



ReSPA Staff Satisfaction Survey in Bosnia and Herzegovina

REPORT FOR BOSNIA AND HERZEGOVINA INSTITUTIONS



Co-funded by the
European Union

SEPTEMBER 2024



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Introduction

This report presents the results of the staff satisfaction survey that was conducted at the level of Institutions of Bosnia and Herzegovina. The survey was initiated by the Civil Service Agency of Bosnia and Herzegovina. ReSPA supported its implementation.

The **objective of the survey** was to measure public servants' key attitudes and how they experience human resources management on a day-to-day basis. The survey aimed to generate evidence for the Civil Service Agency of Bosnia and Herzegovina based on the bottom-up perspective of public servants. The implementation of the survey also provided an opportunity for public servants to give 'voice' and share feedback on management practices in their institutions.

Following an Executive Summary of key results, the report is divided in three parts. **Part 1 measures the key staff attitudes in public administration.** They include job satisfaction, work motivation, and job engagement, organisational commitment, and the motivation to serve the public. The survey further measures the intention to remain in public administration, which resonates with the concept of turnover intention, and the well-being and work-life balance of public servants, including perceived stress at work, the risk of burnout and the ability to balance demands in their professional and private life.

The report presents composite indices that combine several survey items into individual scores, and the distribution of responses for individual survey items. The report presents the average scores for staff attitudes towards the public administration, and the range between the highest and lowest scoring institutions. As will become evident, the differences between average staff attitudes in the lowest scoring institution and the highest scoring institutions are often very large, indicating the importance of tailoring interventions for individual institutions in addition to addressing public administration in its entirety.

Staff attitudes are based on the individual perceptions and experience of public servants. Academic research has demonstrated for both the public and the private sector that **high levels of staff attitudes are closely associated with individual and organisation performance.** In other words, more satisfied and more motivated public servants can be expected to perform better and thus contribute to the overall performance of public administration.

Part 2 measures management practices in public administration. It asks public servants to indicate their experience with fourteen areas of management, in particular, human resources management. They include the 1) recruitment of public servants into public administration, 2)



induction and onboarding processes, 3) prospects of career advancement within institutions, other public institutions and outside public administration, 4) experience with performance appraisal processes, 5) experience with salary management, 6) perceived protection from unwanted transfers and dismissal from the public service, and 7) their evaluation of training opportunities and participation in training activities.

In addition, the survey measures 8) public servants' experience with teamwork and conflict management at work, 9) satisfaction with communication practices inside organisations, 10) the quality of the office environment, 11) aspects of job design such as perceived job autonomy, 12) well-being support provided by their organisation, and 13) the effectiveness and responsiveness of personnel management units.

Finally, the survey addresses 14) the quality of the leadership in public administration. Public servants evaluate the extent to which their superiors communicate a vision and mission for their organisation (cf. transformational leadership), the extent to which they communicate ethical standards and behave as ethical role models (cf. ethical leadership), and the extent to which they demonstrate empathy for their staff, listen, provide effective feedback, and support the professional growth of their subordinates.

Evidence of management practices is particularly important for developing administrative reforms and tailored interventions in administrative institutions. Academic research has shown that **the quality of management practices is closely associated with key staff attitudes** as measured in Part 1. For reformers, this is important information, as they can take action to improve management practices based on survey evidence, for instance, by providing training for public managers to improve leadership practices, which, in turn, influences public servants' attitudes and behavior.

Part 3 presents a series of Recommendations. It starts with Areas of Strengths as evidenced by the staff satisfaction and management survey before turning to general Areas for Improvement that target specific areas of human resources management. Finally, the **Appendices** provide an overview of the demographic features of the sample. They close with a table that presents the results of linear regression models on the relationship between management practices and staff attitudes.

Survey methodology and implementation strategy

The **development of the survey** was based on the insights of academic research in public administration and global public management, staff satisfaction surveys conducted in selected OECD administrations and the



experience of the Global Survey of Public Servants which has been tested and validated in more than 20 administrations around the world.[†]

The survey scales and item formulations were adapted to the local context and legal terminology to ensure the **validity** of the measures in context. The survey project underwent a research ethics to confirm compliance with research ethics principles and General Data Protection Regulations, in particular, principles of **anonymity and confidentiality**.

