



ReSPA Staff Satisfaction Survey in the Western Balkans

REPORT FOR ALBANIA



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The Regional School for Public Administration (ReSPA) is an inter-governmental organisation for enhancing regional cooperation, promoting shared learning, and supporting the development of public administration in the Western Balkans. As such, it helps governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses, and helps prepare them for membership and integration into the European Union (EU). The ReSPA members are Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, and Serbia, while Kosovo* is a beneficiary.

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** This designation is without prejudice to positions on status and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence*



Background

This report presents the results of the ReSPA Civil Service Survey for the Government of Albania.

This survey was supported by a project of the Regional School of Public Administration (ReSPA). The project was conceived as a *pilot survey* for Albania. It was led by ReSPA in collaboration with the University of Nottingham and the Department of Public Administration of the Government of Albania. The survey was designed and implemented by Prof Jan-Hinrik Meyer-Sahling (University of Nottingham), Prof Kim Sass Mikkelsen (Roskilde University), and Prof Christian Schuster (University College London) from the Centre for People Analytics in Government (CPAG) and the Global Survey of Public Servants (GSPS) Consortium in collaboration with Ansi Shundi (ReSPA Expert, Tirana).

The survey measures (i) key staff attitudes in the public administration of Albania, including their job satisfaction, work motivation, commitment, and well-being (part 1 of the report), and (ii) the experience of staff with human resources management practices in their institution such as their experience with recruitment, salary management and leadership (part 2 of the report). The survey was implemented in the central level administration, independent institutions, and local government institutions. It thus includes institutions regulated by the Civil Service Law and the Labour Code. Accordingly, the report refers to 'staff' as including both civil servants and employees. Supplementary comments in most sections specify differences between civil servants and employees, if relevant. The broad reach of the pilot survey allows for benchmarking across institutions of the Albanian public administration. **Part 3 of the report** contains Recommendations to enable the Department of Public Administration to develop measures for improvement based on the survey results.

The survey was implemented online in the Albanian language between May and August 2022. It generated 5842 responses. Separate reports were prepared for institutions with a minimum of 10 respondents who completed at least 50% of the questionnaire. Appendices A-D provide detailed information on the institutions that generated 10 or more institutions, the distribution of survey responses by rank, gender, age and education and results of regression analyses that assess the association between human resources management practices and staff attitudes.



Executive Summary

Staff Attitudes

Job satisfaction

71% of respondents are satisfied with their jobs.

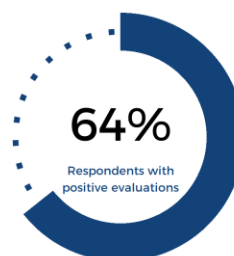


Work motivation

69% are motivated to work hard (do extra work beyond what is expected of them).

Engagement

64% are engaged with their jobs (are dedicated, absorbed and energetic at work).



Organisational commitment

63% are committed to their organisation.



Intent to remain in administration

61% intend to remain in the administration in the short and long term.



Public service motivation

73% are willing to make sacrifices for the good of society.

Well-being and work-life balance

43% do not feel stressed and are able to balance the demands of their work and private life.





Human Resources Management Practices

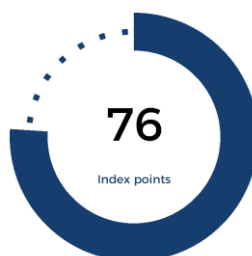
Recruitment and selection

This index (0-100) measures meritocracy and transparency in recruitment and selection, including (1) the public advertisement of job vacancies, (2) the application of written and oral examinations, and (3) the absence of political and personal connections in determining recruitment and selection decisions.



Induction

This index (0-100) evaluates the presence of good onboarding practices for new recruits, including practices to socialise recruits into (1) work tasks, (2) their team, (3) the organisation (its culture and rules), and (4) public service. The index only considers the onboarding experience of staff recruited in the last five years.



Promotion and career advancement

This index (0-100) measures the degree to which promotion processes are perceived as (1) meritocratic and performance-based, (2) free from political and personal connections, and (3) providing career development opportunities in the organisation and the wider public administration.



Performance appraisal

This index (0-100) measures the extent to which (1) staff are regularly evaluated, (2) good practices in performance appraisal are implemented, and (3) the results of the appraisal influence human resources management decisions such as career, salary, training and dismissal decisions.





Salary management

This index (0-100) measures the degree to which staff are satisfied with their salary, perceive it as sufficient to maintain their household, regard it as fair and equitable towards other staff, consider it competitive relative to private sector salaries, and linked to their work performance.



Job stability

This index (0-100) assesses the extent to which staff perceive to have employment stability in the civil service, feel protected from unwanted transfers, and the extent to which government turnover may affect the job stability of staff.

Job characteristics

The index (0-100) measures the extent to which staff perceive (1) to have autonomy to perform their jobs, (2) to use a variety of skills, (3) feel encouraged to come up with new ideas, and (4) feel constrained by unnecessary rules and regulations (cf. red tape).



Leadership

The index (0-100) measures several dimensions of leadership practices of immediate superiors, including the extent to which (1) they communicate a clear vision for the institution's future (cf. transformational leadership), (2) they set an example of ethical behaviour through their actions (cf. ethical leadership), and (3) provide feedback and reward staff who perform well (cf. transactional leadership).





Training

This index (0-100) measures the extent to which staff perceive (1) to have sufficient skills to perform their jobs effectively, (2) to receive sufficient training opportunities, and (3) whether they have recently participated in a variety of training and developing activities.



Teamwork

This index (0-100) assesses the extent to which team members cooperate effectively and help each other to complete their work tasks.

Performance of HRM departments

This index (0-100) measures the perceived performance of Human Resources Management departments such as the effectiveness and responsiveness of the HRM departments of the institutions.



Office environment

This index (0-100) assesses the extent to which staff perceive (1) to have access to necessary tools, technology and equipment to perform their job, (2) whether the physical environment (noise, workspace) allows them to do their job well, and (3) whether the technology they use is reliable.

A black and white photograph of a person in a dark suit jacket. Their right hand is holding a white pen and pointing at a document on a desk. The document contains several charts, including pie charts, bar charts, and line graphs, along with some text. The background is blurred, showing what appears to be an office setting.

Part I: Staff Attitudes



Job Satisfaction

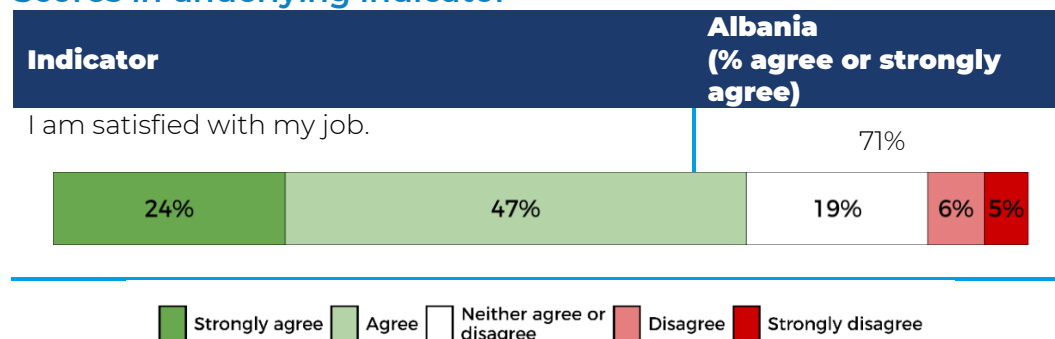
The job satisfaction index measures how satisfied staff are with their jobs.

