

# Analysis of regulatory workers

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Survey conducted for the Productivity Commission

Regulatory institutions and practices inquiry

March 2014

## Comparison of mean differences

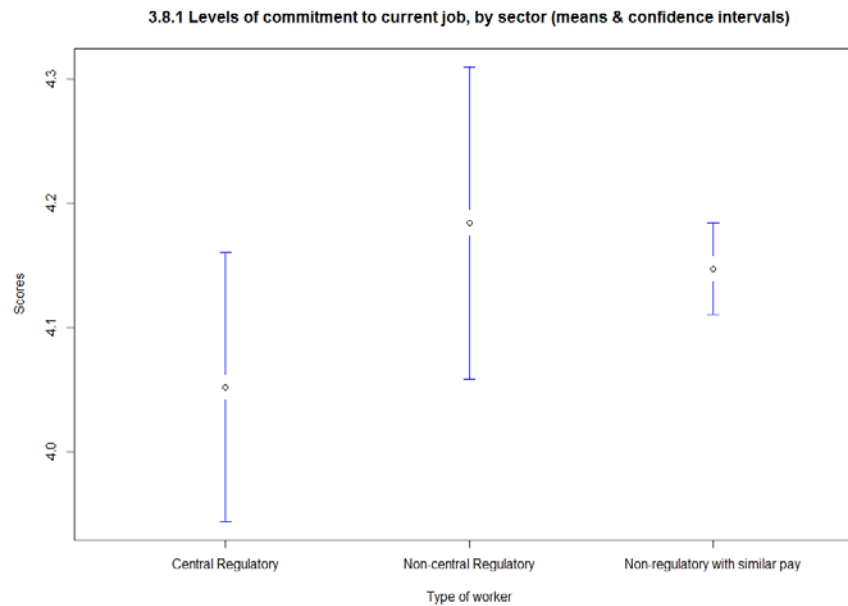
	page
3.8.1 Levels of commitment to current job	3
3.8.2 Levels of commitment to team or division	4
3.8.3 Levels of commitment to organisation	5
3.8.4 Levels of commitment to occupation	6
3.8.5 Levels of commitment to public services	7
3.8.6 Levels of commitment to making a difference to society	8
3.9.1 Levels of loyalty and commitment to organisation	9
3.9.3 Levels of emotional attachment	10
3.13.1 Do workers perceive that they have enough time to do what is expected in their jobs?	11
3.13.2 Do workers perceive that they often have too much work for one person to do?	12
3.13.4 Do workers perceive that there is too much work to do everything well?	13
3.13.5 Do workers perceive that the amount of work they are asked to do is fair?	14
3.13.6 Do workers perceive that they never seem to have enough time to get everything done?	15
1.5.1 Do workers believe that management systems allow them to challenge poor practices?	16
1.5.2 Do workers believe that management systems allow them to respond quickly to changes?	17
1.5.3 Do workers believe that management systems evolve rapidly in response to shifts in business priorities?	18
1.6.3 Do workers believe they work at cross-purposes because of conflicting objectives?	19
1.8.1 Do workers perceive that there is good communication across all sections of the organisation?	20
1.8.2 Do workers perceive that knowledge and information are shared throughout this organisation?	21
1.8.3 Do workers perceive that there is cooperation between different sections in this organisation?	22
1.9.3 How innovative do workers perceive their organisation to be	23
1.9.4 Ability of the organisation to learn from its mistakes and successes, by sector	24
2.1.1 Do workers feel they have sufficient authority to perform their duties?	25
2.1.5 Do workers feel they have sufficient authority to make decisions to provide quality customer service?	26
2.1.7 Do workers feel they are given enough authority to act and make decisions about their work?	27
2.1.8 Do workers perceive that organisational policies and procedures are clearly communicated to employees?	28
2.1.15 Do workers perceive that the channels of employee communication with top management are effective?	29
2.1.16 Do top managers communicate a clear organisational mission?	30

2.1.18	Do workers perceive that their performance evaluations have been helpful to their professional development?	31
2.1.19	Do workers perceive a strong link between how well they perform their jobs and the likelihood of receiving recognition?	32
2.1.20	Do workers perceive a strong link between how well they perform their jobs and the likelihood of receiving a raise in pay?	33
2.1.21	Do workers perceive a strong link between how well they perform their jobs and the likelihood of receiving high performance appraisal ratings?	34
2.1.22	Do workers perceive that their organisations reward employees who make an extra effort?	35
2.1.23	Are workers satisfied with the amount of recognition they receive when they do a good job?	36
2.1.24	Do workers perceive that they are likely to be promoted if they perform their job well?	37
2.1.25	Do workers feel that they are given a real opportunity to improve their skills through training?	38
2.1.26	Do workers perceive that they have sufficient job-related training?	39
2.1.27	Do workers feel that their supervisors have helped them acquire additional job-related training as required?	40
2.1.28	Do workers feel that they receive ongoing training which helps them do their job better?	41
2.1.29	Are workers satisfied with the number of training and development programmes available to them?	42
2.1.30	Are workers satisfied with the quality of training and development programmes available to them?	43
2.1.31	Do workers feel that the training and educational activities they have received enable them to perform their jobs more effectively?	44
2.3.6	Are managers perceived to take prudent risks?	45
2.3.4	Do politics drive the decisions of managers?	46
2.3.5	Do managers treat failure as a learning opportunity?	47

Item 3.8.1: Levels of commitment to current job

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	4.05	0.99
Non-central Regulatory	163	4.18	0.81
Non-regulatory with similar pay	1997	4.15	0.84



On average, all workers in the analysis show high levels of commitment to their current job.

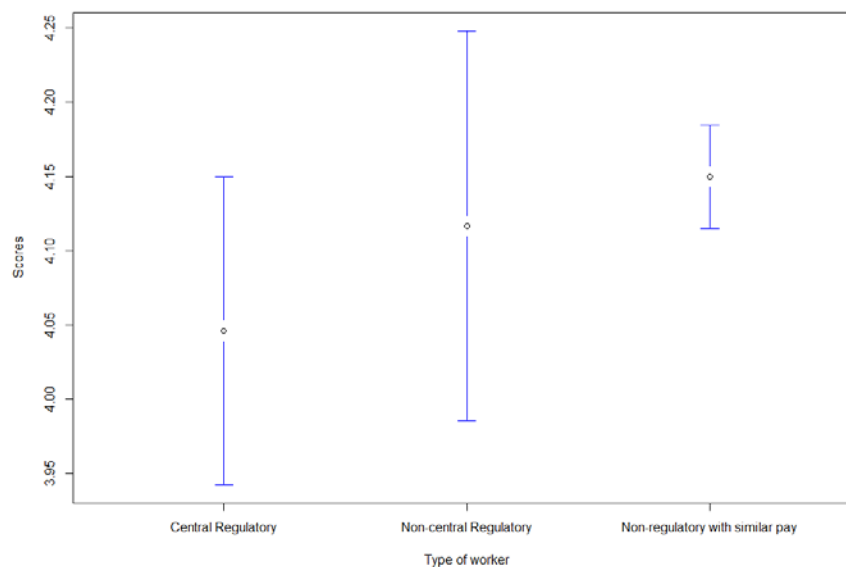
Central regulatory workers are not significantly more committed or less committed to their current job compared to non-central regulatory workers or non-regulatory workers who earn a similar pay.

Item 3.8.2: Levels of commitment to team or division

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	4.05	0.95
Non-central Regulatory	163	4.12	0.85
Non-regulatory with similar pay	1991	4.15	0.79

3.8.2 Levels of commitment to team or division, by sector (means & confidence intervals)



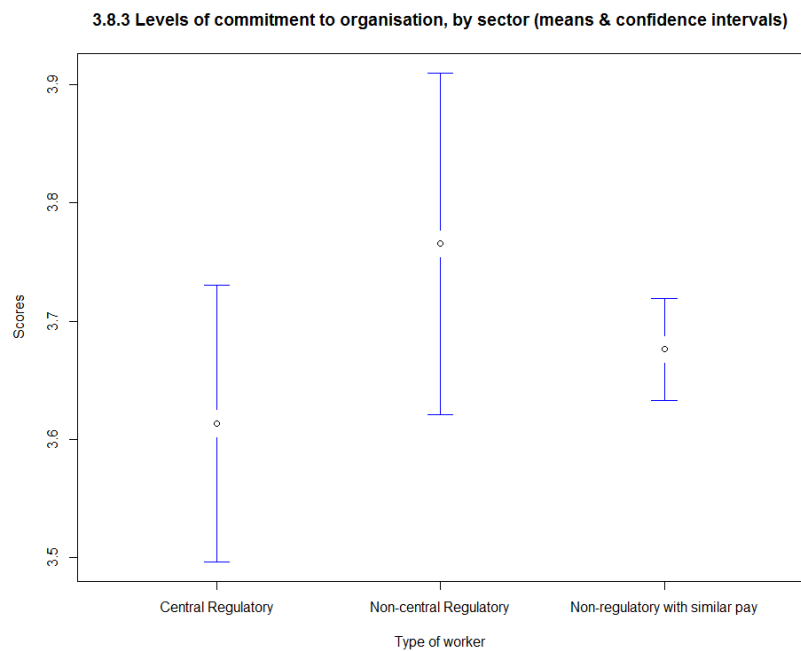
On average, all workers in the analysis show high levels of commitment to their team.

Central regulatory workers are not significantly more committed or less committed to their team compared to non-central regulatory workers or non-regulatory workers who earn a similar pay.

Item 3.8.3: Levels of commitment to organisation

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	3.61	1.07
Non-central Regulatory	162	3.77	0.93
Non-regulatory with similar pay	1995	3.68	0.99

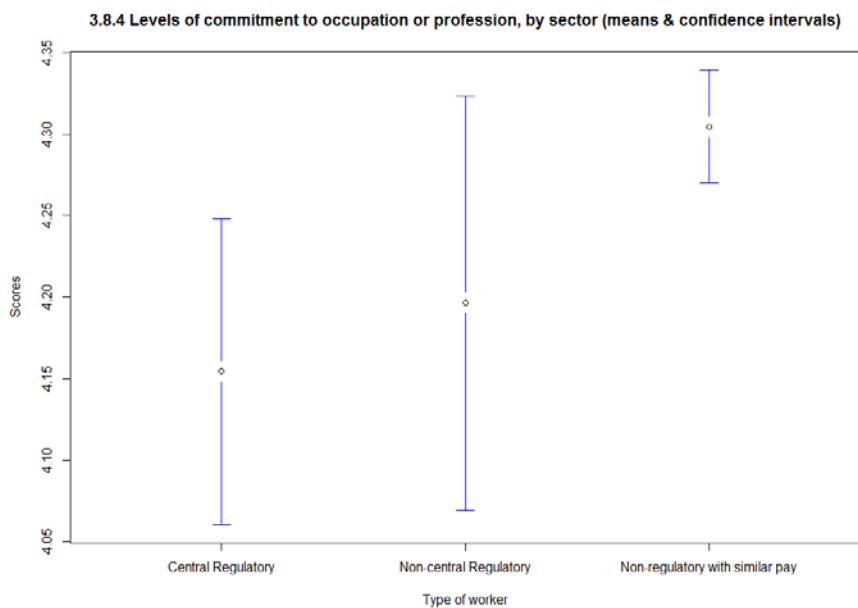


Central regulatory workers are not significantly more committed or less committed to their organisation compared to non-central regulatory workers or non-regulatory workers who earn a similar pay.

Item 3.8.4: Levels of commitment to occupation or profession, by sector

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	324	4.15	0.86
Non-central Regulatory	163	4.20	0.82
Non-regulatory with similar pay	1995	4.30	0.79



On average, all workers in the analysis show high levels of commitment to their occupation.

Non-regulatory workers are significantly more committed to their occupation compared to central regulatory workers.

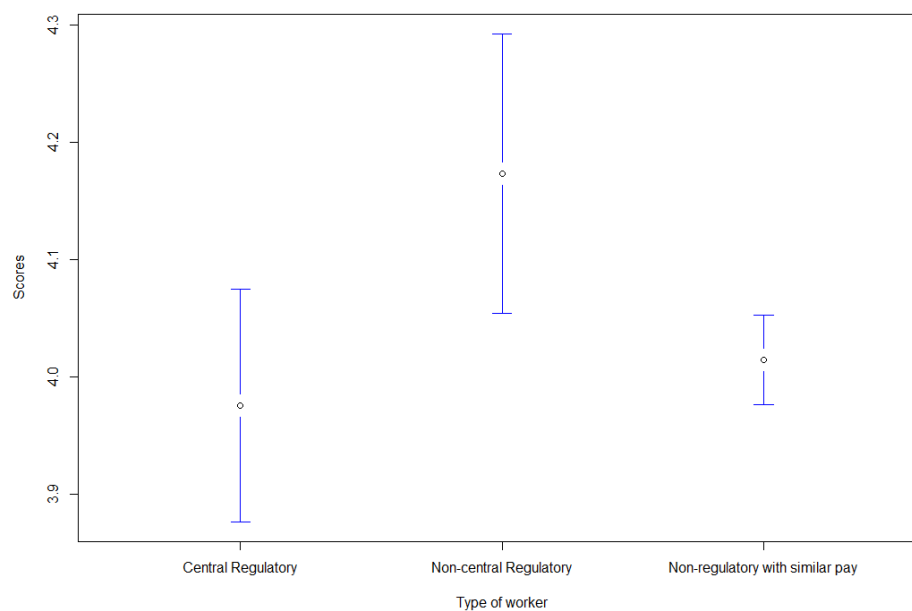
Item 3.8.5: Levels of commitment to public services, by sector

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	3.98	0.91
Non-central Regulatory	162	4.17	0.77
Non-regulatory with similar pay	1995	4.01	0.87

Non-central regulatory workers show a significantly higher level of commitment to public services compared to non-regulatory workers in the sample.