The questionnaire was translated into the local language and uploaded to the Qualtrics platform for the **online administration of the survey**. The survey was **pre-tested** with 8 – 10 public servants to ensure the reliability and validity of the questions, a high quality of the translation, technical reliability and a user-friendly experience for participants.

The survey was distributed as a single anonymous access link that was circulated by the Civil Service Agency of Bosnia and Herzegovina to the network of training managers who then disseminated the invitation by email to the employees of their institution. At the beginning of the survey, public servants were given information about the project and asked to provide **informed consent** before proceeding to the completion of the survey. The first survey question then asked public servants to indicate the institution in which they work. The response would later allow for comparisons of responses across institutions. However, **survey participation was voluntary** and public servants were free to leave questions unanswered or stop completing the survey at any time.

Following the initial invitation, the Civil Service Agency of Bosnia and Herzegovina sent reminders after one, three, and five weeks to maximise the number of responses from each institution. The progress was monitored by the team of experts and weekly progress reports were sent to the Civil Service Agency of Bosnia and Herzegovina indicating the number of responses in total and by institution. The survey was closed after six weeks in **March 2024**, following the circulation of the first invitation in the last week of **January 2024**.

The survey was conducted as a **population survey** of staff at the level of Institutions of Bosnia and Herzegovina. It targeted just over 6,400 public servants and generated **1,254 responses**. The sample includes at least one response from 58 institutions. 26 institutions returned 10 or more responses. 18 institutions returned 10 or more 'completed' responses. The overall **response rate is estimated at 20%**.

[†] Schuster, C. et al (2023) The Global Survey of Public Servants: Evidence from 1,300,000 Public Servants in 1,300 Government Institutions in 23 Countries. Public Administration Review 83(4): 982-993. Available at <https://onlinelibrary.wiley.com/doi/full/10.1111/puar.13611>



Administrative data from the **civil service registry** provided by the Civil Service Agency of Bosnia and Herzegovina was used to estimate the representativeness of the survey sample. Demographic features of the sample are reported in the Appendix C. The share of female public servants is larger in the sample than the population of public servants. However, gender representativeness is very high when considering the share of male and female respondents at the level of individual institutions that participated in the survey. Given also the size and, for an online survey, satisfactory response rate, the survey data was therefore not weighted for the presentation of results.

The **survey data** was cleaned, recoded when necessary, and analysed for the preparation of survey reports. Results for staff attitudes and management practices are presented at **composite indices**, combining survey items on the same theme and considering the experience from public employee surveys conducted in other OECD and non-OECD administrations. Indices are based on mean results across their components. Scaling methods were not applied. It is thus essential to consider the evidence for both the aggregate results and the individual survey items when drawing conclusions for action. The indices were used to calculate a sample mean and means for institutions. The range between the highest and lowest-scoring institutions is shown in this report.

Results of linear **regression models** are presented in Appendix D of the report. They examine the relationship between management practices and key staff attitudes at the level of composite indices. The models control for the main demographic variables such as gender, age, education, years of service and rank. The results support the findings of academic research that tends to find a positive relationship between management practices and staff attitudes in public and private sector organisations.

This report is accompanied by separate reports for institutions with a minimum of 10 respondents who completed at least 50% of the questionnaire. The list of institutions is shown in Appendix A.



Executive Summary

Staff Attitudes

Job satisfaction

58% of respondents are satisfied with their jobs.



Work motivation

66% are motivated to work hard (do extra work beyond what is expected of them).

Engagement

55% are engaged with their jobs (are dedicated, absorbed and energetic at work).



Organisational commitment

46% are committed to their organisation.



Public service motivation

57% are willing to make sacrifices for the good of society.

Intent to remain in administration

55% intend to remain in the administration in the short and medium term.



Well-being and work-life balance

31% do not feel stressed and are able to balance the demands of their work and private life.



Human Resources Management Practices

Recruitment

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.

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 advancement 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 (1) are satisfied with their salary, (2) perceive it as sufficient to maintain their household, (3) consider it competitive relative to private sector salaries, and (5) perceive it as linked to their work performance.



Job stability

This index (0-100) assesses the extent to which staff (1) perceive to have employment stability in the public administration, (2) feel protected from unwanted transfers, and (3) 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, (4) feel constrained by unnecessary rules and regulations (cf. red tape), and (5) find their work interesting.



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) they show appreciation by listening, inquiring and supporting the growth and development of their staff.



