

Snapshot of Staff Satisfaction Survey in Bosnia and Herzegovina



The [ReSPA Staff Satisfaction and Well-Being Surveys](#) were conducted between the end of January and the beginning of March in Bosnia and Herzegovina: the Bosnia and Herzegovina Institutions, the Federation of Bosnia and Herzegovina, and Republika Srpska. In total, **7,240 public servants** participated in the surveys.

Staff Satisfaction Survey in Bosnia and Herzegovina Institutions

The ReSPA Staff Satisfaction and Well-Being Survey was conducted in Bosnia and Herzegovina at the level of Bosnia and Herzegovina Institutions between the end of January and the beginning of March 2024. The survey generated **1,254 responses from more than 58 institutions**.

According to the survey,

- 67% are enthusiastic about their job
- 66% are willing to do extra work for their job that is not really expected of them
- **58% are satisfied with their job**

The survey further found that,

- 55% indicate that they often feel stressed at work
- 60% indicate that they often feel worn out at the end of a working day

Public servants also shared their **experiences with management and their workplace environments**.

According to the survey,

- 90% indicate that their performance was evaluated at least once during the last two years
- 88% agree and strongly agree that the goals and objectives of their job are clear to them
- 65% received a conversation to agree on objectives before the beginning of the evaluation period, and 50% had a meeting to discuss the results of their performance evaluation
- 53% of their work is very interesting
- 52% agree and strongly agree that their organization communicates effectively with employees
- 48% agree and strongly agree that their superior communicates a clear vision for their institution's future
- 37% agree and strongly agree that their superior regularly enquires about their well-being
- 31% indicate that they had attended a general training course during the last 12 months before the survey was taken
- 21% are satisfied with their salary
- 20% indicate that they have good career advancement opportunities within their institution, and 18% indicate that they have good opportunities for career progression in the public service
- 15% agree and strongly agree that their institution supports work-life balance, such as flexible work arrangements and teleworking

Notable findings of the survey are [differences between the institutions](#) at the Bosnia and Herzegovina level. For instance,

- The motivation of public servants to do extra work for their job that is not really expected of them varies from 90% in the highest-scoring institution to 40% in the lowest-scoring institution.
- Public servants' evaluation of the effectiveness and responsiveness of the HR departments (or equivalent) of their institutions varies from 52% in the highest-scoring institution to 5% in the lowest-scoring institution.

The results of the Staff Satisfaction Survey were [presented online](#) to senior leaders of the Civil Service Agency and members of the Government's Training Network.

The Civil Service Agency received a [main report](#) for the level of Bosnia and Herzegovina Institutions that compares results across institutions. The report will be published on the web site of the Civil Service Agency and will thus be made available online.

The Civil Service Agency further received [18 separate reports for institutions](#) that returned a large enough number of responses. The institutional reports will be shared with the institutions at the level of Bosnia and Herzegovina.

The main reports provide robust evidence to inform the update and [development of Action Plans](#) in the field of Human Resources Management.

The large differences between institutions indicate the need for interventions at the level of institutions, in particular, the support of senior and middle management to develop and implement Action Plans in response to the detailed survey results.

Staff Satisfaction Survey in the Federation of Bosnia and Herzegovina

The ReSPA Staff Satisfaction and Well-Being Survey was conducted in the institutions of the Federation of Bosnia and Herzegovina between the end of January and the beginning of March 2024.

The survey generated **4,469 responses from more than 200 institutions** of the Federation of Bosnia and Herzegovina.

According to the survey,

- 77% are enthusiastic about their job
- 71% are willing to do extra work for their job that is not really expected of them
- **69% are satisfied with their job**

The survey further found that,

- 57% indicate that they often feel stressed at work
- 61% indicate that they often feel worn out at the end of a working day

Public servants also shared their experiences with management and their workplace environments.