3.8.5 Levels of commitment to public services, by sector (means & confidence intervals)



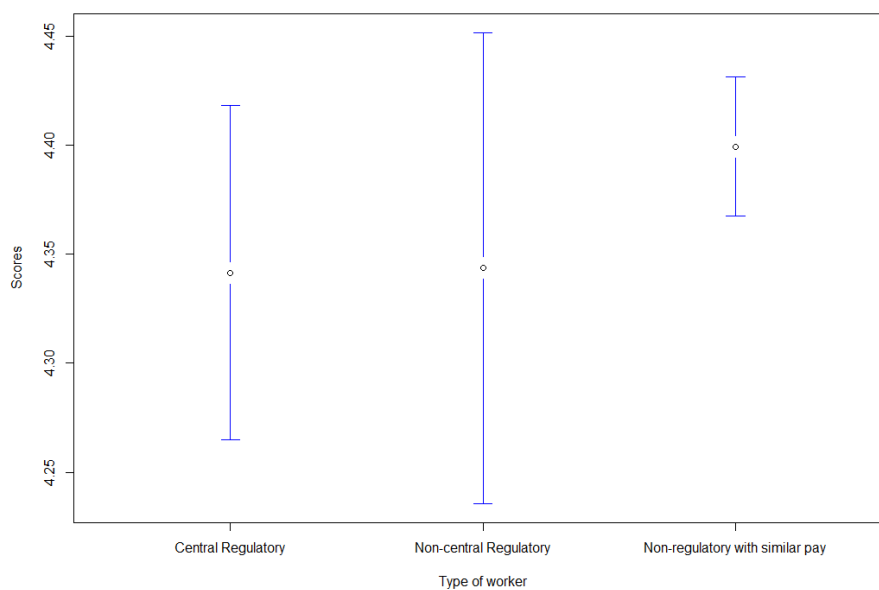


Item 3.8.6: Levels of commitment to making a difference to society

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	4.34	0.70
Non-central Regulatory	163	4.34	0.70
Non-regulatory with similar pay	1999	4.40	0.73

3.8.6 Levels of commitment to making a difference to society, by sector (means & confidence intervals)



On average, all workers in the analysis show high levels of commitment to making a difference to society.

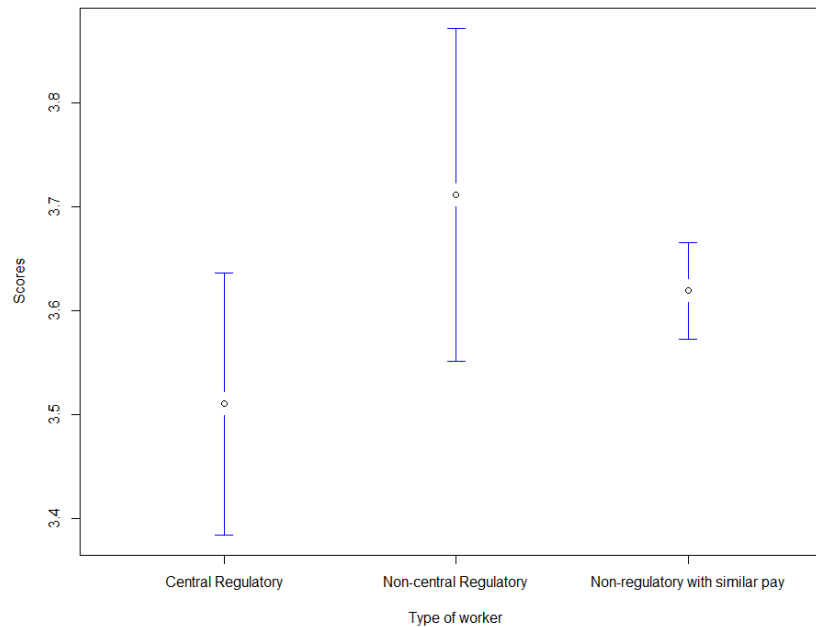
There are no significant differences between worker types in how they respond to this survey item.

Item 3.9.1: Levels of loyalty and commitment to organisation

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	3.51	1.15
Non-central Regulatory	163	3.71	1.03
Non-regulatory with similar pay	1980	3.62	1.05

3.9.1 Levels of loyalty and commitment to organisation by sector (means & confidence intervals)

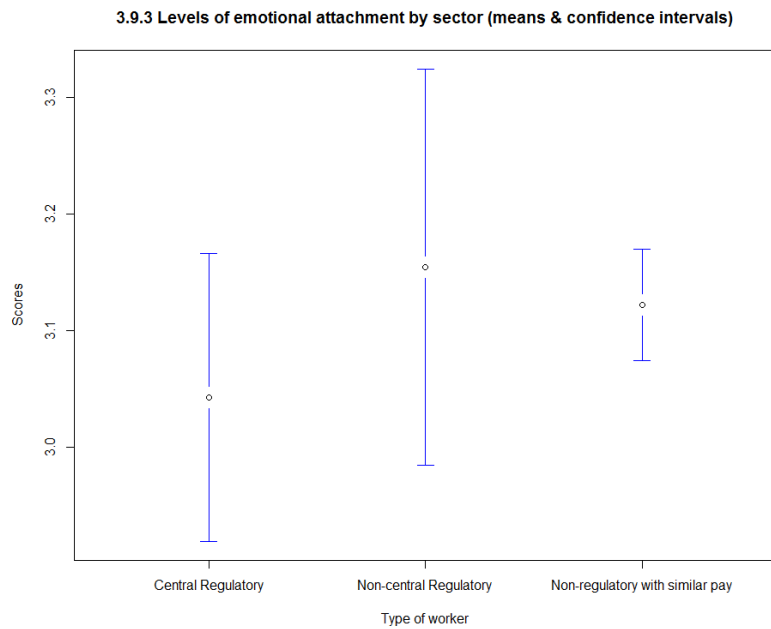


Central regulatory workers do not report any significant differences in levels of loyalty and commitment to their organisation compared to non-central regulatory workers or non-regulatory workers who earn a similar pay.

Item 3.9.3: Levels of emotional attachment to their organisation

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	3.04	1.13
Non-central Regulatory	162	3.15	1.10
Non-regulatory with similar pay	1976	3.12	1.08

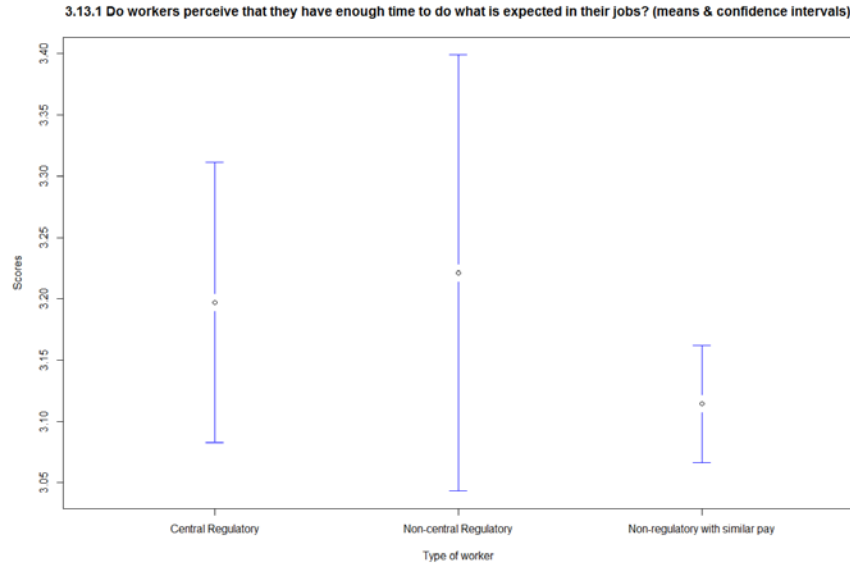


Central regulatory workers do not report significantly different levels of emotional attachment to their organisation compared to non-central regulatory workers or non-regulatory workers who earn a similar pay.

Item 3.13.1: Do workers perceive that they have enough time to do what is expected in their jobs?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	3.20	1.05
Non-central Regulatory	163	3.22	1.15
Non-regulatory with similar pay	1997	3.11	1.09

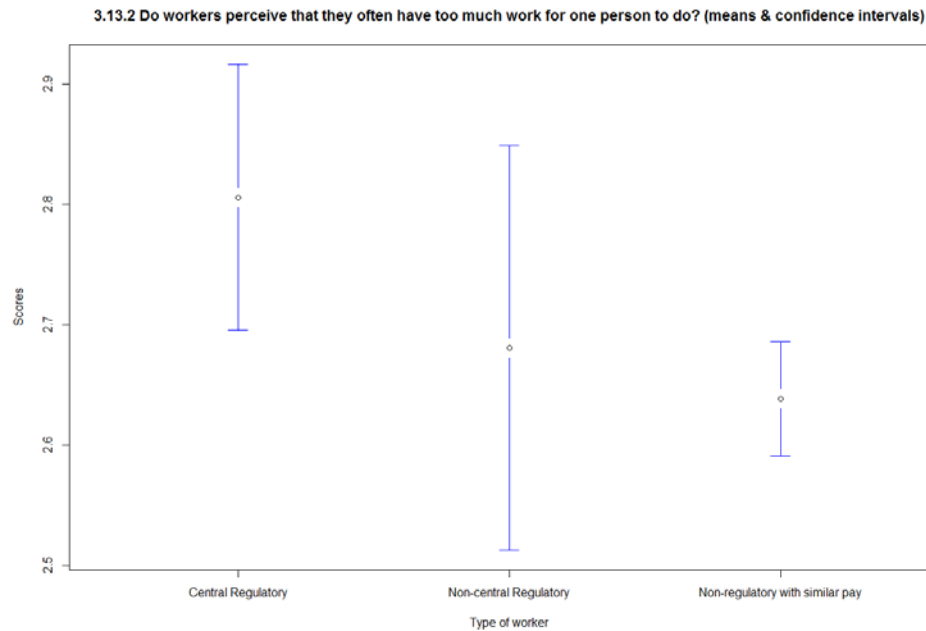


Central regulatory workers do not report significant differences in time required to do their jobs, compared to non-central regulatory workers or non-regulatory workers who earn a similar pay.

Item 3.13.2: Do workers perceive that they often have too much work for one person to do?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	2.81	1.01
Non-central Regulatory	163	2.68	1.15
Non-regulatory with similar pay	1998	2.64	1.07



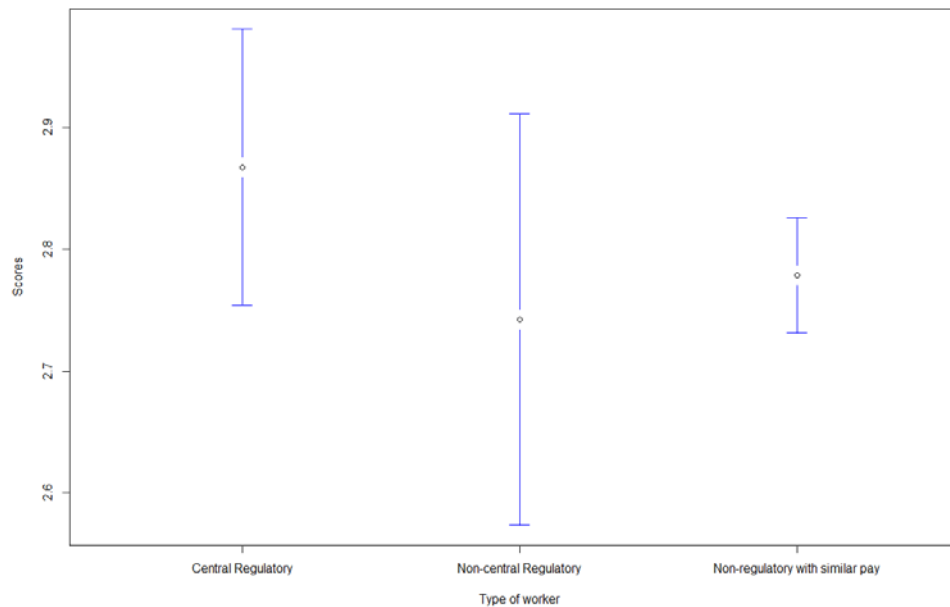
Central regulatory workers are less likely to report that they often have too much work to do compared to non-regulatory workers.