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 (1) cooperate effectively and help each other to complete their work tasks, and (2) manage conflicts well when they arise.

Communication satisfaction

This index (0-100) assesses the extent to which staff (1) experience communication by their organisation as effective, (2) consider written communications such as emails and newsletter as clear, and (3) regard the frequency of written communication by their organisation as adequate.



Well-being support

This index (0-100) assesses the extent to which staff (1) perceive the mental health support of their organisation as sufficient, (2) perceive to have enough information and training to ensure health and safety at work, and (3) their organisation provides sufficient support for work-life balance such as telework and flexible work arrangements.



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's arm and hand in a dark suit jacket. The hand is holding a white pen and pointing at a document. The document contains various charts, including pie charts, bar charts, and line graphs, along with some text. A dark blue rectangular box is overlaid on the right side of the image, containing the text 'Part I: Staff Attitudes' in white.

Part I: Staff Attitudes



Job Satisfaction

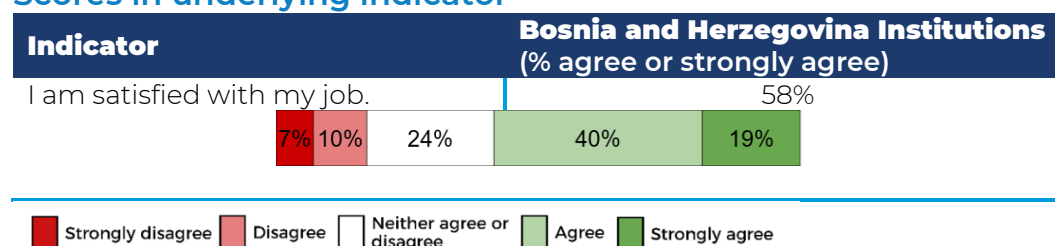
The job satisfaction index measures how satisfied staff are with their jobs.

Job satisfaction index

Bosnia and Herzegovina Institutions (% of staff with positive evaluation)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
58%*	80%	29%

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

Scores in underlying indicator



Work motivation

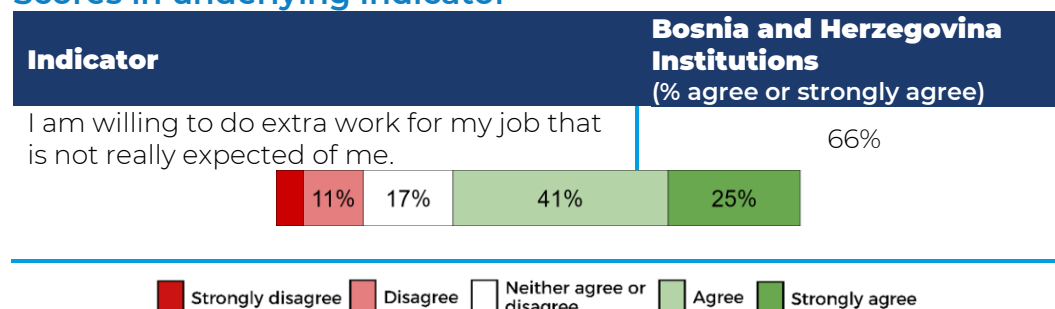
The work motivation index measures the extent to which staff are willing to put in extra work that is not really expected of them.

Index of work motivation

Bosnia and Herzegovina Institutions (% of staff with positive evaluation)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
66%*	90%	40%