Job satisfaction index

Albania (% of staff with positive evaluation)	Top score of an institution in Albania	Lowest score of an institution in Albania
71%*	96%	38%

* Average % of staff satisfied with their jobs (agree or strongly agree).

Scores in underlying indicator



Work motivation

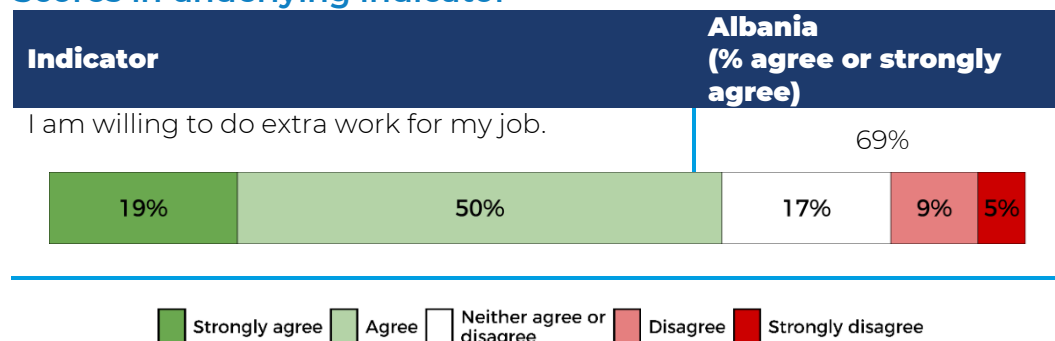
The work motivation index measures the extent to which staff are willing to put in extra work that is not really expected of them.

Index of work motivation

Albania (% of staff with positive evaluation)	Top score of an institution in Albania	Lowest score of an institution in Albania
69%*	94%	36%

* Average % of staff with positive evaluations of the work motivation question (agree and strongly agree).

Scores in underlying indicator





Job engagement

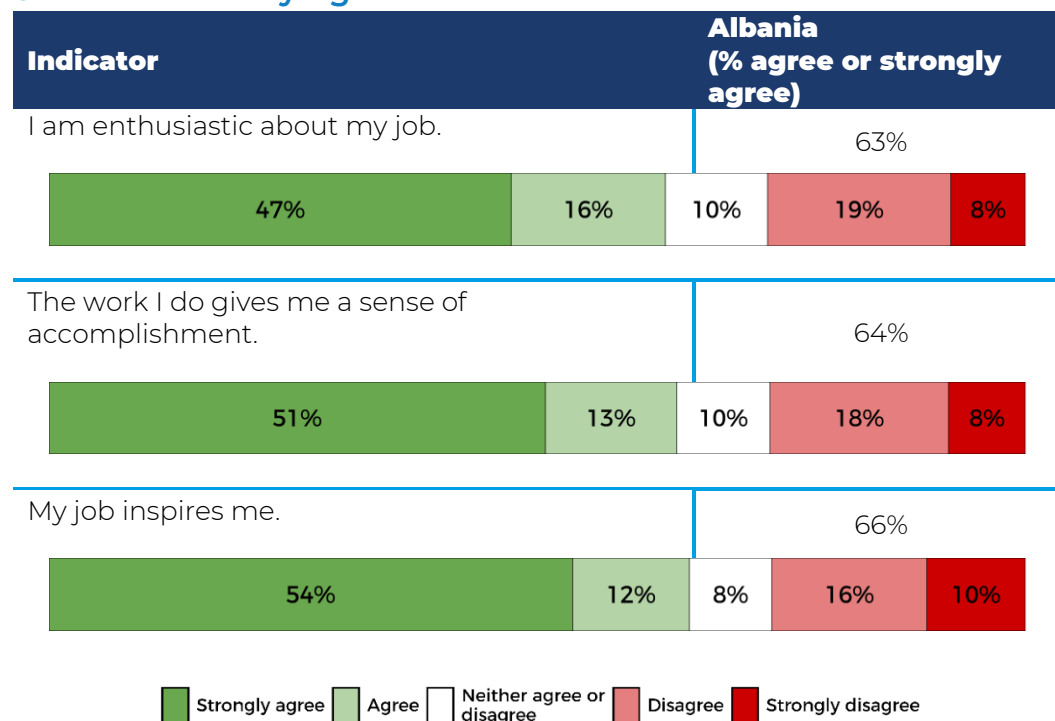
The job engagement index measures how engaged staff are with their jobs.

Job engagement index

Albania (% of staff with positive evaluation)	Top score of an institution in Albania	Lowest score of an institution in Albania
64%*	96%	39%

* Average % of staff with positive evaluations in the questions underlying the index (agree or strongly agree).

Scores in underlying indicators





Organisational commitment

The organisational commitment index measures the extent to which staff feel personally attached to their organisation, sharing its values and recommending it as a good place of work.

Organisational commitment index

Albania (% of staff with positive evaluation)	Top score of an institution in Albania	Lowest score of an institution in Albania
63%*	91%	33%

* Average % of staff with positive evaluations of the questions underlying the index (agree or strongly agree).

Scores in underlying indicators

Indicator	Albania (% agree or strongly agree)
I would recommend my organisation as a great place to work.	67%
<div><div>25%</div><div>42%</div></div>	<div><div>22%</div><div>6%</div><div>5%</div></div>
I feel a strong personal attachment to my institution.	59%
<div><div>21%</div><div>39%</div></div>	<div><div>25%</div><div>9%</div><div>6%</div></div>

Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Intention to remain in the administration

The intention-to-remain index – or retention index – measures whether staff wishes (1) to stay in the central level administration in the short run, (2) stay in the administration for the rest of their career, and (3) have recently looked for alternative job opportunities outside the public sector.

Intention to remain index (in the short and long term)

Albania (% of staff with positive evaluation)	Top score of an institution in Albania	Lowest score of an institution in Albania
61%*	88%	35%

* Average % of staff with positive evaluations of the questions underlying the index (agree or strongly agree).

Scores in underlying indicators

Indicator	Albania (% with positive evaluation)
During the last two years, I have looked for job opportunities outside the public sector.	71%* (% indicating they have not)

I want to leave the public administration within the next two years.	52%* (disagree or strongly disagree)

I expect to spend the rest of my career in public administration.	61% (agree or strongly agree)

* Reversed scale as lower response values are preferable.



Public service motivation

The public service motivation index measures how willing staff are to make sacrifices for the good of society.






Public service motivation index

Albania (% of staff with positive evaluation)	Top score of an institution in Albania	Lowest score of an institution in Albania
73%*	100%	56%

* Average % of staff with positive evaluations of the questions underlying the index (agree or strongly agree).

Scores in underlying indicator

Indicator	Albania (% agree or strongly agree)
I am willing to make sacrifices for the good of society.	73%
<div><div>23%</div><div>51%</div><div>18%</div><div>5%</div></div>	

 Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree





Well-being and work-life balance

The well-being and work-life balance index measures how easy it is for staff to balance the demands of their work and private life and how often they feel stressed at work.

Well-being and work-life balance index

Albania (% of staff with positive evaluation)	Top score of an institution in Albania	Lowest score of an institution in Albania
43%*	65%	24%

* Average % of staff with positive evaluations of the questions underlying the index (agree or strongly agree).