Item 3.13.4: Do workers perceive that there is too much work to do everything well?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	3.30	0.90
Non-central Regulatory	162	3.17	0.93
Non-regulatory with similar pay	1996	3.37	0.84

3.13.4 Do workers perceive that there is too much work to do everything well? (means & confidence intervals)



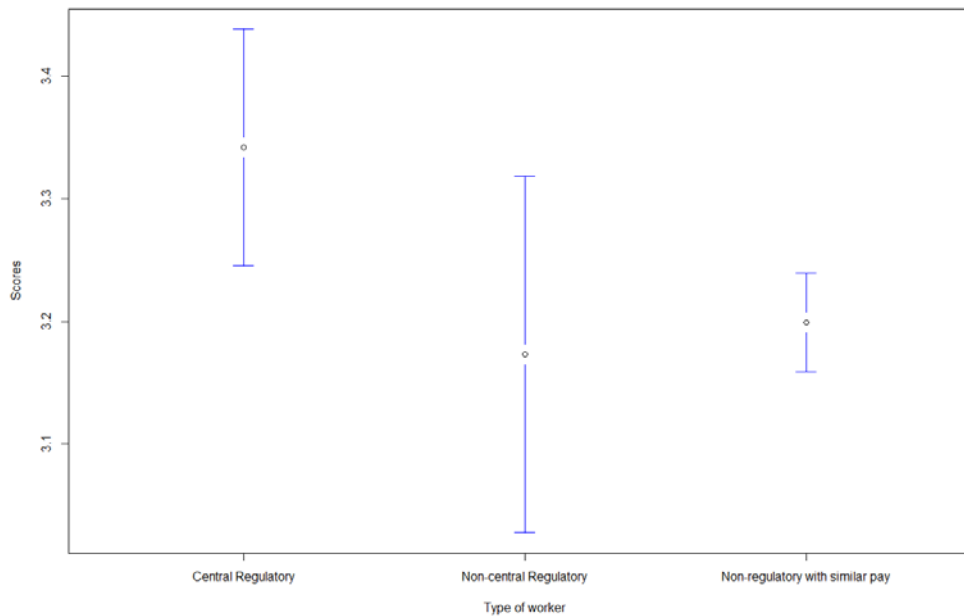
There are no significant differences in how workers perceive that there is too much work to do everything well, according to type of worker.

Item 3.13.5: Do workers perceive that the amount of work they are asked to do is fair?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	3.34	0.88
Non-central Regulatory	162	3.17	0.94
Non-regulatory with similar pay	1994	3.20	0.91

3.13.5 Do workers perceive that the amount of work they are asked to do is fair? (means & confidence intervals)

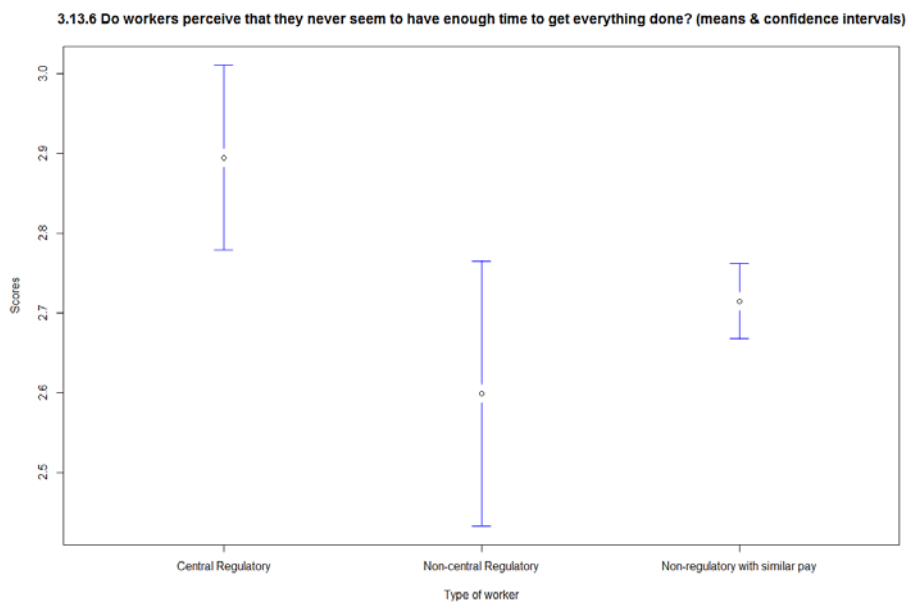


Central regulatory workers are more likely to perceive that the amount of work that they are asked to do is fair, compared to non-regulatory workers.

Item 3.13.6: Do workers perceive that they never seem to have enough time to get everything done?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	323	2.89	1.06
Non-central Regulatory	162	2.60	1.07
Non-regulatory with similar pay	1988	2.71	1.07



Central regulatory workers are less likely to perceive that they never seem to have enough time to get everything done compared to non-central regulatory workers and non-regulatory workers.

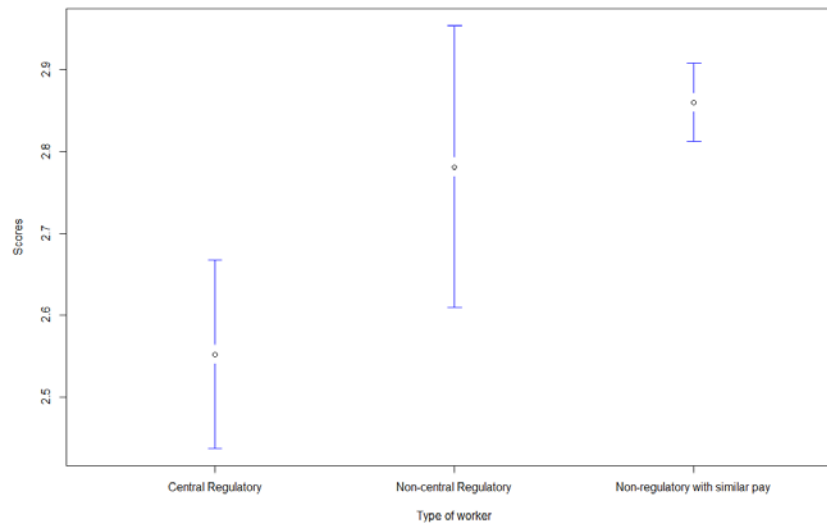


Item 1.5.1: Do workers believe that management systems allow them to challenge poor practices?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.55	1.06
Non-central Regulatory	160	2.78	1.10
Non-regulatory with similar pay	1995	2.86	1.09

1.5.1 Do workers believe that management systems allow them to challenge poor practices? (means & confidence intervals)



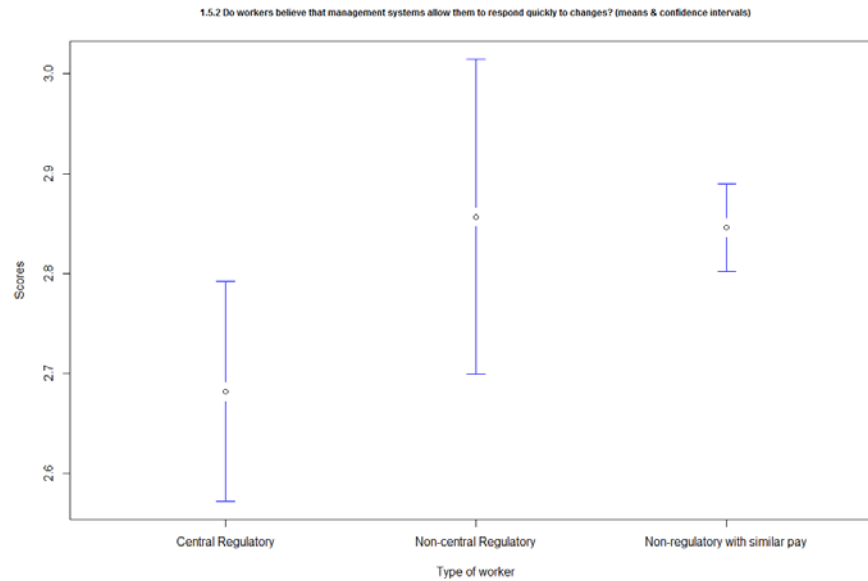
On average, workers from all three categories seem to disagree that management systems allow them to challenge poor practices.

Central regulatory workers perceive that their management systems are less likely to allow them to challenge poor practices compared to non-regulatory workers.

Item 1.5.2: Do workers believe that management systems allow them to respond quickly to changes?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	324	2.68	1.01
Non-central Regulatory	161	2.86	1.01
Non-regulatory with similar pay	1996	2.85	1.00



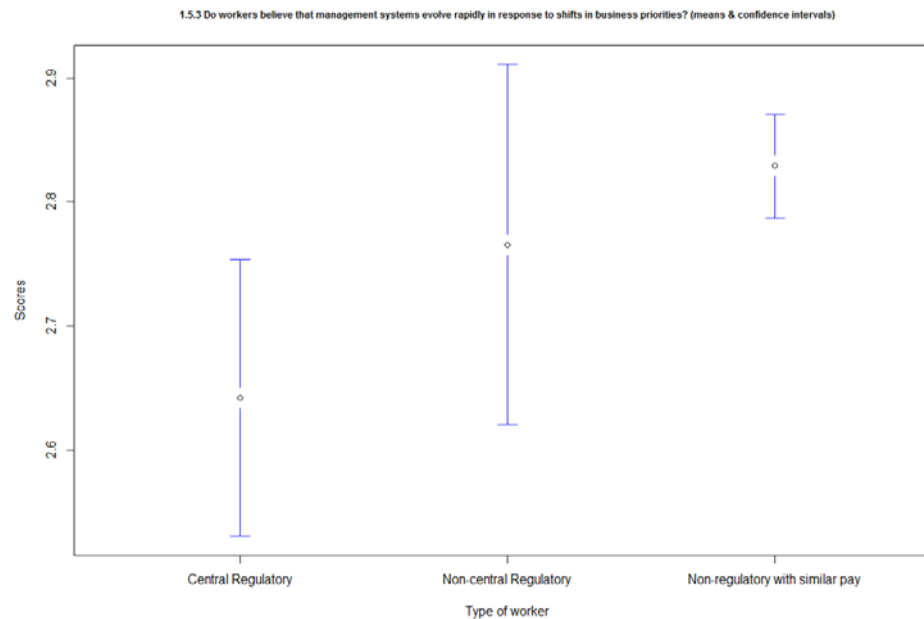
On average, workers from all three categories seem to disagree that management systems allow them to respond quickly to changes.

Central regulatory workers perceive that their management systems are less likely to allow them to respond quickly to changes compared to non-regulatory workers.

Item 1.5.3: Do workers believe that management systems evolve rapidly in response to shifts in business priorities?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	327	2.64	1.03
Non-central Regulatory	162	2.77	0.94
Non-regulatory with similar pay	1989	2.83	0.95



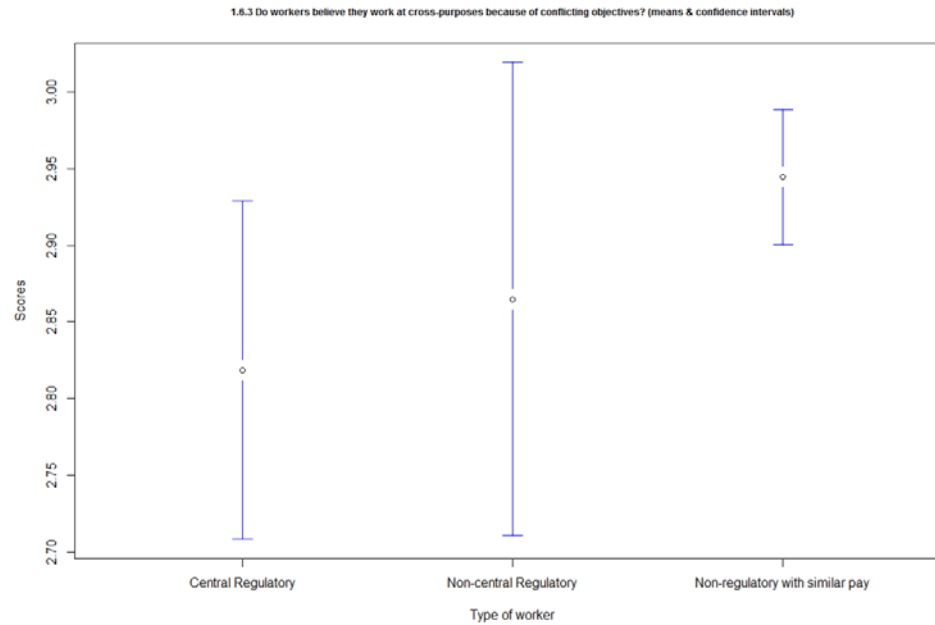
On average, workers from all three categories seem to disagree that management systems evolve rapidly in response to shifts in business priorities.

Central regulatory workers perceive that their management systems are less likely to evolve rapidly in response to shifts in business priorities compared to non-regulatory workers.

Item 1.6.3: Do workers believe they work at cross-purposes because of conflicting objectives?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	2.82	1.01
Non-central Regulatory	163	2.87	1.00
Non-regulatory with similar pay	1998	2.94	1.01



Workers from the three categories show no differences in their belief that they work at cross-purposes because of conflicting objectives.

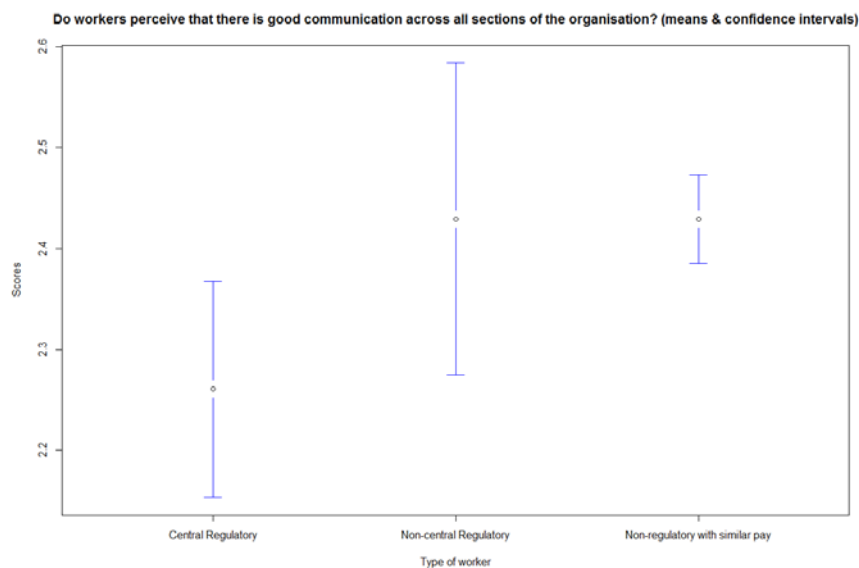
Item 1.8.1: Do workers perceive that there is good communication across all sections of the organisation?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.26	0.98
Non-central Regulatory	163	2.43	1.00
Non-regulatory with similar pay	1997	2.43	1.00

On average, workers from all three categories seem to disagree that there is good communication between workers in their organisations.

