



Public Personnel Job Satisfaction and Retention: The Effects of Perceived Image and Prestige of Government Jobs

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ABSTRACT

Given the turbulent development of Russian public service after the socialism-capitalism transition in the 1990s and continuous government bashing, one might expect finding low morale and negative perceptions of government jobs among public administrators. This study examines the factors that influence job satisfaction (JS) and government job decisions (GJD) of government employees and tests their tenure intentions. The study uses the internal vs. external prestige and the positive vs. negative government image concepts to measure the attitudes. The results of ordinal and binomial logistic regressions suggest that government employees' perceptions of government image, and prestige influence JS and GJD.

KEYWORDS

Russian government image and prestige; job satisfaction; employees retention

Introduction and background

Neither government nor business can work effectively with unsatisfied employees. To improve government operations, the government leadership needs to understand the factors that influence job satisfaction (JS) among government employees. This research introduces new factors to explain JS and government employment decisions. Although literature suggests multiple factors that influence JS and turnover intentions in a government office, little research focuses on the perception of government jobs image and prestige as predictors of job satisfaction (JS) and government jobs decisions (GJD).

Empirical research on government employees' JS is rare in Russia. In the West, Russian public administration is poorly understood because few Russian Public Administration (PA) empirical studies reach English-speaking journals (Barabashev & Straussman, 2007). The Russian government history had abruptly changed in 1991, when the socialist state was replaced by the capitalist state following turbulent and painful political events. Some Russians applauded the political transformation of the country, while a larger population viewed this transformation as a betrayal¹ of Russia (Treisman, 2011). The image and prestige of Russian government have since plummeted dramatically.

To accelerate the transition from socialism to capitalism, World Bank experts advised the new Russian

President Yeltsin to implement the policy of economic "shock therapy" (Sachs, 1994). This policy increased consumer prices in the country overnight by more than 2000% (<https://www.statbureau.org>²; Efremov, 2012). The World Bank data confirmed that Russia's GDP contracted by 47.6% in the period of 1990–1998 (<https://data.worldbank.org/country/RU>). The privatization of state-run factories benefited close allies of president Yeltsin. Yet, the privatization policy has led to massive unemployment and impoverishment (Appel, 1997; Black et al., 2000). In 1999, Russian pollster FOM,³ (2006) demonstrated a high level of mistrust of the president Yeltsin (Rose, 2007), which reflected on the Russian government and negatively affected the professional pride of government employees.

During the post-election years, under the leadership of a new president, the Russian government accelerated national economic development and started improving service to people (Rose, 2007). In 2001, the Public Service Concept and new public service laws introduced a merit system to guide the promotion of public servant (Barabashev, 2006). The public service recruitment and performance became more transparent and predictable; the economic situation started improving. Russian government started rebuilding its institutional and professional image. Since then, no empirical research had been performed in Russia on the government employees' job satisfaction (JS) and government jobs decisions (GJD).

Two theoretical approaches frame the study: the social identity theory (SIT) (Ashforth & Mael, 1989) and the professional prestige framework (PPF) (Carpenter & Krauze, 2012), which help understanding Russian government employees' views of their profession. The change of country leadership in 2000 and subsequent economic growth might have improved the employees' perception of the government prestige and image. Internationally, scholars study occupational prestige and professional image to predict employment decisions (Ashforth et al., 2008; Bergami & Bagozzi, 2000). This study is the first theory grounded empirical research on job satisfaction and government employees' retention in Russia.

Empirical model: theory and concepts

Literature review on JS and GJD

Common sense suggests that satisfied government employees choose to keep their jobs. A positive job experience is likely to incentivize employees to continue on their jobs. This study argues that the positive experience with the organization and the positive evaluation of the latter lead to higher JS. This study treats JS as a dependent variable, which further turns into an independent variable to predict Russian government employees' GJD. JS is used as a dependent variable and as an independent variable in government management studies (Wang & Brower, 2019).

Regarding JS, Kristof-Brown and Jansen (2007) find that interpersonal compatibility within a working group has a positive impact on JS. Similarly, this study suggests to measure collegiality of Russian employees, which might lead to higher JS. Ellickson and Logsdon (2002) determine that departmental team spirit is positively related to JS while demographic variables are not. This study evaluates the collegiality as one of the factors that influence the JS and GJD.