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

Scores in underlying indicator





Job engagement

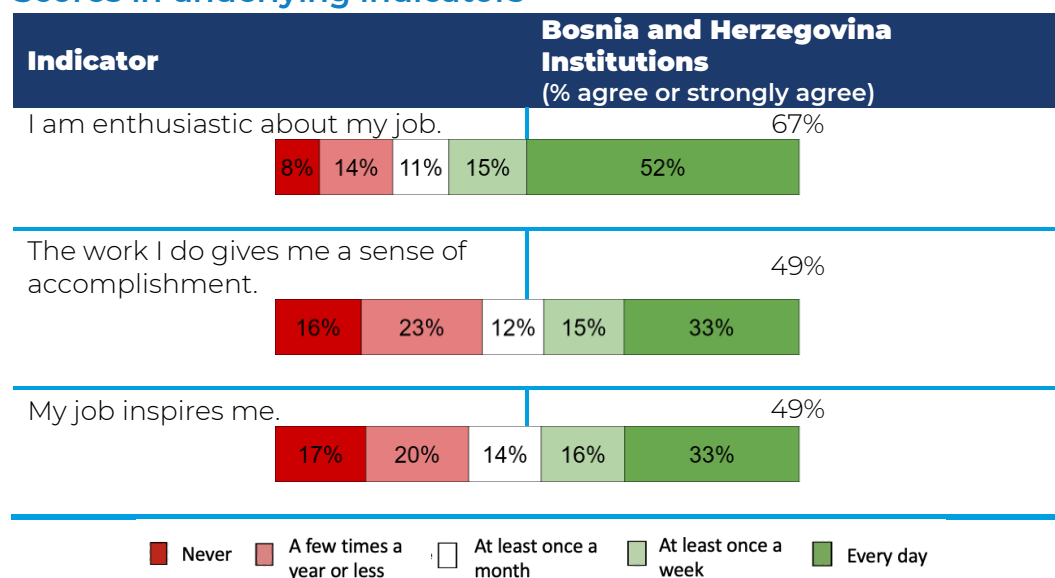
The job engagement index measures how engaged staff are with their jobs.

Job engagement index

Bosnia and Herzegovina Institutions (% of staff with positive evaluation)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
55%*	72%	31%

* 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

Bosnia and Herzegovina Institutions (% of staff with positive evaluation)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
46%*	67%	21%

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

Scores in underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% agree or strongly agree)
I would recommend my organisation as a great place to work.	37%
	<div><div>16%</div><div>17%</div><div>29%</div><div>25%</div><div>12%</div></div>
I feel a strong personal attachment to my institution.	54%
	<div><div>8%</div><div>13%</div><div>26%</div><div>35%</div><div>19%</div></div>

Strongly disagree Disagree Neither agree or disagree Agree Strongly agree



Intention to remain in the administration

The intention-to-remain index – or retention index – measures (1) whether staff have recently looked for alternative job opportunities outside the public sector, and (2) the extent to which they wish to stay in the administration in the near future (cf. turnover intention).

Intention to remain index

Bosnia and Herzegovina Institutions (% of staff with positive evaluation)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
55%*	69%	32%

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

Scores in underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% with positive evaluation)
During the last two years, I have looked for job opportunities outside the public administration.	63%* (% indicating they have not)
I want to leave the public administration within the next two years.	47%* (disagree or strongly disagree)
	<div> <div>15%</div> <div>13%</div> <div>25%</div> <div>29%</div> <div>18%</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.

Public service motivation

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

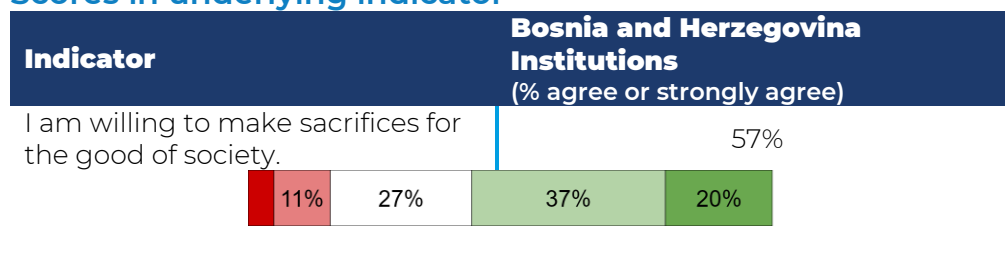
Public service motivation index

Bosnia and Herzegovina Institutions (% of staff with positive evaluation)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
57%*	76%	25%

