communicates to each employee what s/he must do	5.7	11.3	21.7	4.8	17.8	20.9	17.8
17	My superior is aware of everything that concerns the operation of the service	2.2	7.8	12.2	6.5	25.2	20.4	25.7

Currently, civil servants in public services deserve not only the right to freedom of expression but more especially the right to information from the line (managers) authorities. With regard to this question, perceptions of the personnel are divided: 41.3% against 49.2%. The former often sparingly receive information which would help them to correctly carry out their tasks (item 13). This shows that Ministry leaders seem to be somewhat distant from their subordinates and work in traditional administrative structures which do not privilege contacts and the information rate. In this field of work relationships, it is thus important to insist on communication and more frequent meetings between chief executives and their subordinates. This would make it possible to stimulate their motivation.

Regarding motivation, results seem to be similar to those regarding the transmission of information. In fact, 47.4% of the respondents attested that the hierarchical line managers do their best or spare no efforts to motivate them (item 14); 40.3% are of the opposite opinion. However, 12.2% of the respondents abstained from this question. Nevertheless, satisfactory results (63.9% of respondents) noted that the persons in charge of Departments or Directorates often intervene to provide support, on the one hand by rectifying for example errors made by employees (item 15) and on the other hand, by communicating (56.5%) clearly to each employee what they must do (item 16). It is noted finally that nearly three-quarters (71.3%) of respondents declared that leaders know about everything that concerns the operation of the service (item 17). All in all, the management style is good enough even if an improvement is desirable.

## 5. Conclusion and long-term forecasting

All in all, this original investigation made it possible to gain better insight into the opinions of Rwandan civil servants on their living and working conditions. The results revealed a satisfaction level of the civil servants. A more attentive examination of the civil servants results shows that differences in the satisfaction level exist according to some characteristics of the civil servants (greater satisfaction for older employees, but also for the persons in charge of the services) or according to the places of employment (stronger dissatisfaction among people from the large urban zones and having higher ranked diplomas).

The introduction of new measures or reforms in the public sector must take into account the situation which has been described in this study. This can be done by targeted actions to significantly reduce the level of dissatisfaction of civil servants. Moreover, this investigation can constitute the first indicator of a permanent barometer which would measure the "morals" of civil servants at regular intervals, the consultation of the actors being a significant dimension to take into account at the time of any political action.

The objective of this study was to identify the factors of satisfaction of civil servants, the influence of the style of leadership of the head, the perception of the profession and the effect of some individual characteristics like the gender of the civil servants, their age, their seniority and their level of education on satisfaction. The analysis of the collected data revealed that the most significant factors affecting the job satisfaction of civil servants were on the one hand the way in which they perceived their professional role, which corroborates the results found by Bogler (1999) and on the other hand the style of leadership of the head of service. These conclusions correspond to the data recorded by Koh, Steers and Terborg, 1995; Gonzales, 1995. Burns (1978) had already highlighted that "transformational leadership refers to leaders and collaborators of which the encouraging relation incites them mutually to aspire to reach higher levels of morality and satisfaction time and energy on their work in order to offer the best service to its users".

It would be necessary to communicate to the heads of services the results of this research highlighting that the style of leadership has a determining impact on the job satisfaction of civil servants in their services, in the knowledge that it has been proven that the transformational style has a positive effect, whereas the transactional style has a negative effect.

From the point of view of this exploratory article on the satisfaction of the personnel in public services, and using similar or complementary approaches and instruments, it seems that several research topics may remain to be address. One could for example carry out a particular study on leadership by confronting the empirical work completed in Africa. a study on the relationship between satisfaction and performance and, finally, a comparison between employees in rural areas and those who work in the urban environment.

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