Central regulatory workers are less likely to perceive that there is good communication across all sections of the organisation compared to non-regulatory workers.

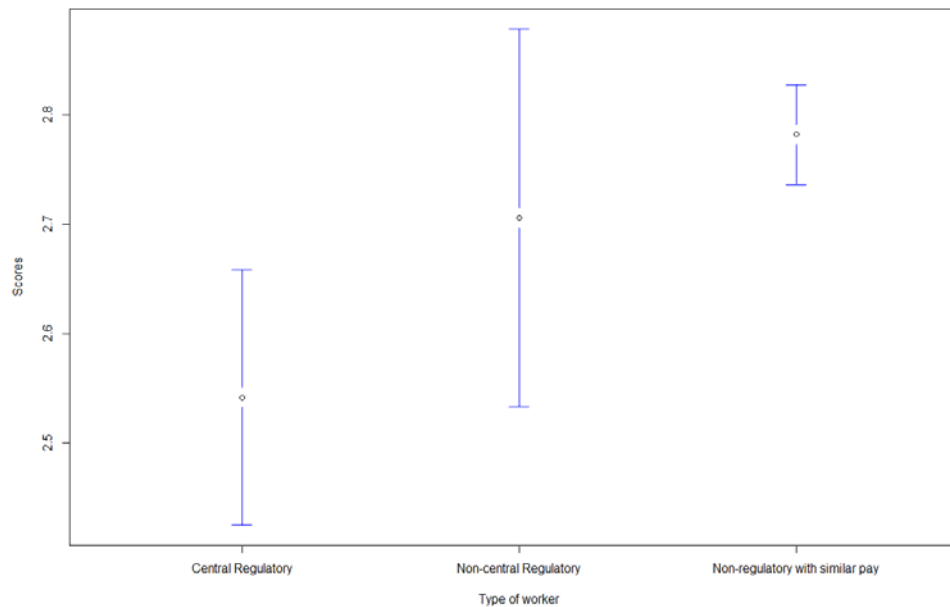


Item 1.8.2: Do workers perceive that knowledge and information are shared throughout this organisation?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	2.54	1.07
Non-central Regulatory	163	2.71	1.12
Non-regulatory with similar pay	1999	2.78	1.04

Do workers perceive that knowledge and information are shared throughout this organisation? (means & confidence intervals)



On average, workers from all three categories seem to disagree that knowledge and information are shared throughout their organisations.

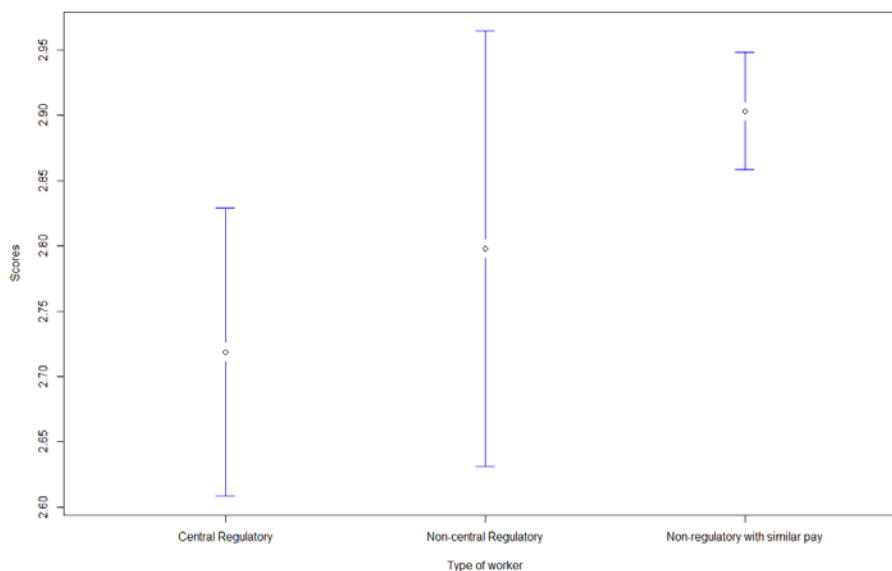
Central regulatory workers are less likely to perceive that knowledge and information are shared throughout their organisations compared to non-regulatory workers.

Item 1.8.3: Do workers perceive that there is cooperation between different sections in this organisation?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	327	2.72	1.02
Non-central Regulatory	163	2.80	1.08
Non-regulatory with similar pay	2003	2.90	1.02

Do workers perceive that there is cooperation between different sections in this organisation? (means & confidence intervals)



On average, workers from all three categories seem to disagree that there is cooperation in their organisations.

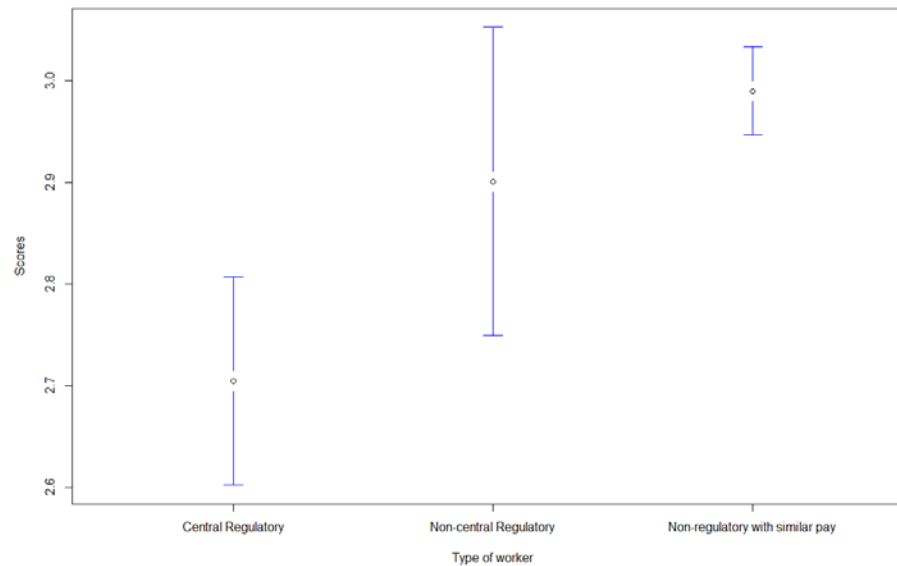
Central regulatory workers are less likely to perceive that there is cooperation between different sections in their organisations compared to non-regulatory workers.

Item 1.9.3: How innovative do workers perceive their organisation to be

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	2.70	0.94
Non-central Regulatory	162	2.90	0.98
Non-regulatory with similar pay	2001	2.99	0.99

1.9.3 How innovative do workers perceive their organisation to be?, by sector (means & confidence intervals)



On average, workers in this analysis disagree with the statement that their organisation is innovative.

Central regulatory workers are less likely to perceive their organisations as being innovative compared to non-regulatory workers.

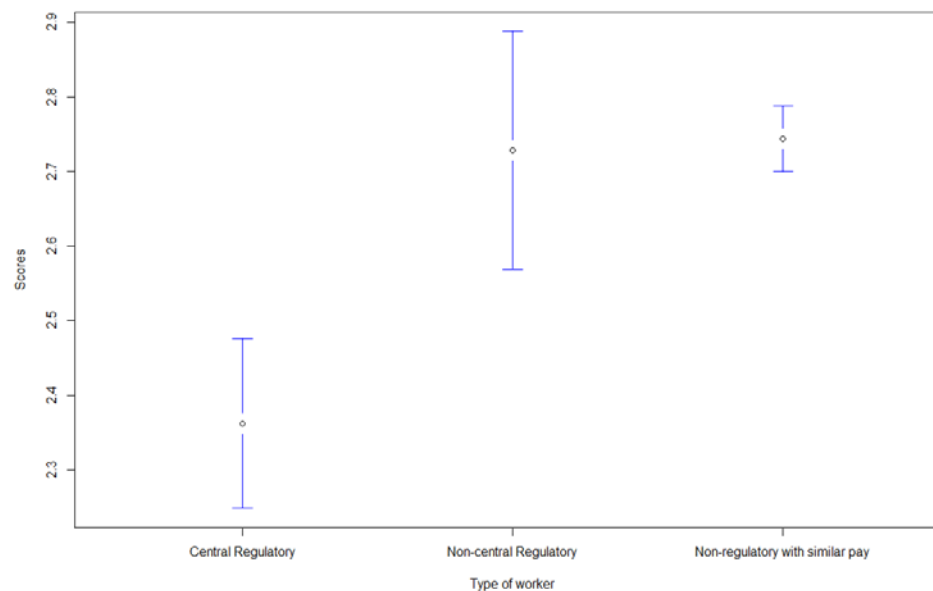


Item 1.9.4: Ability of the organisation to learn from its mistakes and successes

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.36	1.04
Non-central Regulatory	162	2.73	1.03
Non-regulatory with similar pay	1990	2.74	1.02

**1.9.4 Ability of the organisation to learn from its mistakes and successes, by sector (means & confidence intervals)**



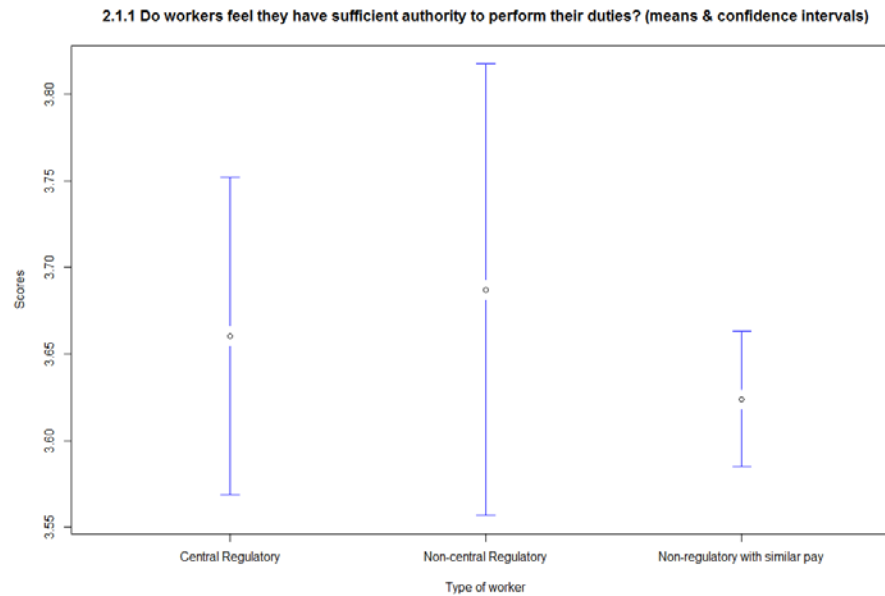
On average, workers in this analysis disagree with the statement that their organisation is able to learn from its mistakes and successes.

Central regulatory workers show the highest level of disagreement, and this is significantly different compared to non-central regulatory workers and non-regulatory workers.

Item 2.1.1: Do workers feel they have sufficient authority to perform their duties?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	327	3.66	0.84
Non-central Regulatory	163	3.69	0.84
Non-regulatory with similar pay	2005	3.62	0.89



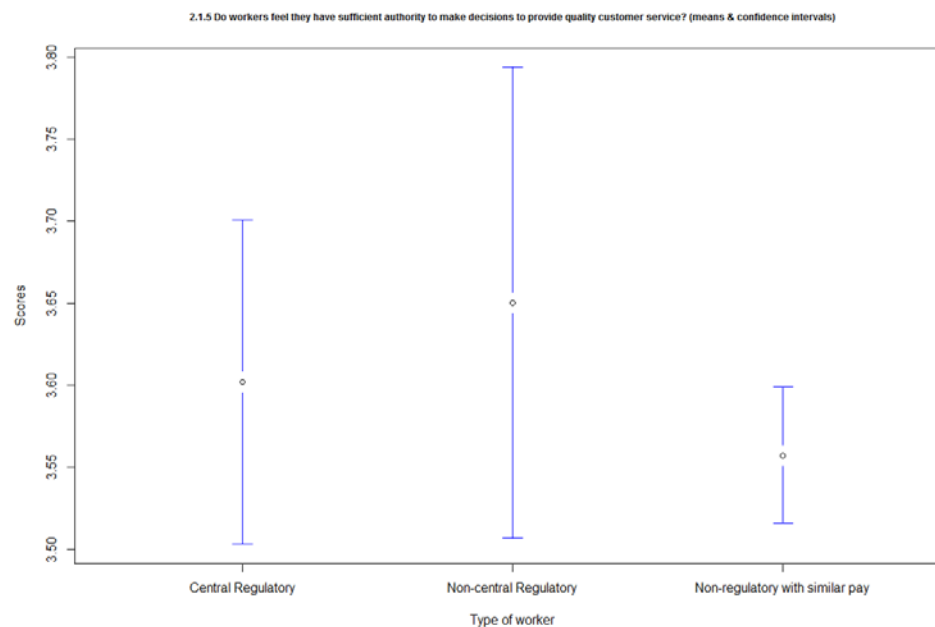
On average, workers in this analysis feel that they have sufficient authority to perform their duties.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.5: Do workers feel they have sufficient authority to make decisions to provide quality customer service?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	324	3.60	0.90
Non-central Regulatory	163	3.65	0.93
Non-regulatory with similar pay	1997	3.56	0.94