Scores in underlying indicators

Indicator	Albania (% with positive evaluation)
I often feel stressed at work.	29%* (disagree or strongly disagree)



Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

It is easy for me to balance the demands of my work and my personal life.	58% (agree or strongly agree)
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Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

* Reversed scale as lower response values are preferable.



Part II: Human Resources Management Practices

Recruitment and selection

The index measures the extent to which recruitment and selection practices are meritocratic and transparent, including (1) the open advertisement of job vacancies (advertisement on the website of the central HR institution, the website of the recruiting institution and/or in a newspaper), (2) the written examination of candidates, (3) the oral examination of candidates (cf. personal interviews), (4) the absence of personal connections and (5) the absence of political connections in determining recruitment and selection decisions.

Recruitment and selection index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
66*	82	51

* Average score in the five recruitment and selection questions underlying the index

Scores in underlying indicators

Indicator	Albania (% of staff)
Public advertisement of job vacancies % who found out about their first position in a central-level institution through a public advertisement (instead of, for example, informal channels such as a personal acquaintance in an institution).	74%
Written examination % who were evaluated through a written entry examination.	53%
Oral examination % who were evaluated through an oral examination (cf. personal interview).	60%
Meritocratic recruitment, without the influence of <i>personal</i> connections % who indicates that the support of friends, family or other personal contacts within the administration was not important to get their first job in the institution.	62%*
Meritocratic recruitment, without the influence of <i>political</i> connections % who indicates that the support of politicians or someone with political links was not important to get their first job in the institution.	81%*

* Reversed scale as lower response values are preferable.

Further analysis demonstrates that merit-based recruitment reaches a higher standard in institutions regulated by the Civil Service Law. Nearly 70% of civil servants passed a written examination for their 'first job' in public administration, as opposed to 35% in Labour Code-regulated institutions. Moreover, a higher percentage of respondents from Civil Service Law regulated institutions indicate that they found out about their 'first job' thanks to a public advertisement, in particular, the web portal of the Department of Public Administration.



Induction

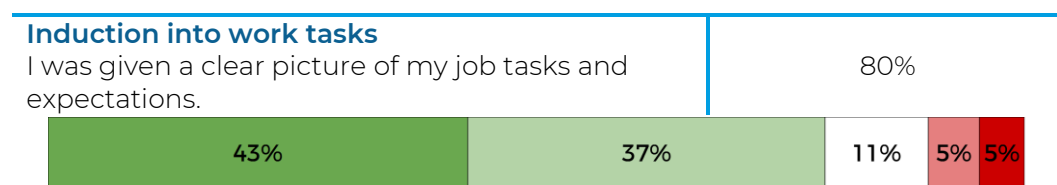
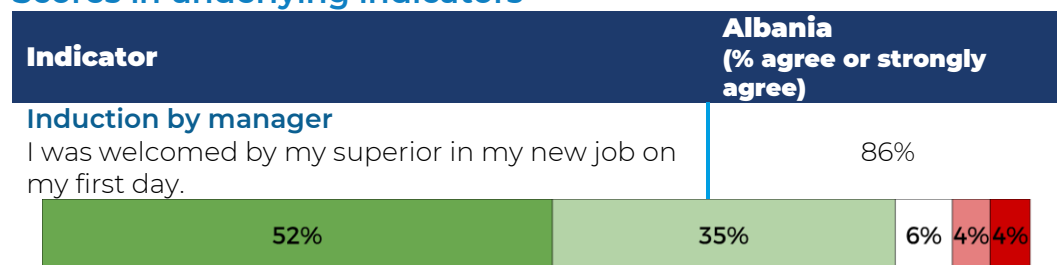
The induction index evaluates the presence of good induction (cf. onboarding) practices of new recruits, in particular, to familiarise new recruits with (1) their work tasks, (2) their manager and team, (3) the mission and goals of the institution, and (3) the rules and systems of the institution. Moreover, it assesses whether (4) a mentor was assigned to the staff. Induction questions were only administered to respondents with five or fewer years of experience with the institution.

Induction index

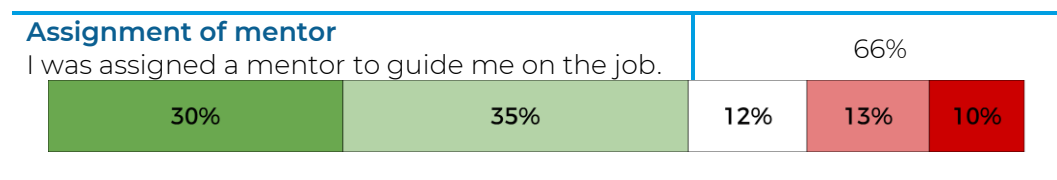
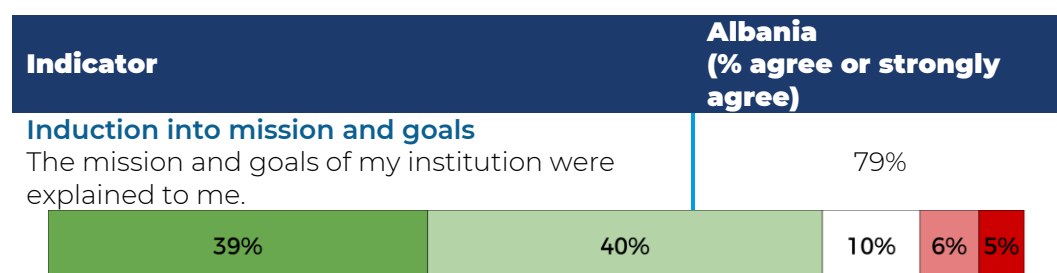
Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
76*	95	65

* Average score across five induction indicators.

Scores in underlying indicators



Strongly agree
 Agree
 Neither agree or disagree
 Disagree
 Strongly disagree



Strongly agree
 Agree
 Neither agree or disagree
 Disagree
 Strongly disagree

Promotion and career advancement

The promotion and career advancement index measures the perceptions of meritocracy in career advancement processes and the opportunities for career development in the employing institution and the wider administration.

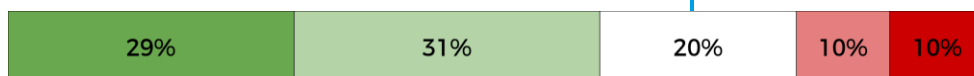
Promotion and Career Advancement Index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
58*	72	41

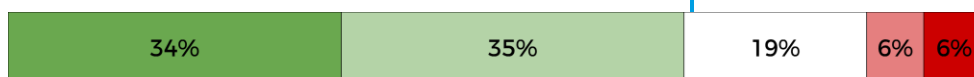
* Average score across the promotion and career advancement indicators.

Scores in underlying indicators

Indicator	Albania (% positive evaluations)
Career development opportunities in the institution I have good career advancement opportunities in my current institution.	61% (agree or strongly agree)

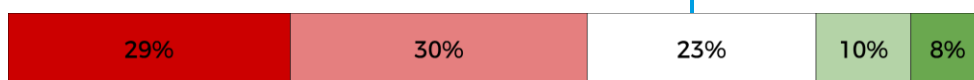


Career development opportunities in the wider administration I have good career advancement opportunities within the public sector.	69% (agree or strongly agree)
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Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Better career development opportunities outside the public sector I have better career advancement opportunities outside the public sector.	17%* (disagree or strongly disagree)
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Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

* Reversed scale as lower response values are preferable.