Kim's study (2005) finds that favorable social reputation of government employees is a predictor of JS among the Seoul Metropolitan government employees. Liu et al. (2010) determine positive effects of the person-organization fit and job satisfaction on turnover intentions among Chinese public administrators. Similarly, this study will focus on the government employees' perception of Russian government image and prestige, and will test the impact of JS on GJD.

Various studies measure JS with a Likert scale; some measure JS as a five or three-point Likert scale (Wang & Brower, 2019). This study uses a nine-point JS scale to provide a choice latitude for the respondents, which makes JS an ordinal dependent variable from 1—"completely dissatisfied" to 9—"fully satisfied".

Government prestige

These days, scholars actively study prestige of government-funded professions like teachers, librarians, and police (Bogler, 2001; Giannakopoulos et al., 2014; Hickman et al., 2004). Yet, few studies have investigated the occupational prestige of general government to predict JS and turnover intentions (Carpenter & Krauze, 2012; Van Ryzin, 2014). Researchers assert that "... a favorable reputation in the eyes of employees can be a prime causal factor of high morale and productivity ..." (Gray & Balmer, 1998, p. 698). Mishra (2013) found the relationship between perceived external prestige and turnover intentions in a medical sales company. He also determined a partial mediation effect of organizational reputation on the perceived external prestige and employees turnover intentions (Mishra, 2013).

Carpenter and Krauze (2012) argued that government office reputation is shaped by the external audience like elected officials, media, or policy experts rather than by internal government actors. To further the external prestige argument, this study investigates how government employees evaluate external prestige of government office. Herrbach et al. (2004) found a direct effect of the perceived negative external prestige on public managers' intention to quit government jobs. The above studies suggested useful concepts for the study of RF government organizational prestige.

Government image

The Social Identity Theory (SIT) describes a social group as people who "... share social identification of themselves ..." or "... perceive themselves to be members of the same social category [...] together with the emotional significance attached to that membership" (Tajfel, 1974, p. 9). A positive social identity of a profession helps successful recruitment. Abrams and Hogg (2010) find that positive descriptions of government image influenced public servants' professional patriotism. These are the relevant concepts to construct the RF government image.

Fuller et al. (2009) argues that individuals evaluate their status within the organization and form organizational identification. Similarly, this study evaluates the perception of professional image by RF government employees. Van Dick et al. (2004) maintain that professional self-identity determine employees' performance, JS, and predicts turnover. The knowledge of government image perception helps understanding JS and GJD of government employees.

Ashforth and Mael (1989, p. 22) argue that the merger of the organizational and individual identification leads to the "... perceived oneness with the profession" and to the "... defining in terms of the organization she

works for.” A recent study by Hameduddin and Lee (2021) finds that positive internal image of a public organization had a positive impact on the employees’ engagement. Following this logic, the authors argue that positive and negative organizational images determine the social self-identification of RF public employees. They might be concerned with the RF government image internationally, and, conversely, be proud of government image internally.

The lack of scholarly attention to the effects of perceived image of public servants in Russia suggests the need to investigate this concept deeper to inform government personnel management. The literature provided the concepts to construct the theoretical model of the relationship between image, prestige, JS, and GJD visualized in Figure 1.

Methods: concepts and hypotheses

The prestige

This study uses the construct “perceived prestige” to conceptualize internal and external prestige of the RF government. A survey instrument includes particular questions to collect perceptions of the government professional prestige by Russian public servants.

Kirukhina (2015) determines that the prestige of the Russian president grew noticeably after the successful anti-terrorist campaign of 2004–2014. The positive perceptions of the RF President spilled over to government cadres (Kirukhina, 2015). Bocharov (2016) determines that in 2015–2016 a significantly larger number of ethnic Russian expatriates voted for the acting RF president, which signaled growing external popularity of the President.

Forsberg (2014) argues that when a country receives a higher political status, other countries cannot ignore its interests in international negotiations; other country leaders view this country interests as legitimate. Forsberg (2014, p. 325) suggests that “. . . high international status of a nation is often an important aspect of the identity of its citizens.” This study anticipates that the international recognition of Russian interests and the role of Russia on the international arena might influence the RF employees’ positive perception of government prestige. Lazukova (2014) researched the employment motives of Russian bureaucrats to determine that they emphasize prestige of the profession and stable employment.