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



Scores in underlying indicator



Strongly disagree Disagree Neither agree or disagree Agree Strongly agree





Well-being and work-life balance

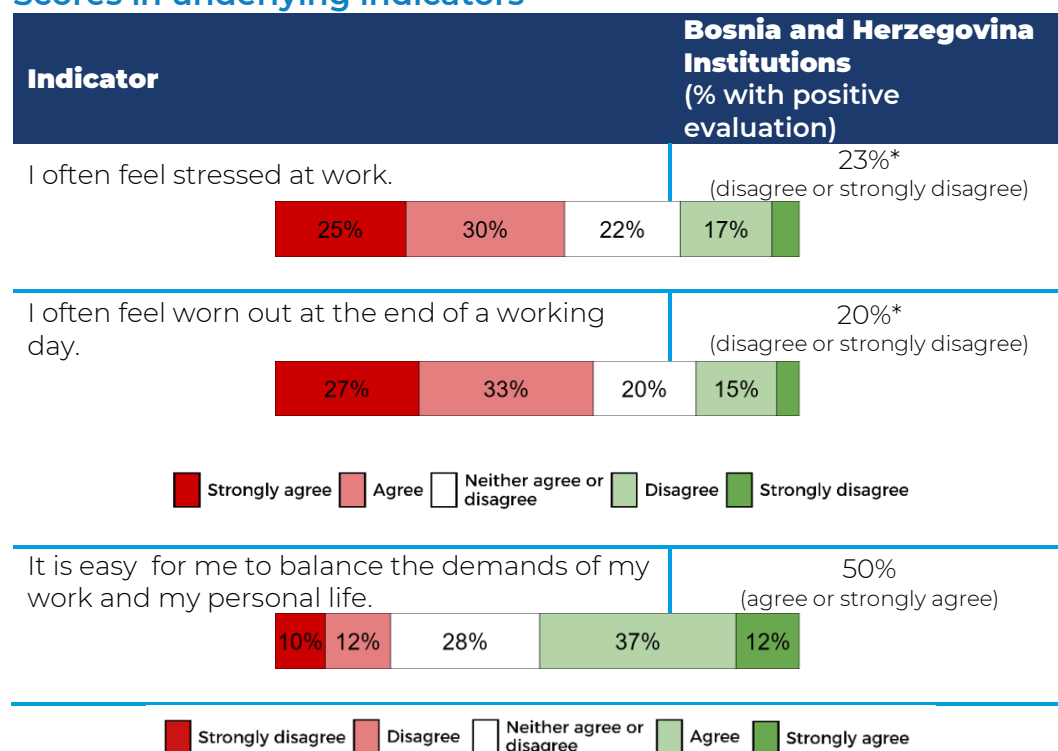
The well-being and work-life balance index measures how easy it is for staff to balance the demands of their work and private life and how often they feel stressed at work.

Well-being and work-life balance index

Bosnia and Herzegovina Institutions (% of staff with positive evaluation)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
31%*	57%	18%

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

Scores in underlying indicators



* Reversed scale as lower response values are preferable.



Part II: Human Resources Management Practices





Recruitment

The index measures the extent to which recruitment and selection practices are meritocratic and transparent, including (1) the open advertisement of job vacancies (e.g. in newspapers and online portals), (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

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
67*	88	52

* Average score in the five recruitment and selection questions underlying the index. The index only reports results for staff recruited during the last ten years.

Scores in underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% of staff)
Public advertisement of job vacancies % who found out about their first position in an institution through a public advertisement (instead of, for example, informal channels such as a personal acquaintance in an institution).	78%
Written examination % who were evaluated through a written entry examination.	71%
Oral examination % who were evaluated through an oral examination (cf. personal interview).	74%
Meritocratic recruitment, without influence of personal connections % who indicate that the support of friends, family or other personal contacts within the administration was 'not' important to get their first job in the institution.	49%*
Meritocratic recruitment, without influence of political connections % who indicate that the support of politicians or someone with political links was 'not' important to get their first job in the institution.	62%*

* Reversed scale as lower response values are preferable.



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 manager and team, and (2) their work tasks, (3) to provide training to understand the rules and systems of the institution, and (4) to assign a mentor to new staff. Induction questions were only administered to respondents with 10 or fewer years of experience with the institution.

Induction index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
53*	75	39

* Average score across five induction indicators.

Scores in underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% agree or strongly agree)
Induction by manager I was welcomed by my manager in my new job on my first day.	79%
Induction training I was given training to understand the rules, procedures and systems required to do my job.	45%
Induction into work tasks I was given a clear picture of my job tasks and expectations.	53%
Assignment of mentor I was assigned a mentor to guide me on the job.	33%



Promotion and career advancement

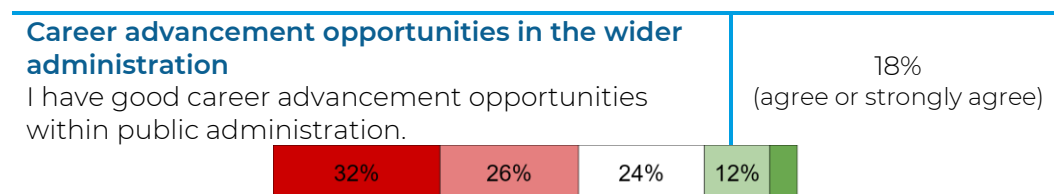
The promotion and career advancement index measures the perceptions of meritocracy in career advancement processes and the opportunities for career advancement in the employing institution and the wider administration.