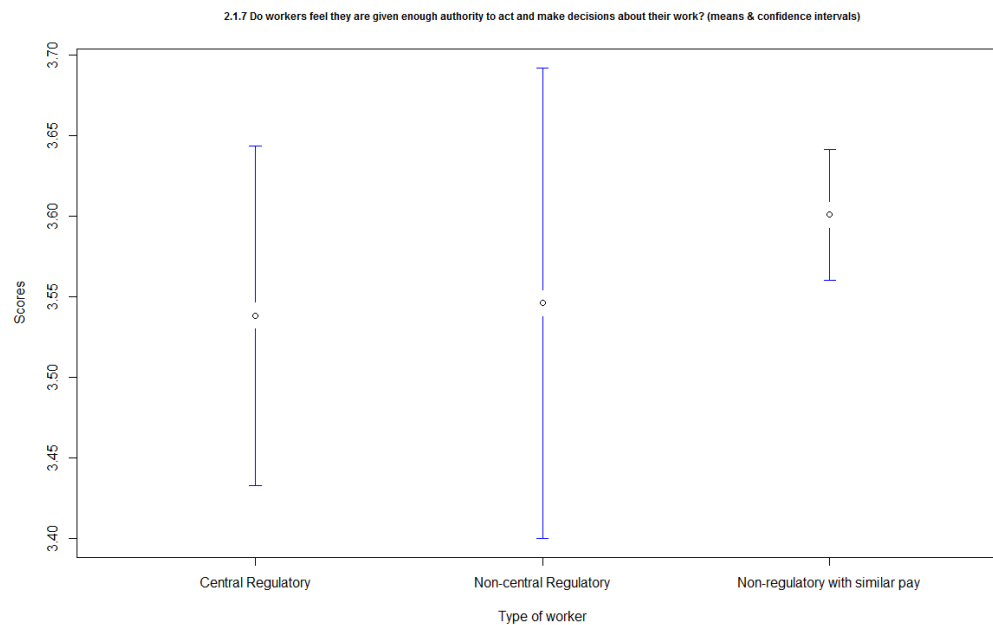
On average, workers in this analysis feel that they have sufficient authority to make decisions that enable them to provide quality customer service.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.7: Do workers feel they are given enough authority to act and make decisions about their work?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	327	3.54	0.97
Non-central Regulatory	163	3.55	0.94
Non-regulatory with similar pay	1990	3.60	0.92



On average, workers in this analysis report that they are given enough authority to act and make decisions about their work.

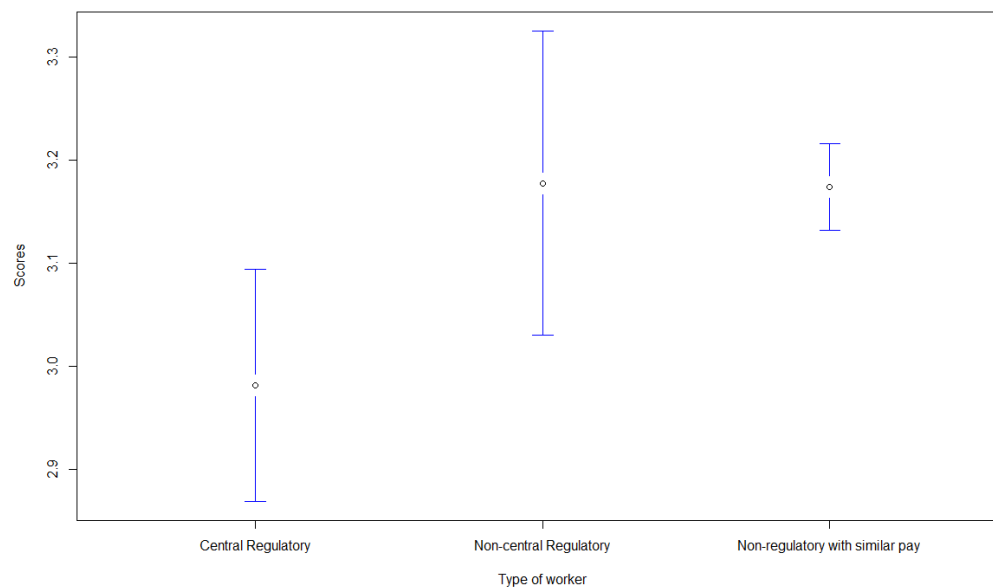
There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.8: Do workers perceive that organisational policies and procedures are clearly communicated to employees?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.98	1.03
Non-central Regulatory	163	3.18	0.96
Non-regulatory with similar pay	1999	3.17	0.96

2.1.8 Do workers perceive that organisational policies and procedures are clearly communicated to employees? (means & confidence intervals)

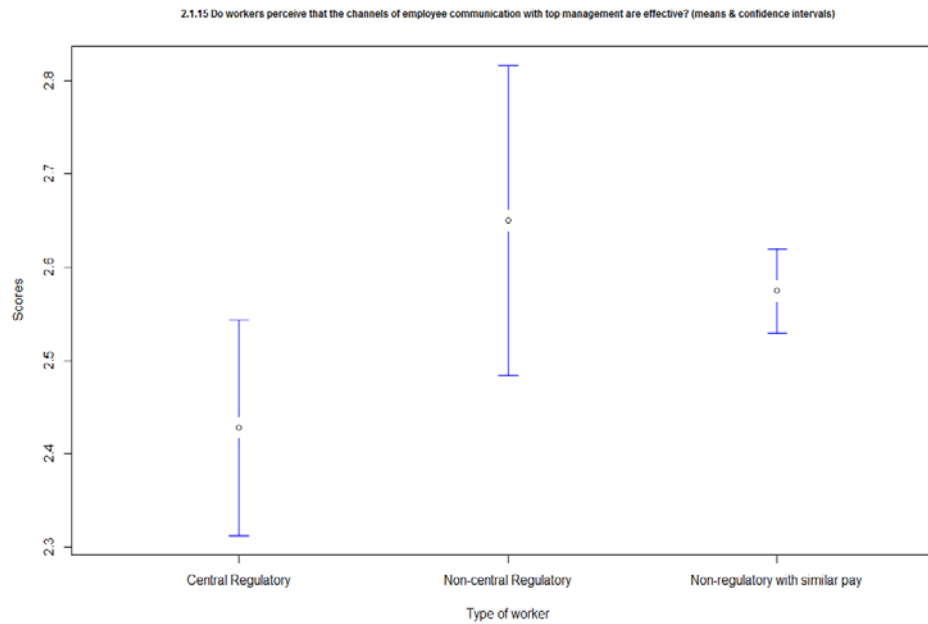


Central regulatory workers are less likely to report that organisational policies and procedures are clearly communicated to employees compared to non-regulatory workers.

Item 2.1.15: Do workers perceive that the channels of employee communication with top management are effective?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	2.43	1.06
Non-central Regulatory	163	2.65	1.07
Non-regulatory with similar pay	1993	2.57	1.03



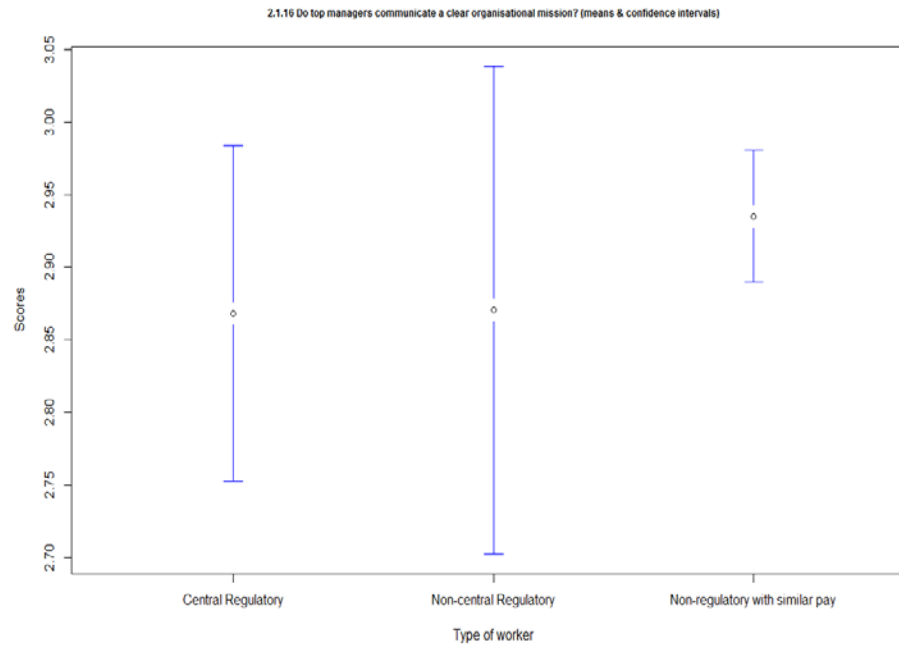
On average, workers in this analysis disagree that channels of employee communication with top management are effective.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.16: Do top managers communicate a clear organisational mission?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.87	1.06
Non-central Regulatory	162	2.87	1.08
Non-regulatory with similar pay	1988	2.94	1.03



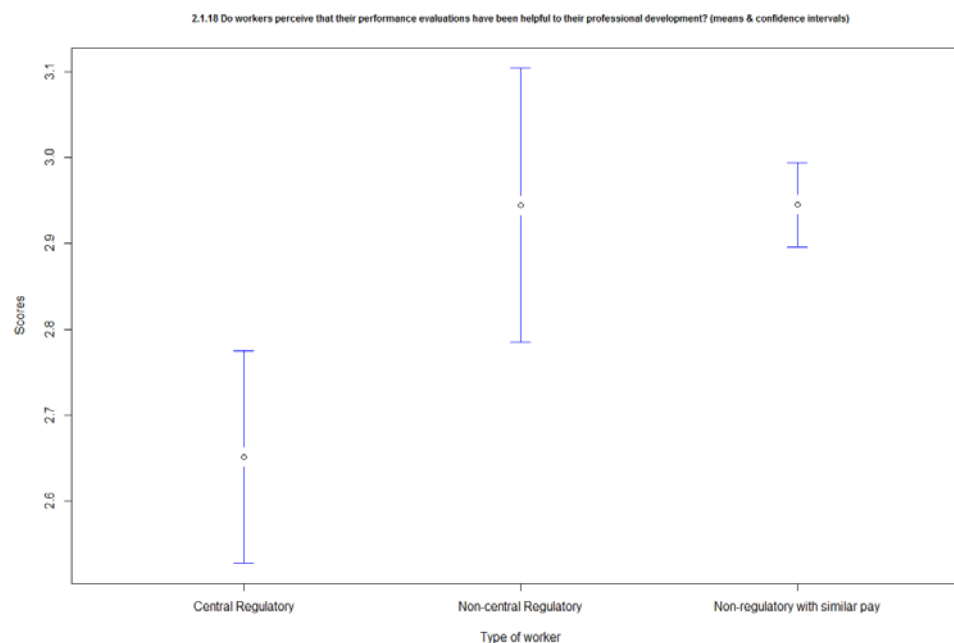
On average, workers in this analysis do not perceive that top managers communicate a clear organisational mission.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.18: Do workers perceive that their performance evaluations have been helpful to their professional development?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	327	2.65	1.14
Non-central Regulatory	162	2.94	1.03
Non-regulatory with similar pay	1996	2.94	1.12



On average, workers in this analysis do not perceive that their performance evaluations have been helpful to their professional development.

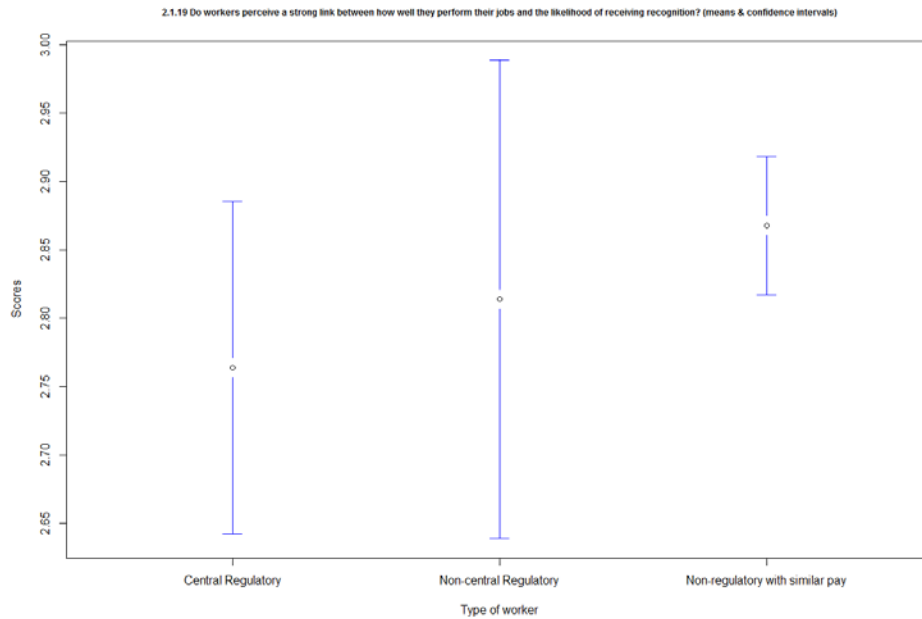
Central regulatory workers are less likely to perceive that their performance evaluations have been helpful, compared to non-central regulatory workers and non-regulatory workers.