The above literature helped identifying the following variables: *the president’s prestige*, the *RF international prestige*, the *reliable employer*, and the *government jobs prestige*. The authors assume that positive evaluations of the RF government international and domestic strategies create a positive perception of internal and external RF government prestige.

The image

The works of Russian sociologists suggested variables to measure government image. Sheburakov and Sheburakova (2018) analyzed the RF media descriptors of government employees’ professional image. The study distilled several positive image attributes such as *effective employees*, *government*, *respected profession*, *collegial workers*, *servicing the people*, and *servicing the country*.

The government job decision (GJD) is an important concept for this study. However, the declining economy in the RF decreases job opportunities elsewhere but the government office (Kapeliushnikov &

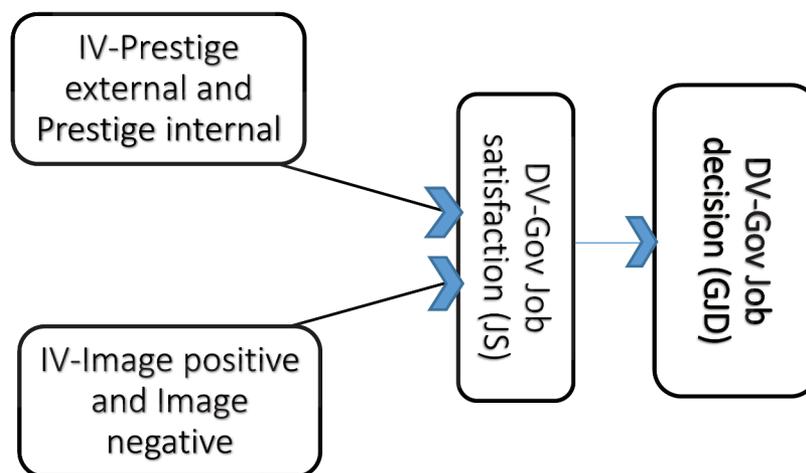


Figure 1. Conceptual model of the relationships between Prestige and Image factors and Government JS and GJD.

Oshchepkov, 2014). These findings suggested the following variable for this study: *positive or negative government job decision* (GJD). Besides job-related variables, this study includes demographic variables as controls—*gender, age, level of education, rank, and marital status*.

The literature findings helped formulating five hypotheses concerning the government employees' evaluations of government Prestige:

Hypothesis 1: The perception of a government job as prestigious increases government employees JS

Hypothesis 2: The positive perception of Russian international prestige increases government employees JS

Hypothesis 3: The positive perception of Russian international policy increases government employees JS

Hypothesis 4: The positive perception of the Russian government as a reliable employer increases government employees JS

Hypothesis 5: The positive perception of the Russian President prestige increases government employees JS

With regard to the perceived image by the RF government employees, the study formulates five hypotheses to explain the respondents JS:

Hypothesis 6: The perception of government employees as effective increases JS

Hypothesis 7: The perception of government employees as collegial increases JS

Hypothesis 8: The perception of government employees as serving the people increases JS

Hypothesis 9: The perception of government employees as serving the country increases JS

Hypothesis 10: The perception of government profession as respected increases JS

The hypothesized relationship between the JS and positive GJD are presented below:

Hypothesis 11: The increased JS positively influences the incumbents' GJD

Hypothesis 12: The demographic characteristics of government employees influence the incumbents' GJD

This study uses age, gender, level of education, and marital status as demographic predictors of JS. The next

chapter discusses data collection and methodological approaches.

Data collection

The authors collected the data on government employees' perception of Russian government image and prestige, and the JS and GJD of government employees at the Ministry of Labor conference for human resource managers (HRM). The HRM government officers were selected as survey participants because they perform recruitment, training, and evaluation of government cadres in regional and federal HRM offices. The HRM employees understand the Russian job market well. They evaluate the demand and monitor the change of public attitudes to the government. The HRM have internal information on government jobs advantages and shortcomings, and monitor careers of government employees. The survey solicited personal opinions of the HRM experts concerning their individual assessment of government image and prestige.