Promotion and career advancement index

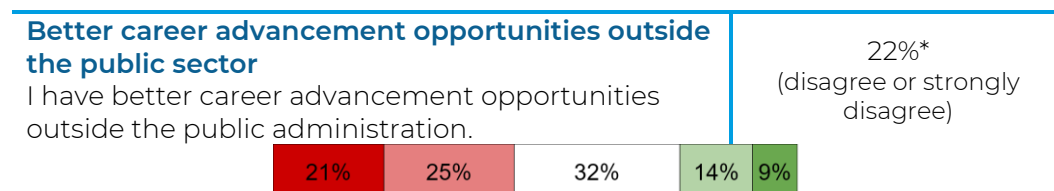
Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
42*	53	33

* Average score across the promotion and career advancement indicators.

Scores in underlying indicators



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



☐ 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.	62%
Meritocratic promotion and career advancement, without influence of <i>personal</i> 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.	65%*
Meritocratic promotion and career advancement, without influence of <i>political</i> 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.	65%*

* 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

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
51*	62	32

*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

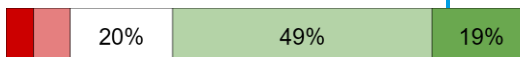
Indicator	Bosnia and Herzegovina Institutions (% of staff)
Evaluations undertaken % who indicates their performance was evaluated in the last two years.	90%
Conversation about objectives % who indicates that before their last evaluation period, performance objectives were established and discussed with them.	65%
Conversation about results % who indicates that they had the opportunity to discuss the results of their last performance evaluation with their superior.	50%



Alignment with performance objectives of the institution

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

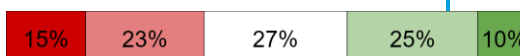
68%
(% agree or strongly agree)



Rating practice reflects hard work

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

35%
(% agree or strongly agree)



Strongly disagree Disagree Neither agree or disagree Agree Strongly agree

Rating practice does *not* differentiate performance.

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

20%*
(% disagree or strongly disagree)



Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

* Reversed scale as lower response values are preferable.

Perceived relevance of appraisal for salary

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

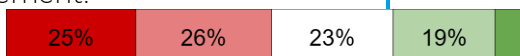
69%
(% agree or strongly agree)



Perceived relevance of appraisal for career advancement

Positive performance evaluation ratings help my career advancement.

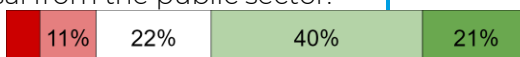
26%
(% agree or strongly agree)



Perceived relevance of appraisal for job stability

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

61%
(% agree or strongly agree)

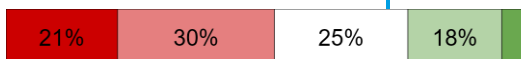




Perceived relevance of appraisal for training

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

23%
(% agree or strongly agree)



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





Salary management

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

Salary management index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
21*	41	6

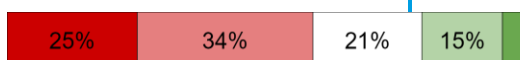
* Average scores in the indicators underlying the index.

Scores in underlying indicators

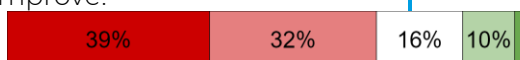
Indicator	Bosnia and Herzegovina Institutions (% positive evaluations)
Salary satisfaction I am satisfied with my salary.	21% (agree or strongly agree)



Salary sufficiency I could sustain my household through my salary alone.	21% (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.	13% (agree or strongly agree)
--	----------------------------------



Strongly disagree Disagree Neither agree or disagree Agree Strongly agree

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.	29%*
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Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

* Reversed scale as lower response values are preferable.



Job stability

The job stability index assesses the extent to which staff perceive to have employment stability in the public 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

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
39*	58	26

* Average score in the indicators underlying the index.