Performance-based promotions and career advancement

% who indicate that their job performance will be important (options 5-7 on an importance scale of 1-7) to advance to a better position in the institution.

90%

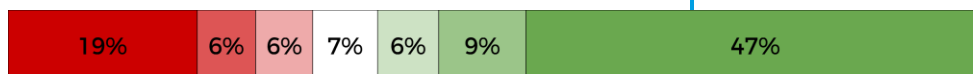


7 (Very important) 6 5 4 3 2 1 (Not at all important)

Meritocratic promotion and career advancement, without the influence of *personal* connections

% who indicate that the support of friends, relatives or other personal contacts within the institution will not be important for them to advance to a better position in the institution.

47%*



Meritocratic promotion and career advancement without the influence of *political* connections

% who indicate that the support of politicians or people with political links will not be important for them to be promoted to a better position in the institution.

64%*



7 (Very important) 6 5 4 3 2 1 (Not at all important)

* Inverted scale, as low values would indicate more desirable answers.



Performance Appraisal

The Performance Appraisal Index measures the extent to which (1) officials are regularly evaluated, (2) good practices are implemented in performance evaluation processes, and (3) the results of performance evaluations are relevant for personnel decisions (for example, in promotion decisions).

Performance appraisal index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
55*	70	34

*Average score in the indicators underlying the index (in the construction of the index, public servants who did not have an evaluation are assigned a score of 0%)

Scores in underlying indicators

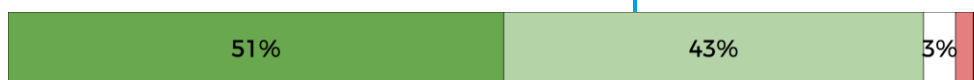
Indicator	Albania (% of staff)
Evaluations undertaken % who indicates their performance was evaluated in the last two years.	76%
Conversation about objectives % who indicates that before their last evaluation period, performance objectives were established and discussed with them.	78%
Conversation about results % who indicates that they had the opportunity to discuss the results of their last performance evaluation with their superior.	63%



Alignment with performance objectives of the institution

My performance objectives are aligned with the performance objectives of my institution.

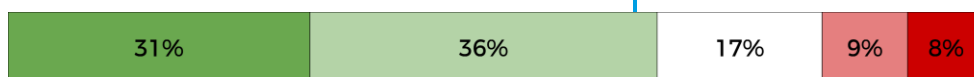
94%
(% agree or strongly agree)



Rating practice reflects hard work

The harder I work, the higher my performance rating will be.

66%
(% agree or strongly agree)



Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Rating practice does *not* differentiate performance

Everyone in my institution tends to get a positive performance evaluation, no matter their actual performance.

28%
(% disagree or strongly disagree)



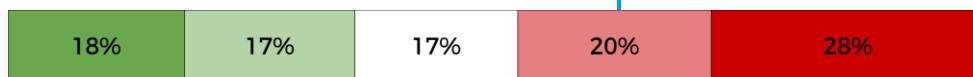
Strongly agree Agree Neither agree or disagree Disagree Strongly disagree



Perceived relevance of appraisal for salary

Positive performance evaluation ratings may lead to a salary rise bonus.

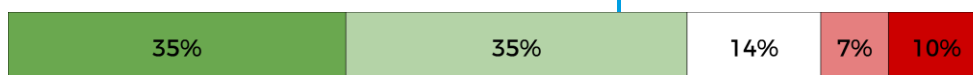
36%
(% agree or strongly agree)



Perceived relevance of appraisal for career advancement

Positive performance evaluation ratings help my career advancement.

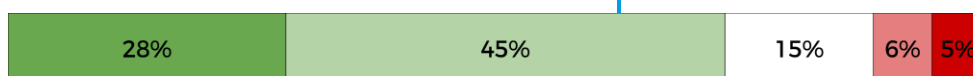
70%
(% agree or strongly agree)



Perceived relevance of appraisal for job stability

Negative performance evaluation ratings may lead to my dismissal from the public sector.

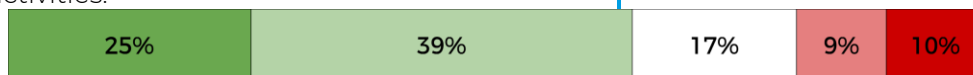
73%
(% agree or strongly agree)



Perceived relevance of appraisal for training

My performance evaluation is used to determine my training and development activities.

64%
(% agree or strongly agree)



Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Salary management

The salary management index measures the degree to which salaries are perceived by staff as satisfactory, sufficient to maintain their household, consistent and equitable across positions, competitive in relation to the private sector, and linked to work performance.

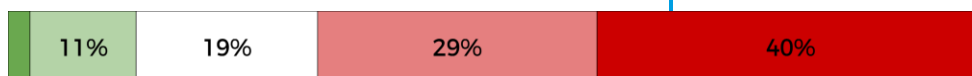
Salary management index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
23*	56	13

* Average scores in the indicators underlying the index.

Scores in underlying indicators

Indicator	Albania (% positive evaluations)
Salary satisfaction I am satisfied with my salary.	13% (agree or strongly agree)



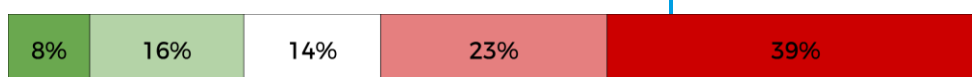
Salary sufficiency I could sustain my household through my salary alone.	10% (agree or strongly agree)
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Salary equity I am paid at least as well as colleagues who have job responsibilities similar to me.	47% (agree or strongly agree)
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Link between performance and salary When I perform well at work, my prospects for a pay rise or bonus improve.	24% (agree or strongly agree)
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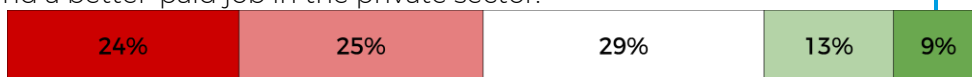
Strongly agree
 Agree
 Neither agree or disagree
 Disagree
 Strongly disagree








Salary competitiveness relative to the private sector

% who disagree or strongly disagree that it would be easy for them to find a better-paid job in the private sector.

22%*



 Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

* Reversed scale as lower response values are preferable.

Further analysis shows that salary-related issues are perceived more positively in institutions regulated by the Labour Code. This likely reflects more financial discretion when setting salaries in these institutions.

Job stability

The job stability index assesses the extent to which staff perceives to have employment stability in the civil service, feel protected from unwanted transfers to other (including lower) positions; poor performance may lead to their dismissal and the extent to which they may be dismissed for political reasons.

Job stability index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
49*	72	25

* Average score in the indicators underlying the index.

Scores in underlying indicators

Indicator	Albania (% positive evaluations)
Employment stability It would be difficult to dismiss me from the public service.	33% (agree or strongly agree)
Dismissal for poor performance I might be dismissed from the public service if I do not perform well.	67% (agree or strongly agree)
Protection from unwanted transfer It would be easy to transfer me against my will to a position in public service that is inferior to my current position.	42%* (disagree or strongly disagree)
Perceived protection from political dismissal I might be dismissed from the public service for political reasons.	53%* (disagree or strongly disagree)

* Reversed scale as lower response values are preferable.