The authors' prior survey experience in Russian government suggested that mail and online surveys produced low response rates. Therefore, the authors attended the annual Russian Ministry of Labor (RML) conference⁴ in 2017, where high-ranked federal and regional HRM officers convene annually. The RML supervises and coordinates 85 regional HRM offices. The conference rotation principle ensures balanced representation of HRM officers from all regions. Yet, this rotation principle has limited the opportunity to collect the data from all HRM senior officers to a smaller group of 250 participants in 2017. The RML organizers confirmed that this limited sample was representative in terms of function, seniority, and demographics. Conference materials including 250 questionnaires were distributed to all participants. The questionnaire contained regular assurance of anonymity and voluntary participation. Four boxes for the survey collection were installed at two exits from the main conference room. At the end of the meeting, the boxes collected 147 completed questionnaires, a 59% response rate. Although the number of responses was smaller than expected, the sample was representative of HRM employees in terms of seniority and rank.

The survey instrument included questions on the demographics and career of HRM officers alongside the public servants theory-based descriptors to solicit the perceptions of government prestige and image. To collect the data on the JS and GJD, the questionnaire contained two items: a question about JS (ordinal), and a question about GJD (binary).

The dependent variables are JS and GJD. The independent variables are the *Prestige of government*

Table 1. Dependent and independent variables.

Variables	Variable type	Operationalization
Dependent variables (DV)		
JS – job satisfaction	Ordinal	1 through 9
GJD - government jobs decisions	Nominal	Binomial, 0- no, 1- yes
Independent variables (IV)		
Age	Interval	Years of age
Gender	Nominal	Male – 1, Female – 2,
Level of education	Interval	months of higher education
Family status	Binary	0 – not married, 1 – married
Rank	Binary	1-higher rank, 4-lower rank
RF government prestige		
1. President prestige	Ordinal	
2. RF international policy	1-5	1 - completely disagree
3. RF international recognition	1-5	5 - fully agree
4. Reliable employer	1-5	
5. Government jobs prestige	1-5	
RF government image		
1. Effective	1-5	
2. Responsible	1-5	1 - completely disagree
3. Collegial	1-5	5 - fully agree
4. Serve people	1-5	
5. Serve country	1-5	

employees and the *Image of government employees*. Table 1 provides information on two dependent variables and the descriptors of the independent variables. The concept *Government Prestige* is formulated as the perceived internal and external prestige descriptors, and the concept of *Government Image* is constructed as the perceived characteristics of the RF government workforce. Table 1 presents all DVs and IVs.

The questionnaire solicited either *very positive, positive, neutral, negative, or completely negative* perceptions of the incumbents' views of government internal and external prestige and image. The measurement scale from one to five means 1—“completely disagree” and 5—“fully agree.” The questionnaire was designed to study the HRM insiders' perception of the government jobs prestige, of government image and whether these perceptions influenced the incumbents' levels of JS. The second goal was to determine whether the higher JS would impact the decision to keep government employment. Demographic and career variables served as control variables.

Primary data analysis

The IBM SPSS V27 program was used to test the hypotheses. The examination of the collected data for missed responses has found several among the Prestige and the Image variables. The Little's Missing Completely at Random (MCAR) test confirmed that several Prestige variables were missing systemically (Sig. at 0.012). Out of 147 questionnaires, 25 respondents did not mark the Prestige variables responses. Therefore, 25 cases were deleted from the dataset.

The visual examination of Image variables revealed few missed responses; no pattern of systemically missed

response variables was found for Image variables. Second Little's MCAR test suggested that Image variables were missed randomly (Sig. at 0.216). To replace missing Image data, the authors used the Expectation Maximization (EM) technique because the number of missed responses was small. The EM procedure estimated the likelihood of data instead of missed data based on the correlation technique. The t-tests and probabilities determined that values were missing randomly rather than systemically (two-tail ρ value was at 0.024 (Sig. = 0.318)). The test found no systemic predictors of missing variables, which suggested that the EM technique could be used to replace the missing data. Table 2 presents the descriptive statistics for the data.

Table 2 describes observed responses with minimum and maximum for two DVs, nine for government JS, five for prestige and image descriptors, and five for demographic IVs. The demographic measures suggest the following averages for the sample characteristics: 64% female, 41 years of age, 48–396 months of university education, 57% married. The Prestige and Image variables correlations are presented in Tables 3 and 4.

Table 2. Description of dependent and independent variables.