According to the survey,

- 92% agree and strongly agree that the goals and objectives of their job are clear to them
- 87% indicate that their performance was evaluated at least once during the last two years
- 63% of their work is very interesting
- 47% received a conversation to agree on objectives before the beginning of the evaluation period, and 48% had a meeting to discuss the results of their performance evaluation
- 57% agree and strongly agree that their superior communicates a clear vision for their institution's future
- 47% agree and strongly agree that their organization communicates effectively with employees
- 46% agree and strongly agree that their superior regularly enquires about their well-being
- 28% indicate that they have good career advancement opportunities within their institution, and 30% indicate that they have good opportunities for career progression in the public service
- 26% indicate that they have attended a general training course during the last 12 months before the survey was taken
- 23% are satisfied with their salary
- 22% agree and strongly agree that their institution supports work-life balance, such as flexible work arrangements and teleworking

Notably, the survey findings show the [difference between the institutions](#) of the central government of the Federation of Bosnia and Herzegovina. For instance,

- The motivation of public servants to do extra work for their job that is not really expected of them varies from 92% in the highest-scoring institution to 30% in the lowest-scoring institution.
- Public servants' evaluation of the effectiveness and responsiveness of the HR departments (or equivalent) of their institutions varies from 91% in the highest-scoring institution to 6% in the lowest-scoring institution.

The results of the Staff Satisfaction Survey were [presented online](#) to senior leaders of the Civil Service Agency and on separate occasions to the Network of Human Resources Managers of the Federation of Bosnia and Herzegovina.

The Civil Service Agency received [two main reports](#) for the Federation of Bosnia and Herzegovina level that compare results across institutions and geographical units. The report will be published on the Civil Service Agency's website and will thus be made available online.

The Civil Service Agency further received [54 separate reports for institutions](#) that returned a large enough number of responses. The institutional reports will be shared with the institutions of the Federation of Bosnia and Herzegovina.

The main reports provide robust evidence to inform the update and [development of Action Plans](#) in the field of Human Resources Management.

The large differences between institutions indicate the need for interventions at the level of institutions, in particular, the support of senior and middle management to develop and implement Action Plans in response to the detailed survey results.

Staff Satisfaction Survey in *Republika Srpska*

The ReSPA Staff Satisfaction and Well-Being Survey was conducted in Bosnia and Herzegovina at the level of *Republika Srpska* between the beginning of February and the beginning of March 2024.

The survey generated **1,517 responses from more than 44 institutions** of *Republika Srpska*.

<p>According to the survey,</p> <ul style="list-style-type: none">• 70% are enthusiastic about their job• 66% are satisfied with their job• 66% are willing to do extra work for their job that is not really expected of them <p>The survey further found that,</p> <ul style="list-style-type: none">• 49% indicate that they often feel stressed at work• 56% indicate that they often feel worn out at the end of a working day
<p>Public servants also shared their experiences with management and their workplace environments.</p> <p>According to the survey,</p> <ul style="list-style-type: none">• 93% agree and strongly agree that the goals and objectives of their job are clear to them• 90% indicate that their performance was evaluated at least once during the last two years• 58% of their work is very interesting• 43% received a conversation to agree on objectives before the beginning of the evaluation period, and 36% had a meeting to discuss the results of their performance evaluation
<ul style="list-style-type: none">• 55% agree and strongly agree that their superior communicates a clear vision for their institution's future• 48% agree and strongly agree that their organization communicates effectively with employees• 46% agree and strongly agree that their superior regularly enquires about their well-being
<ul style="list-style-type: none">• 51% indicate that they had attended a general training course during the last 12 months before the survey was taken• 27% agree and strongly agree that their institution supports work-life balance, such as flexible work arrangements and teleworking.• 24% indicate that they have good career advancement opportunities within their institution, and 24% indicate that they have good opportunities for career progression in the public service• 21% are satisfied with their salary

Notable findings of the survey are [differences between the institutions](#) of *Republika Srpska*. For instance,

- The motivation of public servants to do extra work for their job that is not really expected of them varies from 100% in the highest-scoring institution to 43% in the lowest-scoring institution.
- Public servants' evaluation of the effectiveness and responsiveness of the HR departments (or equivalent) of their institutions varies from 56% in the highest-scoring institution to 0% in the lowest-scoring institution.

The results of the Staff Satisfaction Survey were [presented online](#) to senior leaders of the Civil Service Agency of *Republika Srpska*.

The Civil Service Agency received a main report for the level of *Republika Srpska* that compares results across institutions. The report will be published on the web site of the Civil Service Agency and will thus be made available online.

The Civil Service Agency further received [21 separate reports](#) for institutions that returned a large enough number of responses. The institutional reports will be shared with the institutions of *Republika Srpska*.

The main reports provide robust evidence to inform the update and [development of Action Plans](#) in the field of Human Resources Management.

The large differences between institutions indicate the need for interventions at the level of institutions, in particular, the support of senior and middle management to develop and implement Action Plans in response to the detailed survey results.