Scores in underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% positive evaluations)
Employment stability It would be difficult to dismiss me from the public service.	43% (agree or strongly agree)
Dismissal for poor performance I might be dismissed from the public service if I do not perform well.	31% (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.	37%* (disagree or strongly disagree)
Perceived protection from political dismissal I might be dismissed from the public service for political reasons.	43%* (disagree or strongly disagree)

Strongly disagree
 Disagree
 Neither agree or disagree
 Agree
 Strongly agree

Strongly agree
 Agree
 Neither agree or disagree
 Disagree
 Strongly disagree

* Reversed scale as lower response values are preferable.

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, (5) perceive their work objectives to be clear, (6) feel constrained by unnecessary rules and regulations (cf. perception of being constrained by 'red tape'), and (7) experience political interference during their day-to-day work.

Job characteristics index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
60*	74	42

* Average score in the indicators underlying the index.

Scores in underlying indicators

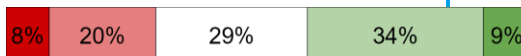
Indicator	Bosnia and Herzegovina Institutions (% positive evaluations)
Autonomy I have significant autonomy in determining how I do my job.	54% (agree or strongly agree)
Skill variety My job requires that I use a variety of my skills and talents.	87% (agree or strongly agree)
Space to innovate In my job, I feel encouraged to come up with new and improved work methods.	43% (agree or strongly agree)
Job interesting My work is very interesting.	53% (agree or strongly agree)



Red tape

Excessive rules and regulations prevent me from doing my job.

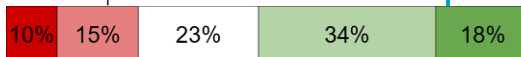
43%*
(disagree or strongly disagree)



Interference

My day-to-day work is subject to interference by politicians or people with political links.

52%*
(disagree or strongly disagree)

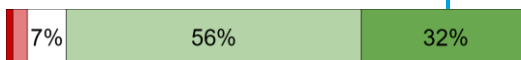


Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Clarity

The goals and objectives of my job are clear to me.

88%
(disagree or strongly disagree)



Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

* Reversed scale as lower response values are preferable.



Leadership

The leadership index measures different dimensions of leadership practices by immediate superiors. It includes indicators that refer to practices such as (1) the extent to which immediate leaders communicate a clear vision for the institution's future, (2) the extent to which they set an example of ethical behaviour through their actions, and (3) the extent to which they show their appreciation for their staff such as providing feedback, listening, inquiring about their well-being and supporting their growth and development.

Leadership index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
46*	58	28

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% of positive evaluations)
Communicates vision % who agree or strongly agree that their superior communicates a clear vision of the institution's future.	48%
Positive Feedback % who agree or strongly agree that their superior give them positive feedback when they perform well.	48%



Indicator	Bosnia and Herzegovina Institutions (% of positive evaluations)
Communicates ethical standards % who agree or strongly agree that their superior communicates clear ethical standards to subordinates.	39%
	<div> <div>14%</div> <div>19%</div> <div>28%</div> <div>28%</div> <div>11%</div> </div>
Sets example % who agree or strongly agree that their superior sets an example of ethical behaviour in his/her actions.	47%
	<div> <div>14%</div> <div>16%</div> <div>23%</div> <div>34%</div> <div>13%</div> </div>
Listens % who agree or agree strongly that their superior listens and pays attention to them.	56%
	<div> <div>9%</div> <div>12%</div> <div>23%</div> <div>42%</div> <div>15%</div> </div>
Explains % who agree or agree strongly that their superior explains assignments clearly.	53%
	<div> <div>11%</div> <div>14%</div> <div>22%</div> <div>39%</div> <div>15%</div> </div>
Inquires % who agree or agree strongly that their superior regularly inquires about their well-being.	37%
	<div> <div>18%</div> <div>19%</div> <div>26%</div> <div>25%</div> <div>12%</div> </div>
Helps Grow % who agree or agree strongly that their superior provides opportunities for them to improve their skills.	37%
	<div> <div>19%</div> <div>18%</div> <div>25%</div> <div>27%</div> <div>11%</div> </div>

Strongly disagree
Disagree
Neither agree or disagree
Agree
Strongly agree

Training

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

Training index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
52*	65	40

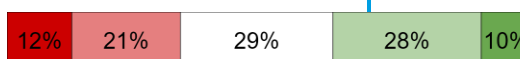
* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% of positive evaluations)
Skills and expertise I have the necessary skills and expertise to complete all of my work tasks effectively.	93% (agree or strongly agree)