Further analysis shows that perceived job protection is higher in institutions regulated by the Civil Service Law. Nearly 40% of civil servants indicate that it is difficult to dismiss them from the civil service as opposed to around 25% in Labour Code-regulated institutions. Moreover, in institutions regulated by the Civil Service Law, a larger percentage of respondents feel protected from unwanted transfers to other (potentially inferior or less attractive) positions.



Job Characteristics

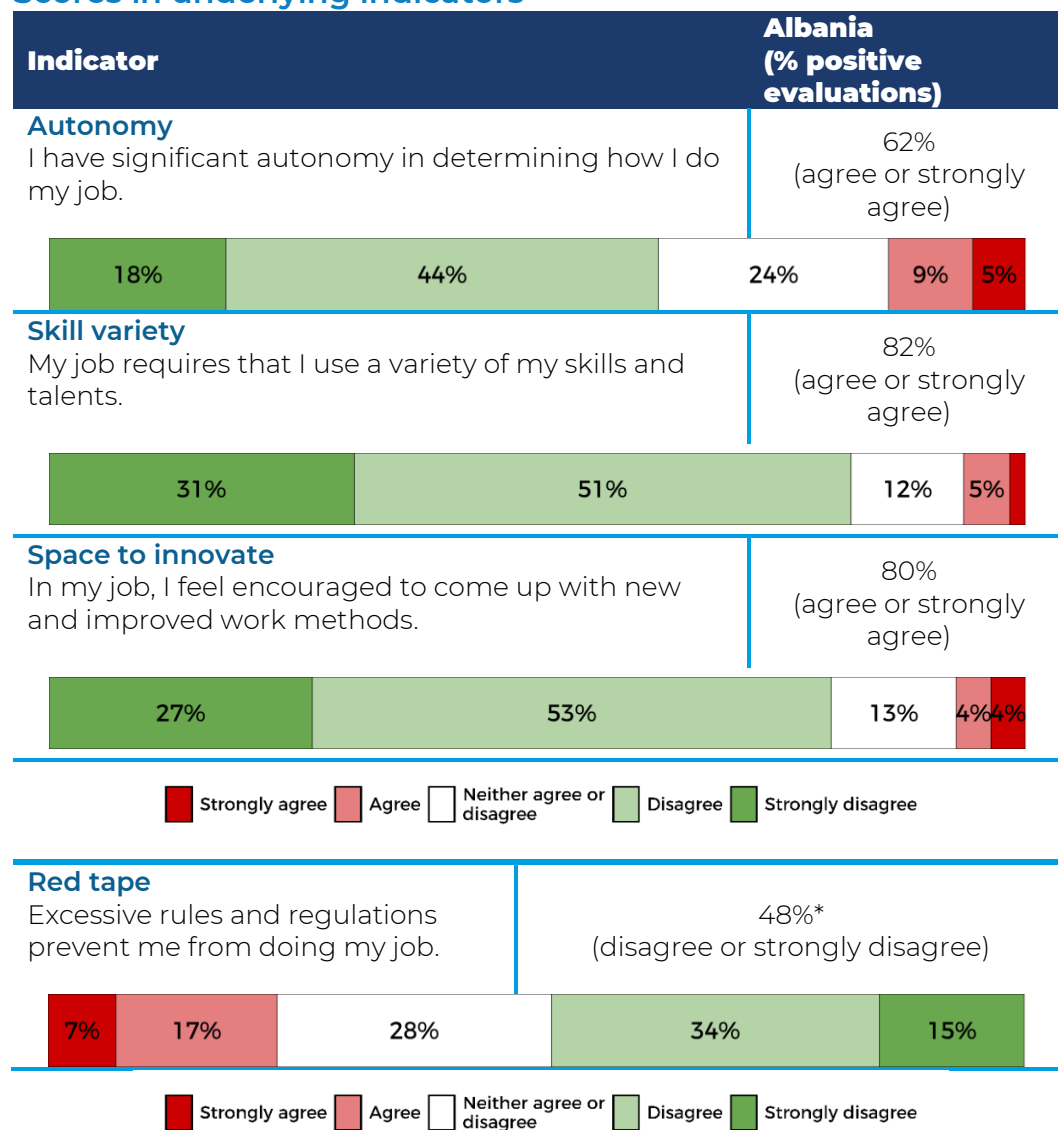
The job characteristics index measures the extent to which staff (1) find their job interesting, (2) perceive to have autonomy to perform their jobs, (3) use a variety of skills and talents when performing their job, (4) feel encouraged to innovate and come with new ideas, and (5) feel constrained by unnecessary rules and regulations (cf. perception of being constrained by 'red tape').

Job characteristics index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
68*	84	54

* Average score in the indicators underlying the index.

Scores in underlying indicators



* Reversed scale as lower response values are preferable.



Leadership

The leadership index measures different dimensions of leadership practices by immediate superiors. It includes nine indicators that refer to three types of leadership practices such as the extent to which immediate leaders communicate a clear vision for the institution's future (cf. transformational leadership), the extent to which they set an example of ethical behaviour through their actions (cf. ethical leadership), and (3) the extent to which they provide feedback and reward staff who perform well (cf. transactional leadership).

Leadership index

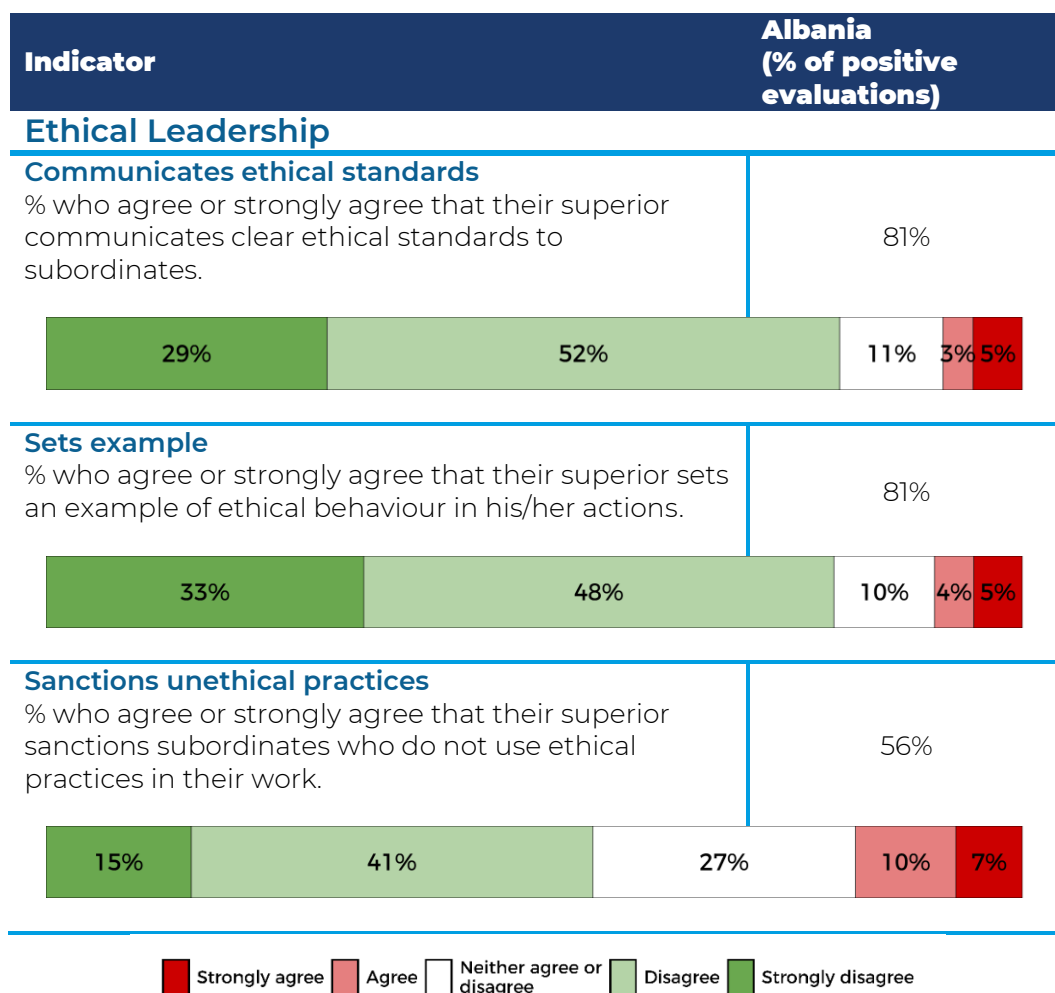
Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
65*	83	40