Item 2.1.19: Do workers perceive a strong link between how well they perform their jobs and the likelihood of receiving recognition?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.76	1.12
Non-central Regulatory	161	2.81	1.12
Non-regulatory with similar pay	1994	2.87	1.15



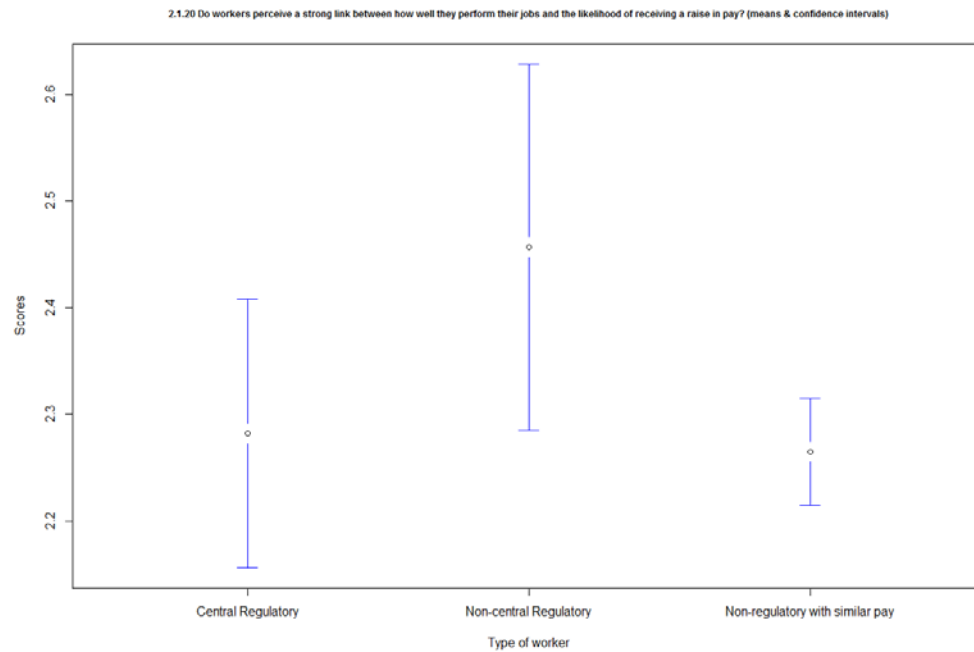
On average, workers in this analysis do not perceive a strong link between performance and the likelihood of receiving recognition.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.20: Do workers perceive a strong link between how well they perform their jobs and the likelihood of receiving a raise in pay?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.28	1.16
Non-central Regulatory	162	2.46	1.10
Non-regulatory with similar pay	1993	2.26	1.14



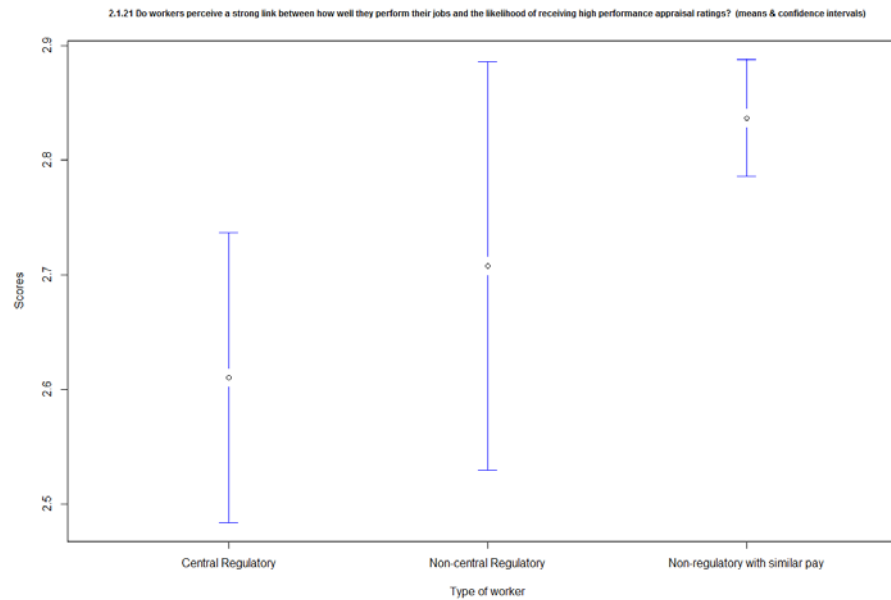
On average, workers in this analysis do not perceive a strong link between performance and the likelihood of receiving a raise in pay.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.21: Do workers perceive a strong link between how well they perform their jobs and the likelihood of receiving high performance appraisal ratings?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.61	1.16
Non-central Regulatory	161	2.71	1.14
Non-regulatory with similar pay	1993	2.84	1.16



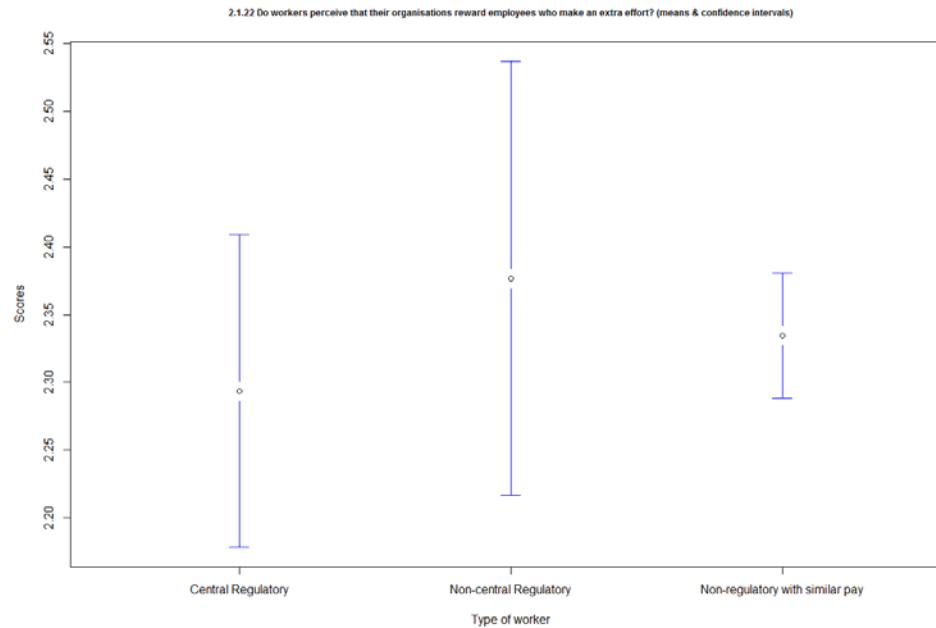
On average, workers in this analysis do not perceive a strong link between performance and the likelihood of receiving high performance appraisal ratings.

Central regulatory workers are less likely to perceive that link compared to non-regulatory workers.

Item 2.1.22: Do workers perceive that their organisations reward employees who make an extra effort?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	327	2.29	1.06
Non-central Regulatory	162	2.38	1.03
Non-regulatory with similar pay	1994	2.33	1.05



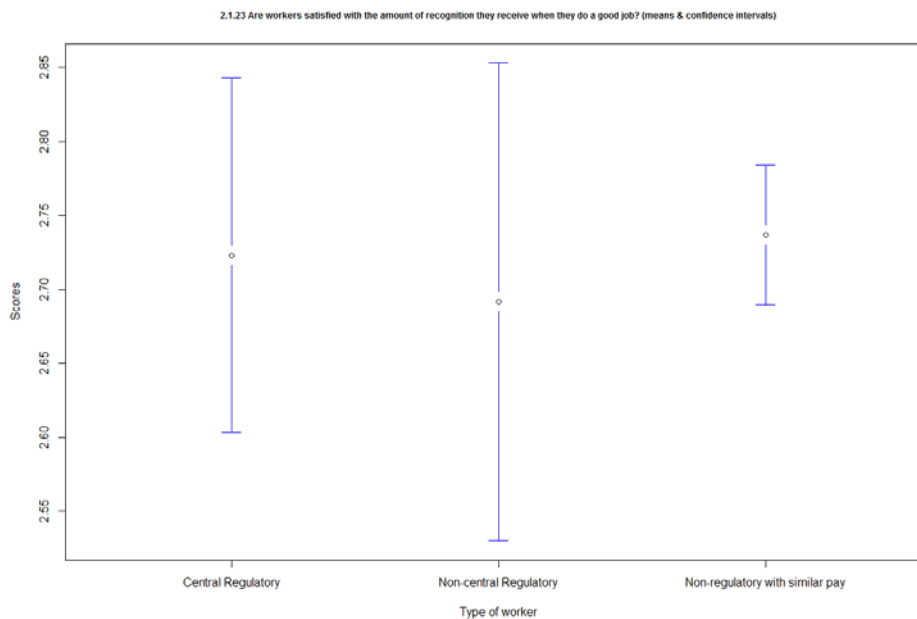
On average, workers in this analysis do not perceive that their organisations reward employees who make an extra effort.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.23: Are workers satisfied with the amount of recognition they receive when they do a good job?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	2.72	1.10
Non-central Regulatory	162	2.69	1.04
Non-regulatory with similar pay	1990	2.74	0.94



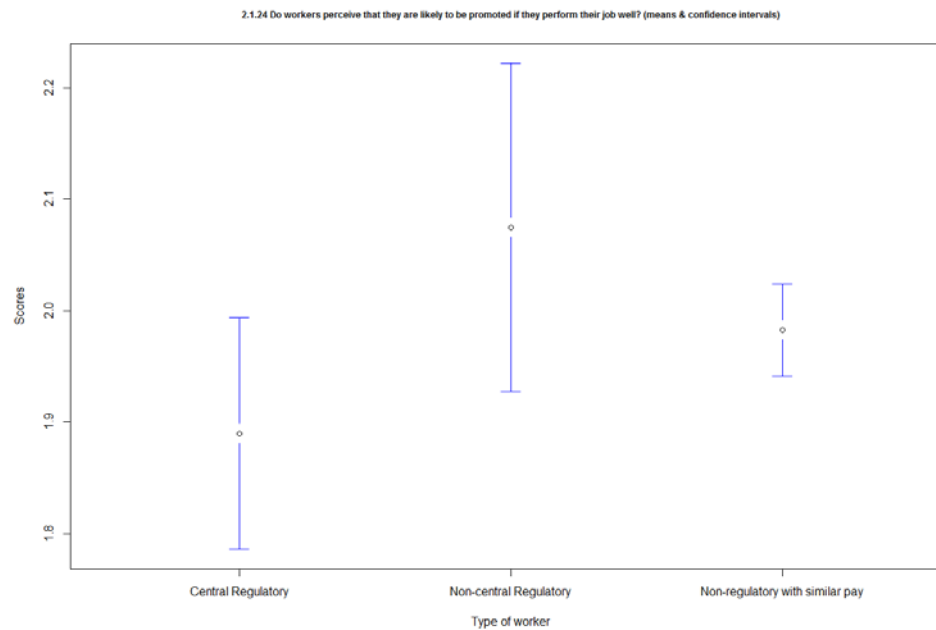
On average, workers in this analysis do not seem to be satisfied with the amount of recognition they receive when they do a good job.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.24: Do workers perceive that they are likely to be promoted if they perform their job well?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	327	1.89	0.96
Non-central Regulatory	161	2.07	0.95
Non-regulatory with similar pay	1990	1.98	0.94



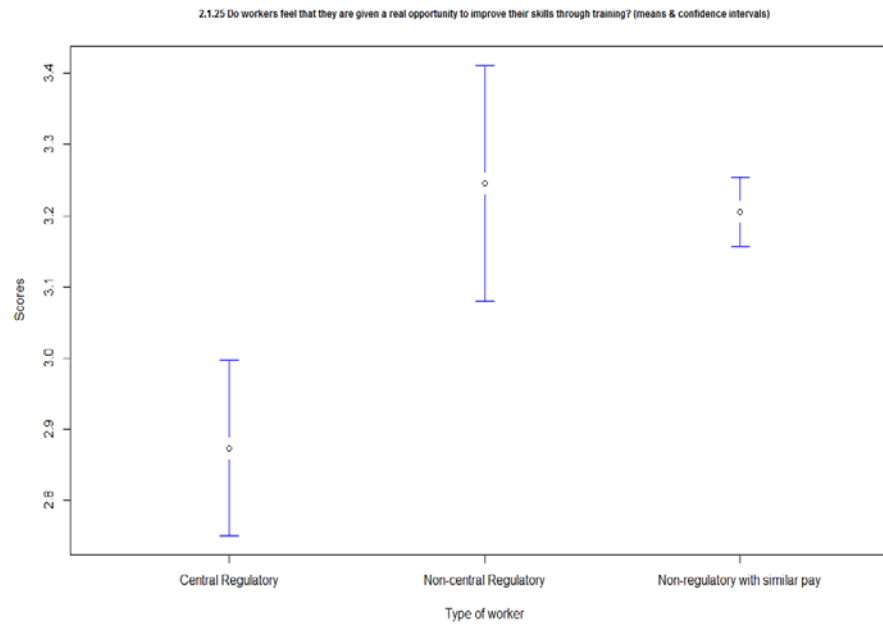
On average, workers in this analysis do not perceive that they are likely to be promoted if they perform their job well.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.1.25: Do workers feel that they are given a real opportunity to improve their skills through training?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	2.87	1.13
Non-central Regulatory	163	3.25	1.07
Non-regulatory with similar pay	1995	3.21	1.11

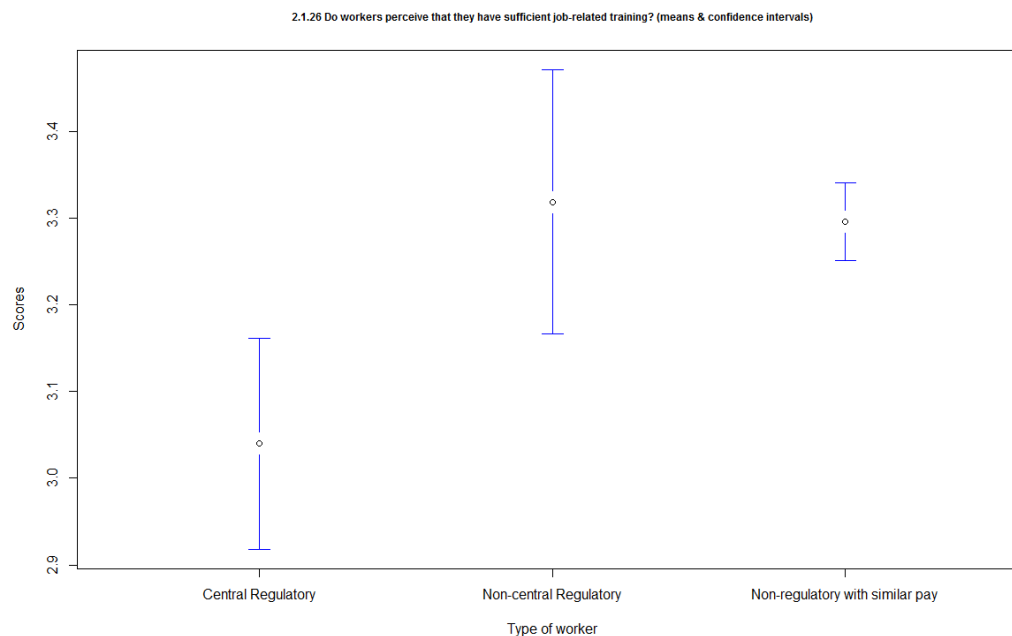


Central regulatory workers tend to disagree that they are given a real opportunity to improve their skills through training compared to non-central regulatory workers and non-regulatory workers.