Variables		Obs.	Min	Max
DV	Job Satisfaction (JS) 1–9	122	1	9
DV	Government job decision (GJD)	122	0	1
IV	President prestige	120	1	5
IV	RF international prestige	120	1	5
IV	Government reliable employer	121	1	5
IV	Government jobs prestige	122	1	5
IV	RF international policy	122	1	5
IV	Effective	121	1	5
IV	Collegial	122	1	5
IV	Serve people	120	1	5
IV	Serve country	122	1	5
IV	Respected profession	120	1	5
IV	Family status	121	0	1
IV	Age	122	22	63
IV	Gender	120	0	1
IV	Level of Education	122	48	396
IV	Rank	121	1	4

Table 3. Prestige. Descriptive Statistics and Correlation Matrix.

Variable	Mean	SD	1	2	3	4
Gov. jobs prestige	4.02	1.06	-			
RF intl. prestige	3.89	1.02	.414**	-		
RF intl. policy	3.82	1.01	.445**	.267**	-	
Reliable employer	3.15	1.11	.254**	.301**	.254**	-
President prestige	3.68	1.16	.195*	.332**	.426**	.414**

* $p < .10$; ** $p < .05$.

Table 4. Image. Descriptive Statistics and Correlation Matrix.

Variable	Mean	CD	1	2	3	4
Effective	4.40	.88	-			
Collegial	3.98	.82	.390**	-		
Serve_people	4.15	.85	.448**	.350**	-	
Serve_country	3.67	.87	.287**	.238**	.372**	-
Responsible	4.31	.90	.576**	.356**	.426**	.289**

* $p < .10$; ** $p < .05$.

Table 3 provides descriptive statistics such as Mean, SD, and correlations for the *Prestige* IVs. The reliability Cronbach alpha for the Prestige variables is .747, which suggests high internal consistency of Prestige measurements. Table 4 provides descriptive statistics such as Mean, SD, and correlations for the *Image* IVs. The reliability Cronbach alpha for the Image variables is .770, which suggests high internal consistency of Image measurements.

Hypotheses testing and interpretation

Job satisfaction measure and effects

The most appropriate data collection method for this study design was a survey because individual opinions of government employees mattered for the study. The authors collected the information by surveying government employees on a nine-point Likert scale for JS and a five-point Likert scale for Prestige and Image variables. The graph below represents the original distribution of JS responses.

Graph 1 demonstrates that the responses were distributed unevenly with a noticeable skew to the left. This uneven distribution could have caused problems for the ordinal regression analysis. Therefore, the authors recoded the 9-scale JS into a four-scale JS by merging several variables together to give the distribution more even shape. Responses 1, 2 and 3 were joined to express very low JS, responses 4 and 5 were joined to express moderately low JS, responses 6 and 7 were joined to express moderately high JS, and responses 8 and 9 were joined to express very high JS.

Graph 2 demonstrates the aggregate JS responses on a 4-point scale by the sample of 122 government employees. Four vertical rows of indicators of the JS demonstrate the sample averages for the four JS groups. The correlation between the full-scale and the reduced scale JS is .886**.

The OLR statistical results: prestige

The results of two ordinal logit regressions (OLR) are presented in Table 5 and Table 6.



Graph 1. The distribution of Job satisfaction response.



Graph 2. The distribution of reduced Job Satisfaction measure.

Table 5. Government prestige effects on JS.