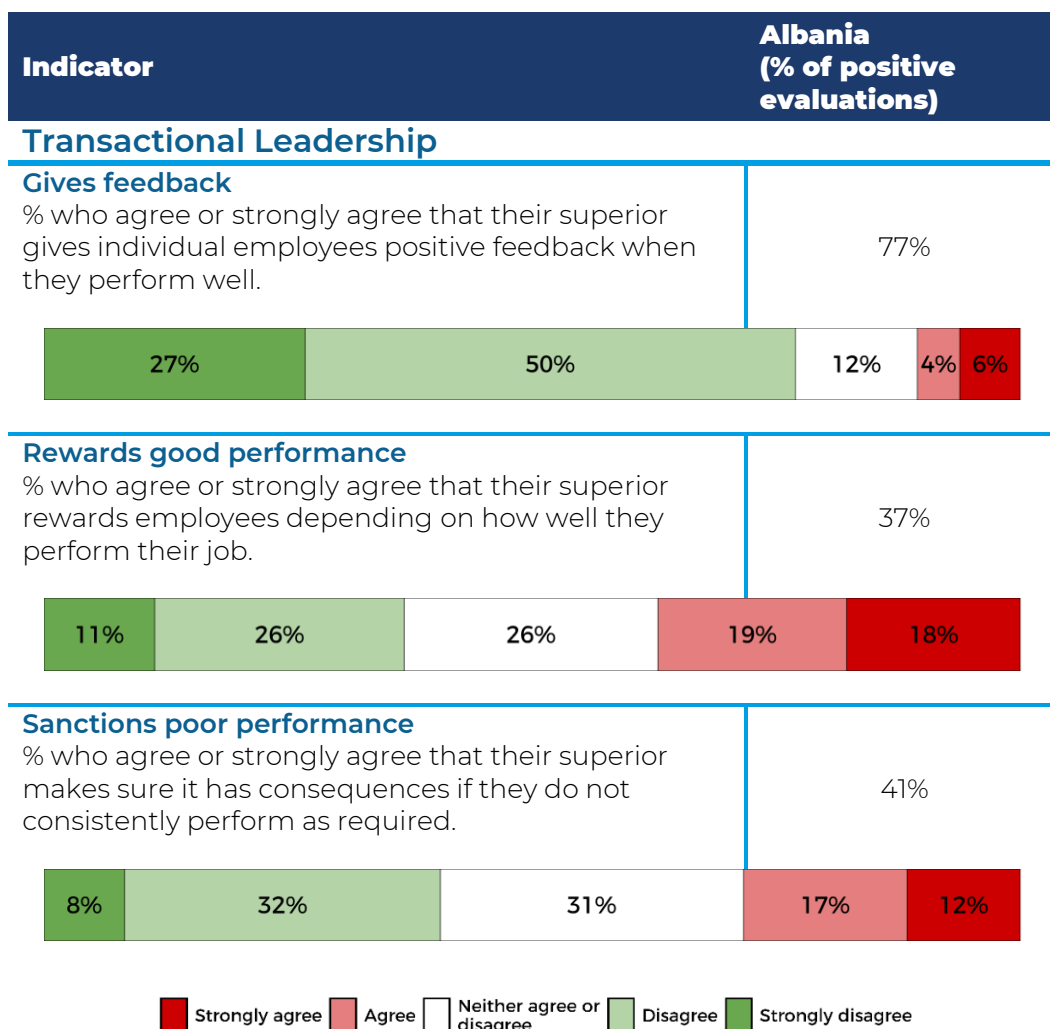
* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Albania (% of positive evaluations)
Transformational Leadership	
Communicates vision % who agree or strongly agree that their superior communicates a clear vision of the institution's future.	71%
<div> <div>24%</div> <div>47%</div> </div>	<div> <div>16%</div> <div>6%</div> <div>7%</div> </div>
Generates enthusiasm % who agree or strongly agree that their superior makes continuous efforts to generate enthusiasm for the institution's vision.	71%
<div> <div>24%</div> <div>47%</div> </div>	<div> <div>16%</div> <div>7%</div> <div>7%</div> </div>
Work together towards vision % who agree or strongly agree that their superior strives to get the employees to work together in the direction of its vision.	76%
<div> <div>26%</div> <div>49%</div> </div>	<div> <div>13%</div> <div>5%</div> <div>7%</div> </div>

Strongly agree
 Agree
 Neither agree or disagree
 Disagree
 Strongly disagree





Training

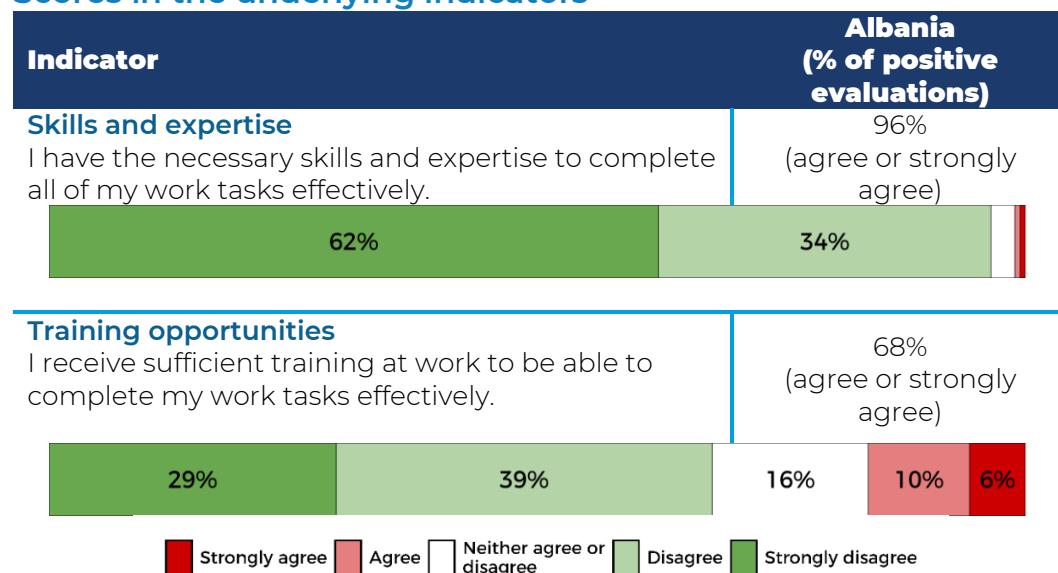
The training index measures the extent to which staff have sufficient skills to perform their jobs effectively, the extent to which they have sufficient training opportunities and the extent to which they have recently participated in a variety of training and development activities.