Item 2.1.26: Do workers perceive that they have sufficient job-related training?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	3.04	1.12
Non-central Regulatory	163	3.32	0.99
Non-regulatory with similar pay	1997	3.30	1.03



On average, workers in this analysis do not have polarised opinions on whether they have sufficient job-related training.

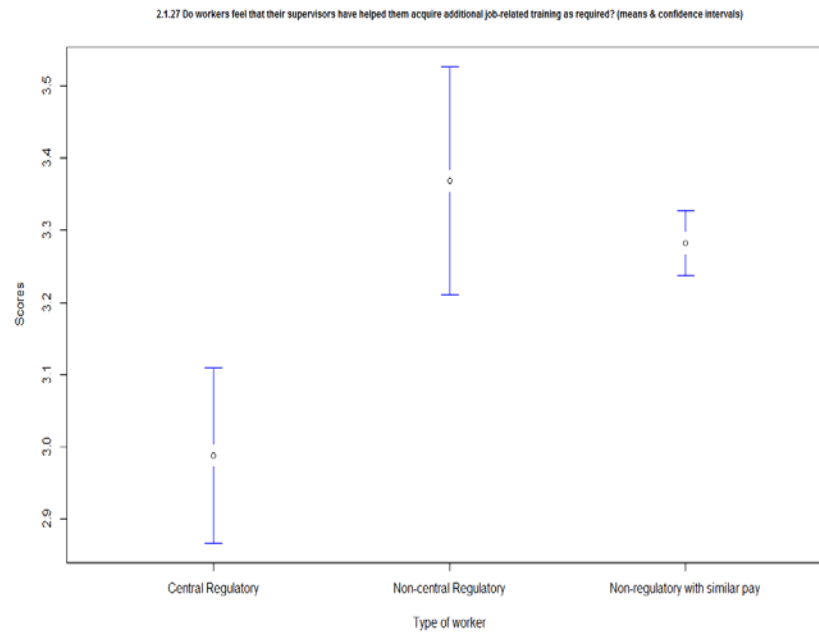
Central regulatory workers are less likely to perceive that they have sufficient job-related training compared to non-central regulatory workers and non-regulatory workers.



Item 2.1.27: Do workers feel that their supervisors have helped them acquire additional job-related training as required?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	324	2.99	1.11
Non-central Regulatory	160	3.37	1.01
Non-regulatory with similar pay	1992	3.28	1.03

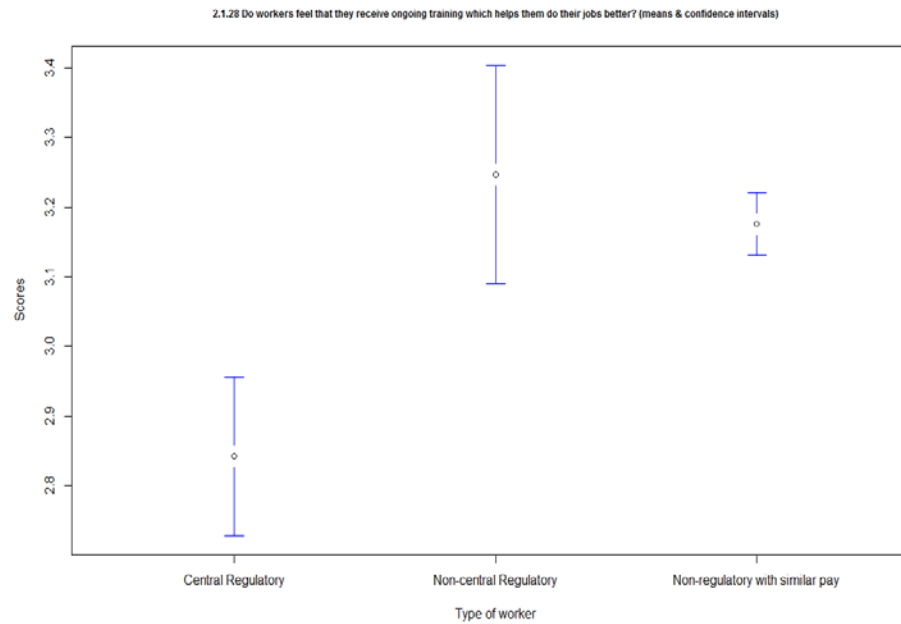


Central regulatory workers show lower levels of agreement that their supervisors have helped them acquire additional job-related training, compared to non-central regulatory workers and non-regulatory workers.

Item 2.1.28: Do workers feel that they receive ongoing training which helps them do their job better?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	323	2.84	1.04
Non-central Regulatory	162	3.25	1.01
Non-regulatory with similar pay	1994	3.18	1.02



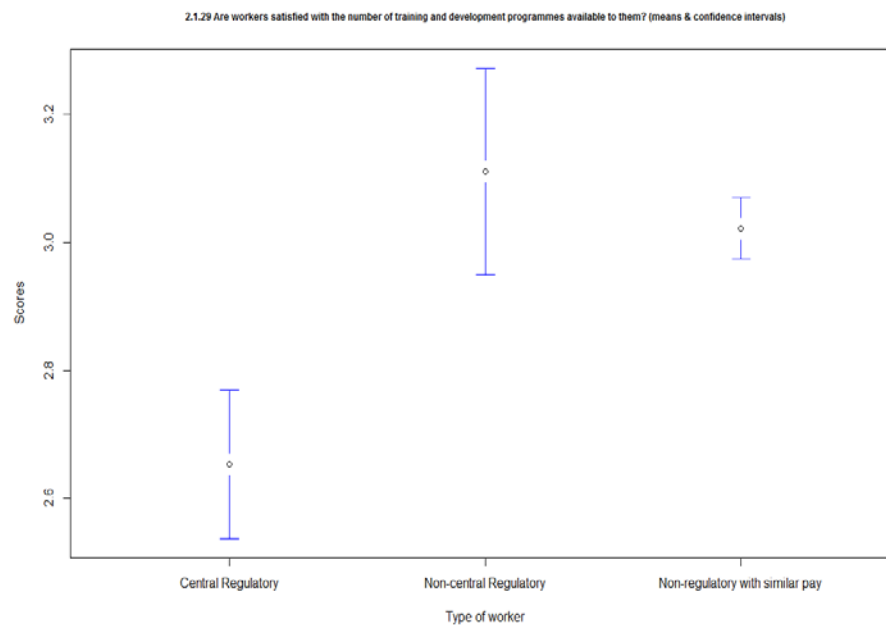
Central regulatory workers show lower levels of agreement that they receive ongoing training which helps them do their jobs better, compared to non-central regulatory workers and non-regulatory workers.

Item 2.1.29: Are workers satisfied with the number of training and development programmes available to them?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.65	1.07
Non-central Regulatory	162	3.11	1.04
Non-regulatory with similar pay	1992	3.02	1.10

Central regulatory workers are less satisfied with the number of training and development programmes available, compared to non-central regulatory workers and non-regulatory workers.

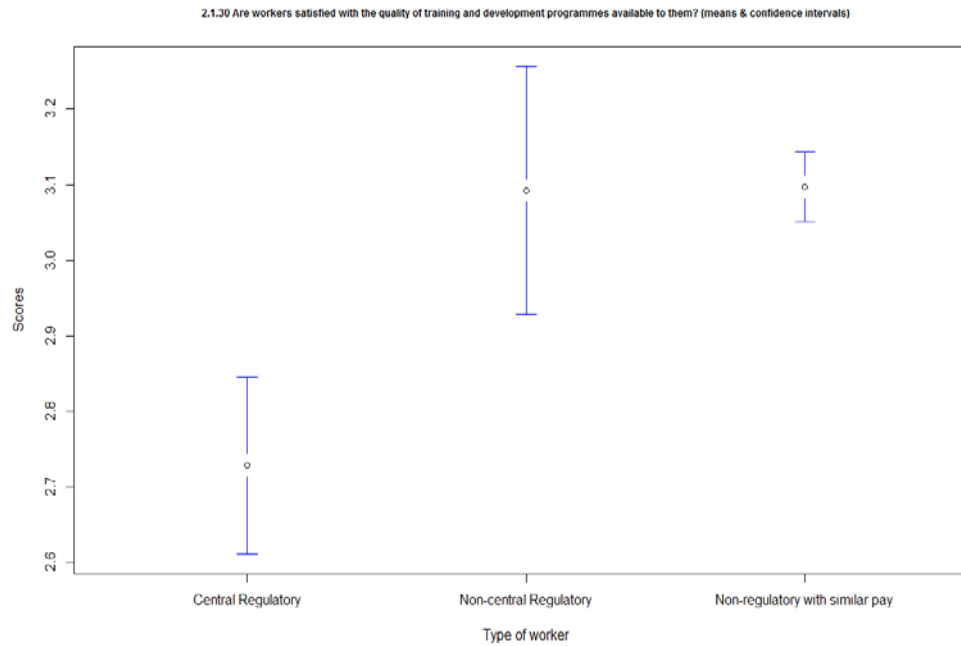


Item 2.1.30: Are workers satisfied with the quality of training and development programmes available to them?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	324	2.73	1.07
Non-central Regulatory	162	3.09	1.06
Non-regulatory with similar pay	1993	3.10	1.06

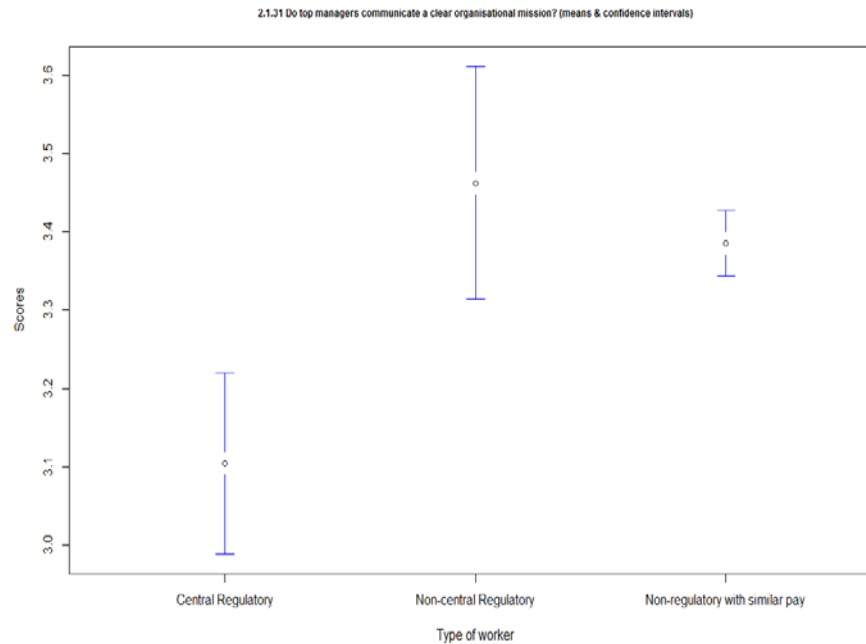
Central regulatory workers are less satisfied with the quality of training and development programmes available, compared to non-central regulatory workers and non-regulatory workers.