Prestige descriptors	B	SE	Wald	df	Sig.
Threshold [JS_four=1.00]	-2.515	.7543	11.119	1	.001
[JS_four=2.00]	-.279	.6910	.163	1	.687
[JS_four=3.00]	2.005	.7303	7.537	1	.006
[Government_job_prestige=1]	-2.267	1.6208	1.956	1	.162
[Government_job_prestige =2]	-.535	.7237	.546	1	.460
[Government_job_prestige =3]	.521	.7347	.503	1	.478
[Government_job_prestige =4]	-.380	.4552	.698	1	.403
[Government_job_prestige =5]	0 ^a
[RFInternational_prestige=1]	.416	1.4867	.078	1	.779
[RFInternational_prestige =2]	-3.886	.9489	16.775	1	.000**
[RFInternational_prestige =3]	-2.406	.6163	15.237	1	.000**
[RFInternational_prestige =4]	-1.670	.5567	8.996	1	.003**
[RFInternational_prestige =5]	0 ^a
[RFInternational policy=1]	2.459	2.2270	1.219	1	.270
[RFInternational policy =2]	.553	.7613	.527	1	.468
[RFInternational policy =3]	-.851	.6264	1.846	1	.174
[RFInternational policy =4]	-.616	.4871	1.601	1	.206
[RFInternational policy =5]	0 ^a
[Gov. Reliable_employer=1]	3.317	1.1387	8.484	1	.004**
[Gov. Reliable_employer =2]	2.458	.8951	7.544	1	.006**
Gov. Reliable_employer =3]	1.862	.9090	4.197	1	.041**
[Gov. Reliable_employer =4]	1.452	.8056	3.249	1	.071*
[Giv Reliable_employer =5]	0 ^a
[President_prestige=1]	-.517	1.2339	.176	1	.675
[President_prestige=2]	.066	.6981	.009	1	.925
[President_prestige=3]	.186	.5845	.101	1	.751
[President_prestige=4]	1.125	.5704	3.893	1	.048**
[President_prestige=5]	0 ^a

Table 6. Government image effects on JS.

Image descriptors	B	SE	Wald	df	Sig.
Threshold [JS_four 1.00]	-2.453	.5928	17.125	1	.000
[JS_four 2.00]	-.252	.5144	.240	1	.624
[JS_four 3.00]	1.812	.5441	11.092	1	.001
[Effective employee=1]	1.047	2.1158	.245	1	.621
[Effective employee=2]	.752	1.0872	.479	1	.489
[Effective employee=3]	-.881	.8621	1.045	1	.307
[Effective employee=4]	-.505	.4961	1.035	1	.309
[Effective employee=5]	0 ^a
[Collegial=2]	1.293	.9867	1.717	1	.190
[Collegial=3]	1.557	.6701	5.403	1	.020**
[Collegial=4]	.516	.4804	1.153	1	.283
[Collegial=5]	0 ^a
[Serving _people=2]	-1.097	.8817	1.549	1	.213
[Serving _people=3]	.333	.6307	.279	1	.598
[Serving _people=4]	-.976	.4624	4.453	1	.035**
[Serving _people=5]	0 ^a
[Serving _Country=1]	.405	1.9961	.041	1	.839
[Serving _Country=2]	1.557	.8671	3.223	1	.073*
[Serving _Country=3]	1.747	.5868	8.859	1	.003**
[Serving _Country=4]	1.144	.5349	4.573	1	.032**
[Serving _Country=5]	0 ^a
[Respected_profession=1]	1.994	1.5974	1.558	1	.212
[Respected_profession=2]	-.846	.8761	.931	1	.334
[Respected_profession=3]	-2.010	.7217	7.757	1	.005**
[Respected_profession=4]	-.685	.4434	2.388	1	.122
[Respected_profession=5]	0 ^a

Table 5 includes the constant (threshold)—for the regression Government Prestige. The Prestige IVs are measured from 1-no prestige through 5-high prestige.

Table 5 for *Prestige* present coefficients, standard errors, the Wald test, and associated p -values. The threshold coefficients represent the intercept. The model fitting information suggests that the regression is statistically significant and improves our ability to predict the JS outcomes. The statistically significant model fit is supported by the Chi-square statistics ($p < .000$) which suggests that this model is a significant improvement over the intercept-only model and gives a better prediction than a simple guess based on the marginal probabilities of JS. The Pearson deviance test indicates that the final model is a significant improvement over the baseline intercept-only model ($p < .159$; $p < .1000$). The pseudo R-square Nagelkerke statistics (0.371) confirms the model's significance by the proportion of explained variation in the JS over 37%. Thus, the OLR statistical test establishes the explanatory power of the model. The assumption of proportional odds is rejected because the test of parallel lines is statistically insignificant ($p < .566$). The OLR test supports the explanatory model.

Two parameters of the Government job prestige Gov_International Policy [H1 and H3] were determined statistically insignificant. The parameter Gov_International Prestige was determined negatively and significantly related to JS and ($p < .000$ [H2]). Two other parameters, Reliable_employer ($p < .004$ [H4]) and President_Prestige ($p < .048$ to $p < .071$ [H5]) proved to be significant responses. The OLR statistical test established the explanatory power of the Prestige model.