Training index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
66*	87	42

* Average score in the indicators underlying the index.

Scores in the underlying indicators



Further analysis shows higher participation in training activities in institutions regulated by the Civil Service Law. This likely reflects the systematic planning and offering of training activities in these institutions.



Attendance of workshops % who confirm that they attended at least one seminar or workshop related to their job responsibilities during the last twelve months.	60%
Attendance of job-specific training % who confirm that they attended at least one training related to their job responsibilities during the last twelve months.	59%
Attendance of general training % who confirm that they attended at least one training to improve their general competencies such as project management, accounting, public speaking, IT or language proficiency.	46%

Teamwork

The teamwork index assesses the extent to which staff indicate that they cooperate effectively with their team members and help each other.

Teamwork index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
80*	100	50

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Albania (% of positive evaluations)
Cooperation among team members The people I work with cooperate to get the job done.	80%



☐ Strongly agree
 ☐ Agree
 ☐ Neither agree or disagree
 ☐ Disagree
 ☐ Strongly disagree



Performance of HRM Departments

The performance of the Human Resources Management departments index measures the effectiveness and responsiveness of the HRM departments of the institutions.

Performance of HRM departments index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
70*	93	35

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Albania (% of positive evaluations)
Effectiveness of institutional HRM department The HR department in my institution is effective and responsive to employee requests.	70% (agree or strongly agree)
<div><div></div> 25%<div></div> 46%<div></div> 16%<div></div> 8%<div></div> 6%</div>	

Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Further analysis indicates that the Department of Public Administration is perceived positively by staff of Civil Service regulated institutions, with nearly 70% agreeing or strongly agreeing that DOPA is performing its job they would like it to be performed.

Office environment

The office environment index measures the extent to which staff perceives (1) to have access to necessary tools, technology and equipment to perform their job, (2) the extent to which the physical environment (noise, workspace, temperature, cleanness) allows them to do their job well, and (3) the extent to which the technology they use is reliable.

Office environment index

Albania (Score in the index)	Top score of an institution in Albania	Lowest score of an institution in Albania
58*	96	29

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Albania (% of positive evaluations)
Availability of equipment I have the tools, technology and equipment I need to do my job well.	62% (agree or strongly agree)
<div> <div>20%</div> <div>42%</div> <div>18%</div> <div>12%</div> <div>9%</div> </div>	

Physical environment My physical environment at work (for example, office, workspace, noise level, temperature, lighting, cleanliness, uninterrupted electricity) allows me to do my job well.	60% (agree or strongly agree)
<div> <div>22%</div> <div>39%</div> <div>16%</div> <div>12%</div> <div>11%</div> </div>	
<div> <div>Strongly agree</div> <div>Agree</div> <div>Neither agree or disagree</div> <div>Disagree</div> <div>Strongly disagree</div> </div>	

Reliability of equipment I feel that the quality of my work suffers because of unreliable technology.	52%* (disagree or strongly disagree)
<div> <div>7%</div> <div>15%</div> <div>26%</div> <div>33%</div> <div>19%</div> </div>	
<div> <div>Strongly agree</div> <div>Agree</div> <div>Neither agree or disagree</div> <div>Disagree</div> <div>Strongly disagree</div> </div>	

* Reversed scale as lower response values are preferable.

Further analysis shows that the office environment is perceived more positively in institutions regulated by the Labour Code. This may reflect more financial discretion of these institutions.

A black and white photograph of a person's arm and hand in a suit, pointing with a white pen at a document. The document contains several charts, including pie charts, bar charts, and line graphs, along with some text. The background is blurred, showing what appears to be an office setting.

Part III: Recommendations



Recommendations

Below, we present five areas of strengths and seven areas for development that the Department of Public Administration may want to consider. These recommendations are based on the pilot survey that generated responses from the central administration, independent institutions, and local government institutions. Guidance will be relatively more helpful for institutions with large numbers of responses, for which institutional reports were also prepared to complement the report for Albania.

Areas of strengths

- #1 A large proportion of staff indicates that they are satisfied with their job and that they are motivated to serve the public and to work hard.
- #2 Induction and onboarding practices are viewed positively by staff across institutions. Despite some differences between institutions, overall evaluations by new recruits are positive.
- #3 A large proportion of staff indicates that their job allows them to use a variety of skills and talents, and they are given space to innovate at work.
- #4 A large proportion of staff indicates that they cooperate well and effectively to get their job done, suggesting a positive experience with teamwork across institutions.
- #5 Staff provide largely positive evaluations of the effectiveness and responsiveness of HR departments of their institutions. Measures could be considered to support the work of HR departments in institutions with relatively less positive evaluations.

Areas for development

- #1 Salary-related issues are evaluated critically by staff across public administration. Measures should be considered to increase salary satisfaction, perceived salary sufficiency and competitiveness vis-à-vis the private sector.
- #2 Merit recruitment procedures such as public advertisements are widely applied. However, there is scope for expanding written examinations, particularly towards institutions outside the scope of the Civil Service Law.
- #3 Career advancement practices receive mixed evaluations from staff. While career opportunities are recognised in public administration, measures should be considered to reduce the role of non-meritocratic criteria such as personal and political connections in career progression.



#4 Leadership practices receive mixed evaluations from staff. They address the perceived quality of leadership in higher, middle, and lower-level management. The critical evaluations of leadership practices partially capture a lack of tools to reward and sanction (a lack of) performance. However, the survey results indicate that measures should be considered to improve managers' feedback and communication practices 1) in general, 2) in relation to praising good and sanctioning poor performance, and 3) in the context of performance appraisal practices. Leadership training can be considered, particularly for managers in organisations with relatively less positive evaluations.

#5 Job stability and protection from unwanted transfers receive critical evaluations from staff. Measures should be considered to enhance the sense of job security in public administration, in particular, in institutions that are outside the scope of the Civil Service Law.