Item 2.1.31: Do workers feel that the training and educational activities they have received enable them to perform their jobs more effectively?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	3.10	1.06
Non-central Regulatory	162	3.46	0.96
Non-regulatory with similar pay	1992	3.39	0.96

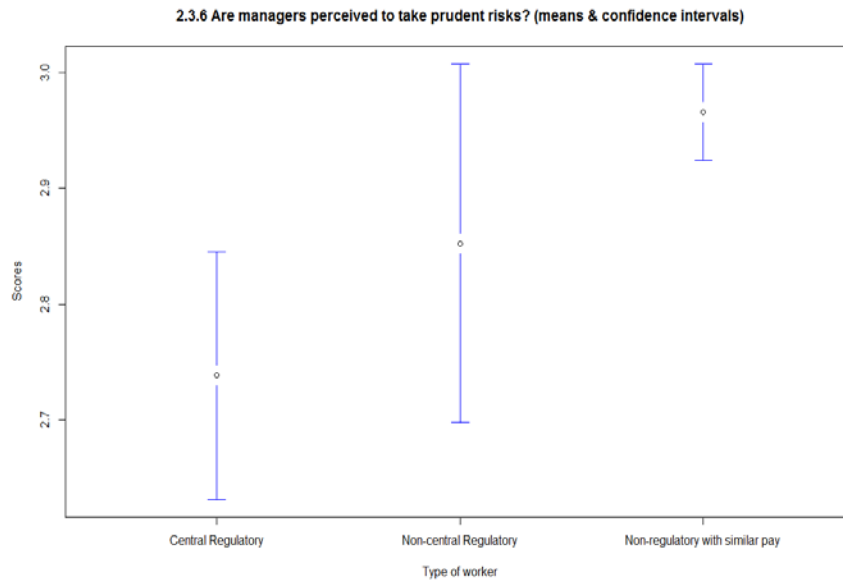


Central regulatory workers tend to disagree that the training and educational activities they have received enable them to perform their jobs more effectively, compared to central regulatory workers and non-central regulatory workers.

Item 2.3.6: Are managers perceived to take prudent risks?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	325	2.74	0.98
Non-central Regulatory	163	2.85	1.00
Non-regulatory with similar pay	1993	2.97	0.94



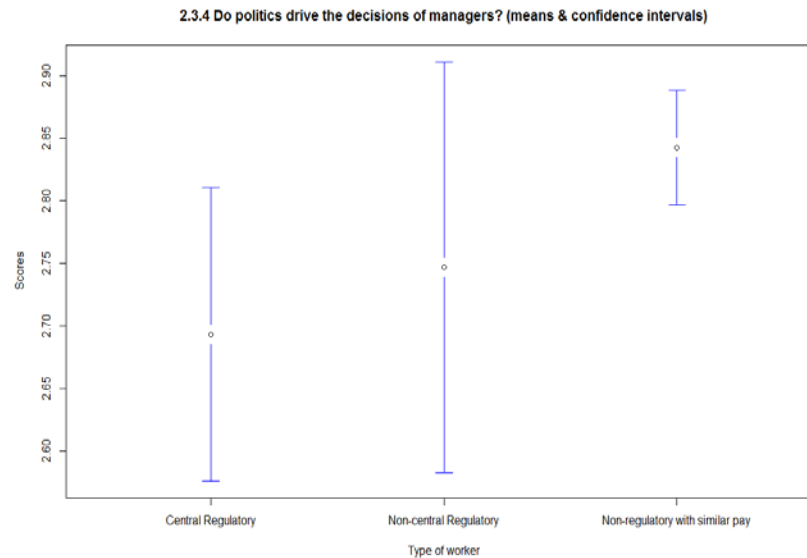
On average, workers in this analysis do not perceive that their managers take prudent risks.

Central regulatory workers are less likely to perceive that their managers take prudent risks compared to non-regulatory workers.

Item 2.3.4: Do politics drive the decisions of managers?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	326	2.69	1.08
Non-central Regulatory	162	2.75	1.06
Non-regulatory with similar pay	1995	2.84	1.05



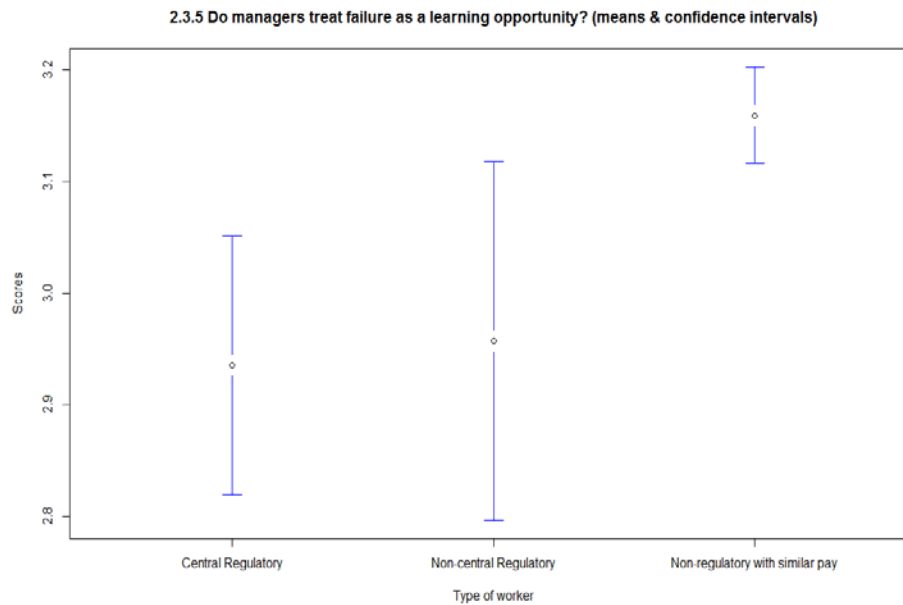
On average, workers in this analysis disagree that the decisions of their managers are driven by politics.

There are no significant differences between worker types in how they respond to this survey item.

Item 2.3.5: Do managers treat failure as a learning opportunity?

**Descriptive Statistics**

Worker type	N	Mean	Std. Deviation
Central Regulatory	324	2.94	1.06
Non-central Regulatory	163	2.96	1.04
Non-regulatory with similar pay	1991	3.16	0.98



Central regulatory workers are less likely to perceive that their managers treat failure as a learning opportunity compared to non-regulatory workers.



Contingency tables of demographic variables, by sector

	Page
Education levels	49
Length of time in current position	50

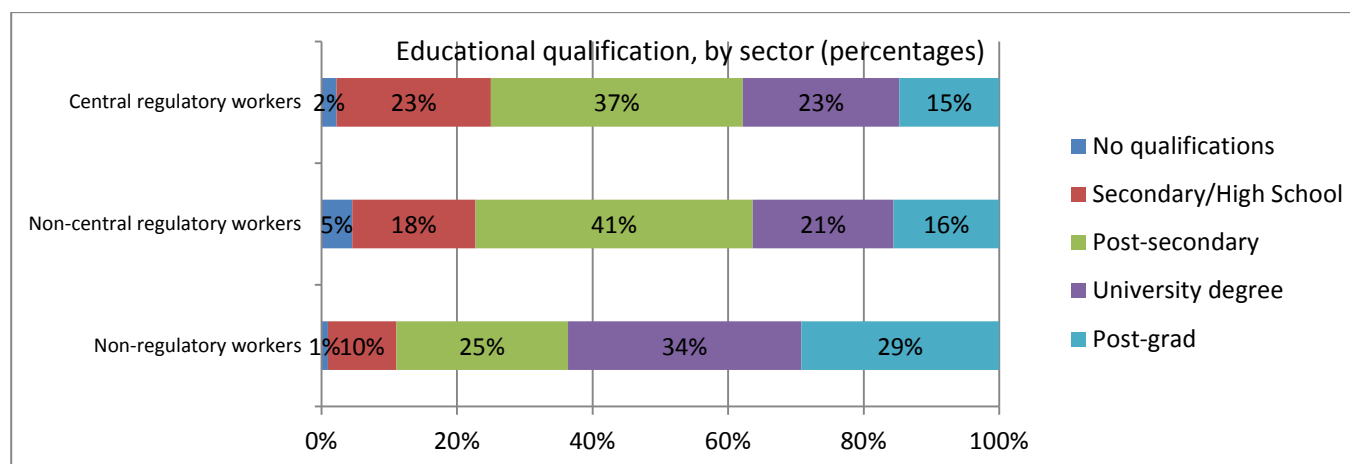
Item 5.2.1: How do the education levels of central government regulatory workers compare to similar workers in non-central regulators and other public sector organisations?

	Counts of education level of workers, by sector					Total
	No qualifications	Secondary/High School	Post-secondary	University degree	Post-grad	
Central	7	71	116	72	46	312
Non-central	7	28	63	32	24	154
Non-regulatory	18	196	491	668	566	1939
Total	32	295	670	772	636	2405

In this sample, education levels vary significantly according to worker type.

A higher proportion of non-regulatory workers have a university degree or a post-graduate qualification compared to central regulatory workers and non-central regulatory workers.

A majority of regulatory workers have a post-secondary qualification.

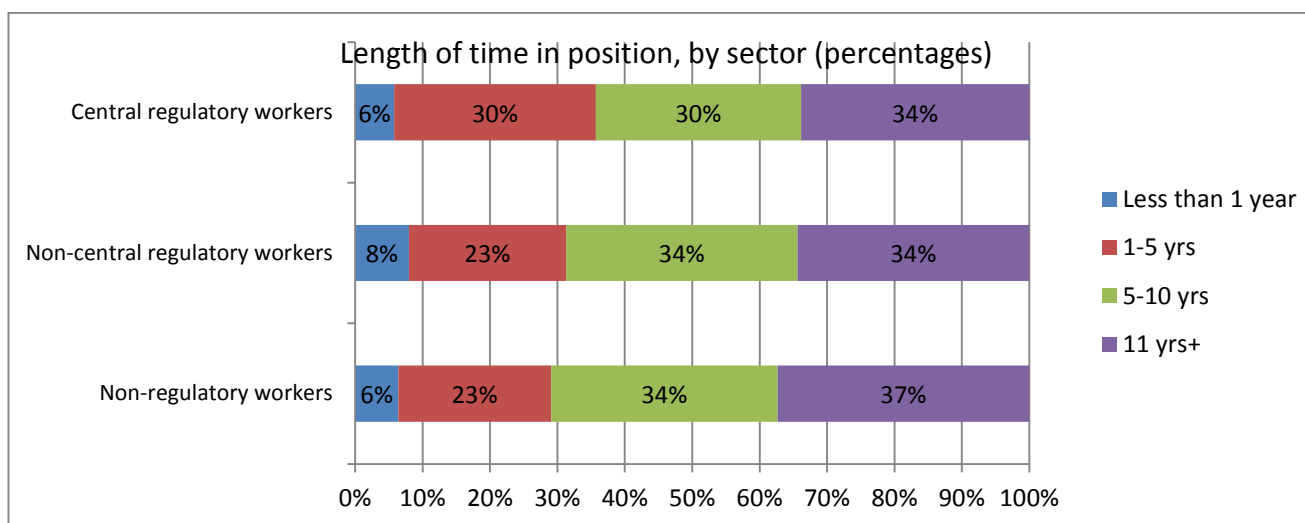


Item 4.11.0: How long have central government regulatory workers been in their current position compared to similar workers in non-central government regulators and other public sector organisations?

	Years in current position, by sector				Total
	Less than 1 year	1-5 yrs	5-10 yrs	11 yrs+	
Central	21	74	110	122	327
Non-central	13	38	56	56	163
Non-regulatory	116	600	610	679	2005
Total	150	712	776	857	2495

Workers from different categories do not report significant differences in the length of time worked in their current position.

Most workers (above 64%) have been in their current position for more than five years.



Relationships between survey items for central government regulatory workers only

	Page
The relationship between the ability of workers to explain the direction of their organisation and emotional attachment to the organisation.	52
The relationship between the level of commitment to the organisation and the sense of loyalty to the organisation.	53
The relationship between how clearly managers communicate an organisational mission and levels of emotional attachment to the organisation.	54

The relationship between the ability of workers to explain the direction of their organisation (item 1.3.3) and emotional attachment to the organisation (item 3.9.3).

**Descriptive Statistics**

	N	Mean	Std. Deviation
1.3.3 I can clearly explain to others the direction (vision, values, mission) of this organisation.	326	3.29	1.019
3.9.3 I feel emotionally attached to this organisation.	325	3.04	1.132

Spearman's correlation		3.9.3 I feel emotionally attached to this organisation.
1.3.3 I can clearly explain to others the direction (vision, values, mission) of this organisation.	Correlation Coefficient	.267
	Sig. (2-tailed)	.000
	N	324

Central regulatory workers who can clearly explain the direction of their organisation are also more likely to feel emotionally attached to this organisation. The strength of this relationship is moderate.

The relationship between the level of commitment to the organisation (item 3.8.3) and the sense of loyalty to the organisation (item 3.9.1).

**Descriptive Statistics**

	N	Mean	Std. Deviation
3.8.3 ... this organisation.	326	3.61	1.072
3.9.1 I feel a sense of loyalty and commitment to this organisation.	325	3.51	1.154

Spearman's correlation		3.9.1 I feel a sense of loyalty and commitment to this organisation.
3.8.3 Level of commitment to the organisation	Correlation Coefficient	.731
	Sig. (2-tailed)	.000
	N	324

Central regulatory workers who feel more committed to their organisation also feel more loyal to that organisation. The strength of this relationship is quite strong.

The relationship between how clearly managers communicate an organisational mission (item 1.1.16) and levels of emotional attachment to the organisation (item 3.9.3).

**Descriptive Statistics**

	N	Mean	Std. Deviation
3.9.3 I feel emotionally attached to this organisation.	325	3.04	1.132
2.1.16 Top management communicates a clear organisational mission and how each part of the organisation contributes to achieving that mission.	326	2.87	1.060

Spearman's correlation	2.1.16 Top management communicates a clear organisational mission and how each part of the organisation contributes to achieving that mission.
3.9.3 I feel emotionally attached to this organisation.	Correlation Coefficient .259
	Sig. (2-tailed) .000
	N 324

Central regulatory workers who feel that their managers communicate an organisational mission more clearly are more likely to feel emotionally attached to the organisation. The strength of this relationship is moderate.