The OLR statistical results: image

Table 6 includes the threshold, which shows the constant for the Government Image regression. The Image IVs are measured from 1-no prestige through 5-high prestige.

The parameter estimates in Table 6 Government Prestige present Government Image present coefficients, standard errors, the Wald test and associated p -values. The model fitting information suggests that the regression improves our ability to predict the JS outcomes by 24%. The statistically significant model fit is supported by the Chi-square statistic ($p < .018$) which suggests that the current model is a significant improvement over the intercept-only model and proves that the model gives a better prediction than a simple guess on the marginal probabilities of JS. The Pearson deviance test indicates that the final model is an improvement over the intercept-

only model ($\rho < .521$; $\rho < .802$). The pseudo R-square Nagelkerke statistics (0.235) confirms the model's significance by showing the proportion of explained variation in the JS about 24%. The assumption of proportional odds (the lack of association) is rejected because the test of parallel lines is statistically insignificant ($\rho < .328$). Thus, the OLR statistical test supports the explanatory power of the model.

The statistics in Table 6 suggest that out of five explanatory *Image* variables, two variables that describe government employees as *Collegial* (1.557; $\rho < .020$) and *Serve the country* (1.557($\rho < 0.07$); 1.747 ($\rho < .01$); 1.144 ($\rho < .03$)) positively associate with the JS. These two variables entail two major Russian values. Collegiality is an old-time value of Russian public servants (Alexandrova et al., 2019), which was confirmed by this study analysis. Similarly, the findings support the traditional Russian view of "service to the Fatherland" as the purpose of public servants (Frolova & Ryabova, 2018). By contrast, two other *Image* variables *Serve people* and *Respected Profession* were significantly and negatively associated to the JS (-1.976 ($\rho < .035$); -2.010 ($\rho < .005$)). The authors explain this result by suggesting that the HRM officers viewed their primary responsibility to the government rather than to the people. The negative relationship between the *government as respected profession* and the JS might be explained by the high level of stress in public offices (Ermasova et al., 2017). The variable *Effective employee* was determined statistically insignificant. To sum, the authors conclude that two variables were positively associated with the JS, and two variables were negatively associated with the JS, while one variable was not associated with the JS.

The demographic variables and the JS effects on the GJD

This chapter discusses the government GJD for the future by the incumbents. The authors tested the impact of the demographic variables on the GJD. The binomial logistic regression tested the following assumptions: (1) the age associated with the GJD; (2) the family status associated with the GJD; (3) the gender associated with the GJD (4); the higher level of education was associated with the GJD; (5) the higher career position was associated with the GJD. The authors ran the binomial logistic regression with the above multiple predictors. The omnibus test results suggested that the model was statistically significant at the level $\rho < .10$. The Hosmer and Lemeshow goodness of fit test ($\rho < .171$; "Sig." column) supports test results by indicating that the model is a good fit. The results of the regression are presented in Table 7.

Table 7. The influence of demographic and career factors on the GJD.

Variables in the Equation	B	S.E.	Wald	df	Sig.	Exp B
Age_years*ln_Age	.002	.007	.066	1	.797	1.002
Family	1.315	.550	5.723	1	.017**	3.725
Gender	-.088	.557	.025	1	.875	.916
Education*ln_Education	-.001	.001	1.778	1	.182	.999
Career rank (Cat)	-.300	.271	1.228	1	.268	.741
Constant	.882	1.379	.410	1	.522	2.417

In Table 7, the binomial logistic regression results indicate that only one demographic variable significantly and positively related to the GJD at the level of $\rho < .017$. The variable is the *Family status*, which suggests that having a family was an important predictor of the GJD. The explained variation in the dependent variable in this model is 13% as suggested by the *Nagelkerke R²* test this analysis suggests that H:11 is supported partially.

The effects of the JS on the GJD

Another binomial logistic regression establishes the relationship between the JS and the GJD, and indicates how each level of the JS relates to the GJD.

