

# Snapshot of Staff Satisfaction Survey in North Macedonia



The **ReSPA Staff Satisfaction and Well-Being Survey** was conducted in North Macedonia between June and November 2023.

The survey generated **1,630 responses** from more than **60 institutions** of the central government institutions of North Macedonia.

According to the survey,

- 68% are enthusiastic about their job
- 61% are willing to do extra work for their job that is not really expected of them
- **52% are satisfied with their job**

The survey further found that,

- 34% want to leave the public administration within the next two years
- 46% indicate that they often feel stressed at work
- 54% 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,

- 85% agree and strongly agree that they use a variety of skills and talents in their job
- 83% indicate that their performance was evaluated at least once during the last two years
- 66% of their work is very interesting
- 52% received a conversation to agree on objectives before the beginning of the evaluation period, and 62% had a meeting to discuss the results of their performance evaluation

- 50% agree and strongly agree that their superior communicates clear ethical standards to subordinates.
- 48% agree and strongly agree that their superior shows appreciation when a job is done better than expected.
- 46% agree and strongly agree that their superior communicates a clear vision for their institution's future

- 90% are aware that the Central Level Administration has a Code of Ethics. However, only 19% have had ethics training during the last three years before the survey was taken.
- 52% agree or strongly agree that they receive sufficient training at work to be able to complete their work tasks effectively. In 12 months before taking the survey, 11% attended a job-specific training course and 8% at least one general training course.
- 37% indicate good career advancement opportunities within their institution, and 33% indicate good opportunities for career progression in public service. 58% indicate that they have better career opportunities outside the public sector.
- 10% are satisfied with their salary. 55% agree or strongly agree that it would be easy to find a better-paid job in the private sector.

Notable findings of the survey are [differences between the institutions](#) of the central government of North Macedonia. For instance,

- The motivation of public servants to do extra work for their job that is not really expected of them varies from 84% in the highest-scoring institution to 40% in the lowest-scoring institution.
- Public servants' evaluation of the effectiveness and responsiveness of the HR unit (or equivalent) of their institution varies from 100% in the highest-scoring institution to 29% in the lowest-scoring institution.

The results of the Staff Satisfaction Survey were [presented online](#) to senior leaders of the Ministry of Information Society and Administration in December 2023 and April 2024.

The Ministry of Information Society and Administration received a [main report](#) that compares results across institutions.

The Ministry of Information Society and Administration further received [26 separate reports for institutions](#) that returned a large enough number of responses.

The reports provide robust evidence for the [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.