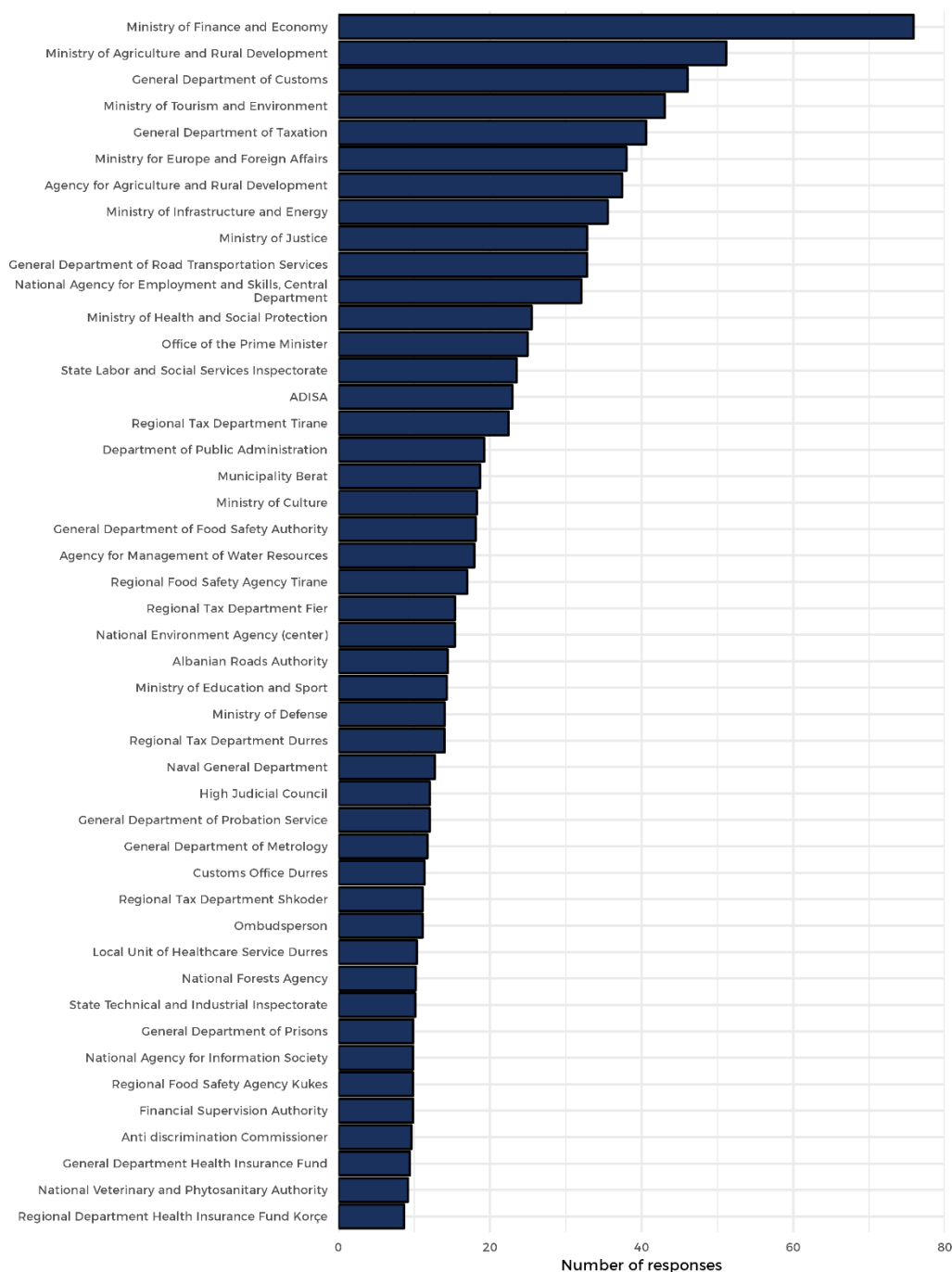
#6 Opportunities for training and competency development receive moderately positive evaluations. However, measures should be considered to encourage broader uptake and participation in general and job-specific training activities.

#7 The quality of the office environment receives mixed evaluation from staff and differs greatly between institutions. Measures should be considered to improve the quality of the office environment, particularly the reliability of the technology used at work in institutions with relatively critical evaluations.



Appendices

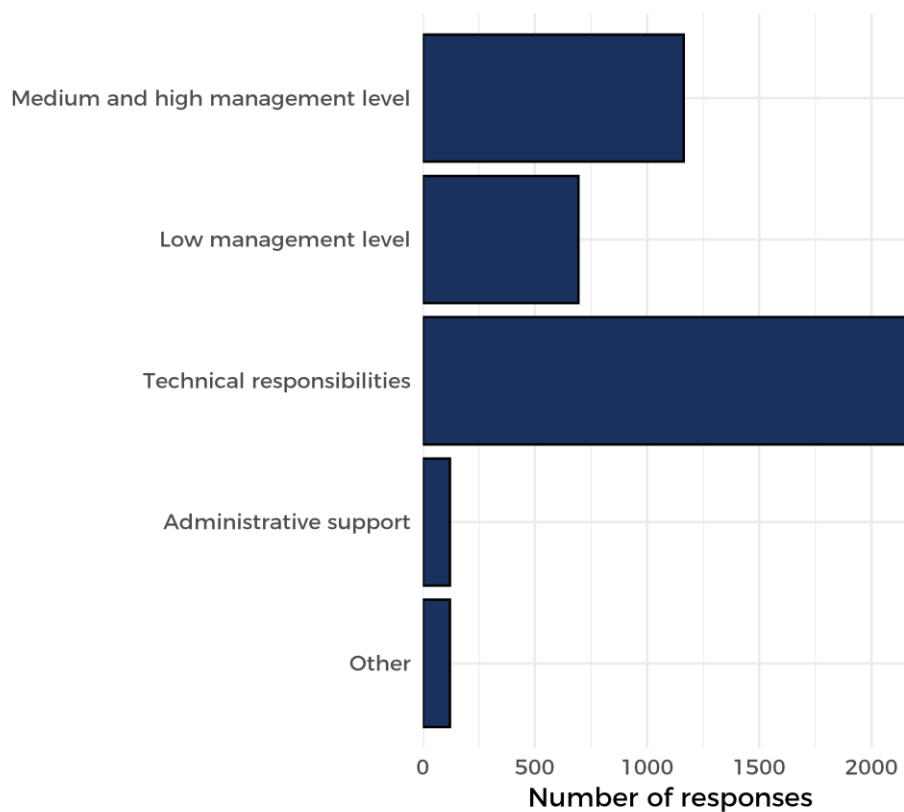
Appendix A: Responses per institution



The graph lists the number of responses from institutions that returned a minimum of 10 responses.



Appendix B: Distribution of ranks



The graph lists the percentage of each rank for the institution and the full sample of respondents from the Albanian central-level administration.



Appendix C: Demographic information of the survey sample and population

Percentage in sample (rounded)	
Gender	
Women	64%
Men	36%
Age	
29 or less	23%
30-39	36%
40-49	19%
50-59	18%
60 or more	3%
Education	
Bachelor	5%
Master	91%
PhD	3%

Appendix D: Regression analysis – The effects of HRM practices on staff attitudes*

	Job satisfaction	Work motivation	Job engagement	Organisational commitment	Intent to remain	Public service motivation	Work-life balance
Office resources	0.31	0.10	0.24	0.34	0.25	n.s.	0.36
HRM department performance	0.44	0.09	0.35	0.44	0.29	n.s.	0.33
Teamwork	0.28	0.07	0.28	0.31	0.21	n.s.	0.21
Training	0.25	n.s.	0.26	0.26	0.15	0.08	0.19
Leadership	0.43	0.12	0.32	0.48	0.30	0.11	0.31
Job characteristics	0.37	0.23	0.35	0.39	0.26	0.17	0.33
Job stability	0.25	0.09	0.25	0.30	0.22	n.s.	0.30
Salary management	0.32	0.14	0.27	0.32	0.31	0.07	0.30
Performance appraisal	0.44	0.10	0.37	0.45	0.37	0.07	0.31
Promotion	0.32	0.08	0.35	0.30	0.31	0.06	0.22
Induction	0.41	0.10	0.33	0.38	0.30	n.s.	0.30
Recruitment	0.20	n.s.	0.14	0.19	0.17	n.s.	0.14

Correlation -1.0 -0.5 0.0 0.5 1.0

*Correlations are obtained from linear regression models regressing the tables column on the tables row controlling for Gender, Years of service, Education level, Income bracket, and Rank. Green fields indicate statistically significant, positive associations. Associations that do not obtain statistical significance at a 5% alpha level are coloured white and marked "n.s."



ReSPA Staff Satisfaction Survey in the Western Balkans

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