The binomial logistic regression in Table 8 determined the effects of four JS levels on the GJD. The logistic regression model is statistically significant. The Omnibus test of the model suggested a statistically significant relationship at $X^2 = 44.25$ ($\rho < .000$). The model explains 46% (*Nagelkerke R²*) of the variance of the GJD and correctly predicts 84 cases of employees choosing to keep government jobs, which supports the H:12 (GJD). The JS1 was not a significant predictor of the GJD. The employees at the JS_2 level had 43.2 times higher odds to make a positive GJ. The employees at the JS_3 level had 108.0 times higher odds to make a positive GJD. The regression analysis suggested that higher levels of JS influenced the decision to continue working for the government.

Discussion and conclusions

For the first time, this study tested the relationship between positive and negative perceptions of RF

Table 8. The influence of JS_4 on the GJD.

Variables in the Equation	B	S.E.	Wald	df	Sig.	Exp(B)	
Step	JS_4		31.744	3	.000**		
	JS_4(1)	1.145	.887	1.666	1	.197	3.143
	JS_4(2)	3.766	.918	16.812	1	.000**	43.200
	JS_4(3)	4.682	1.289	13.190	1	.000**	108.000
	Constant	-1.386	.791	3.075	1	.080*	.250

government *Image* and *Prestige* in Russia by the incumbent government employees and the impact on JS and the GJD among government employees. The findings are practically important because the knowledge of the influence of JS on the GJD might help retaining valuable employees in government agencies.

The findings of this study supported the theoretical premises of the SIT and the PPF, which posit that government positive image and higher prestige matter for government employees. The study has confirmed the association between the *positive image* and *internal prestige* with higher levels of the JS. These results suggest that Russian government ministerial employees have rehabilitated after the decades of government bashing. Yet, the external prestige of government was unrelated to the GJD. This might be explained by the focus of the majority of HRM and most other government officers on internal rather than external government functioning. These findings might seem intuitive. Yet, with the RF government, the results were uncertain because of the history of severe government bashing and popular government mistrust after the collapse of the Union of the Soviet Socialist Republics (USSR).⁵

The study determined that demographic variables such as *gender*, *age*, *education*, and *employment duration* were unrelated to the GJD. The authors explain the lack of explanatory power of career and demographic variables. First, the majority of the respondents were halfway on the career ladder at the survey time; they aspired for future career growth. The market economic system introduced a high level of job uncertainty and insecurity.

The prevailing majority of women in Russian HRM offices explain the lack of gender effects. In Russia, women are highly represented in government in all departments, yet, the majority stall at middle-management positions. Soviet traditions were inherited from the pre-soviet time when the traditional role of a woman was a housekeeper. Such gender bias and the presence of a “glass ceiling” is still common in business and government in Russia (Nezhina & Zaytseva, 2018; Utkina, 2018).

Recommendations

The study results call for theoretical generalizations and practical recommendations concerning government employees’ satisfaction and retention. The results suggest that the opportunity to influence the morale and JS is in the further improvement of government agencies’ prestige and image. The purposeful construction of a positive image of a government employee in the media might improve government internal moral and raise professional prestige. The media keeps biased against government and chooses to publish more negative rather than positive reports on its functioning.

The collegial management effort might improve self-respect of government employees (Abrams & Hogg, 2010) and help the retention of valuable employees. When government employees feel satisfied with the reputation of the office, they strive to protect its good reputation. This might lead to a more effective use of public resources and a higher regard of general public interests (Brunetto & Farr-Wharton, 2002). Women need practical and legal support to achieve professional growth, which could be attained by establishing a women leadership quota. Chief government officers need to invest in public relations and achieve higher openness to build a positive image and attract best job candidates.

The practical value of this study is the improved understanding of the role of government positive image and prestige on employees’ job satisfaction. The RF government managers would benefit from the establishment of information system to disseminate positive stories about government employees and their achievements. Another suggestion is to develop scientific management capacity within the government office, use practical theory and empirical research to develop scientific personnel management.

Notes

1. <https://foreignpolicy.com/2011/06/20/everything-you-think-you-know-about-the-collapse-of-the-soviet-union-is-wrong/>
2. <https://www.statbureau.org/en/russia/inflation/1992>
3. <https://bd.fom.ru>
4. <https://mintrud.gov.ru/ministry/programs/gossluzhba/17/1/4>
5. “The Union of Soviet Socialist Republics” (USSR) united 15 national republics: Armenia, Azerbaijan, Belorussia, Estonia, Georgia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan.

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