Training opportunities I receive sufficient training at work to be able to complete my work tasks effectively.	38% (agree or strongly agree)
--	----------------------------------



Strongly disagree
 Disagree
 Neither agree or disagree
 Agree
 Strongly agree

Attendance of workshops % who confirm that they attended at least one seminar or workshop related to their job responsibilities during the last twelve months.	46%
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.	31%



Teamwork

The teamwork index assesses (1) the extent to which staff indicate that they co-operate effectively with their team members and help each other, (2) the extent to which conflicts are managed well when they arise and there is not too much arguing inside teams.

Teamwork index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
54*	68	31

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% of positive evaluations)
Cooperation among team members The people I work with cooperate to get the job done.	54%
7% 13% 26% 41% 13%	
Conflict Management My team manages conflicts well when they arise.	53%
8% 15% 23% 40% 14%	
Strongly disagree Disagree Neither agree or disagree Agree Strongly agree	
Arguing among team members There is too much arguing in my unit.	55%*
9% 15% 21% 36% 19%	
Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	

* Reversed scale as lower response values are preferable.



Communication Satisfaction

The Communication Satisfaction Index measures (1) the extent to which staff experience communication by their organisation as effective, (2) the extent to which they perceive written communications such as emails and newsletters as clear, and (3) the extent to which they are satisfied with the frequency of written communications by their organisation.

Communication satisfaction index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
38*	52	17

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% of positive evaluations)
Clear Communication Communications (e.g. email, newsletter) I receive from my organisation are clear.	52%
Effective Communication My organisation communicates effectively with employees.	30%
Rare Communication My organisation communicates too rarely to employees (e.g. newsletters, emails).	33% *

Strongly agree
 Agree
 Neither agree or disagree
 Disagree
 Strongly disagree



Well-Being Support

The Well-being support index measures (1) the extent to which staff perceive the mental health support of their organisation as sufficient, (2) the extent to which they perceive to receive enough information and training to ensure health and safety at work, and (3) the extent to which their organisation provides sufficient support for work-life balance such as telework and flexible work arrangements.

Well-being support index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
14%*	29%	0%

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% of positive evaluations)
Mental Health Support My organisation provides sufficient support for mental health, such as counselling or mental health days.	7%
	<div><div>40%</div><div>39%</div><div>14%</div><div></div></div>
Health and Safety Support I have the information, training and equipment I need to ensure my health and safety at work.	21%
	<div><div>23%</div><div>27%</div><div>29%</div><div>17%</div></div>
Work-Life Balance Support My organisation supports work-life balance, such as flexible work arrangements or telecommuting.	15%
	<div><div>31%</div><div>34%</div><div>21%</div><div>12%</div></div>

Strongly disagree Disagree Neither agree or disagree Agree Strongly agree



Performance of HRM Departments

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

Performance of HRM Departments Index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
30*	52	5

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% of positive evaluations)
Effectiveness of institutional HRM department The HR department in my institution is effective and responsive to employee requests.	30% (agree or strongly agree)



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



Office environment

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

Office environment index

Bosnia and Herzegovina Institutions (Score in the index)	Top score of an institution in Bosnia and Herzegovina Institutions	Lowest score of an institution in Bosnia and Herzegovina Institutions
54*	92	36

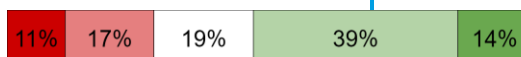
* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	Bosnia and Herzegovina Institutions (% of positive evaluations)
Availability of equipment I have the tools, technology and equipment I need to do my job well.	58% (agree or strongly agree)

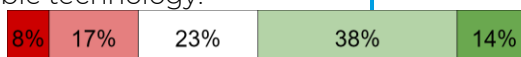


Physical environment My physical environment at work (for example, office, workspace, noise level, temperature, lighting, cleanliness, uninterrupted electricity) allows me to do my job well.	53% (agree or strongly agree)
--	----------------------------------



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

Reliability of equipment I feel that the quality of my work suffers because of unreliable technology.	52%* (disagree or strongly disagree)
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☐ Strongly agree
 ☐ Agree
 ☐ Neither agree or disagree
 ☐ Disagree
 ☐ Strongly disagree

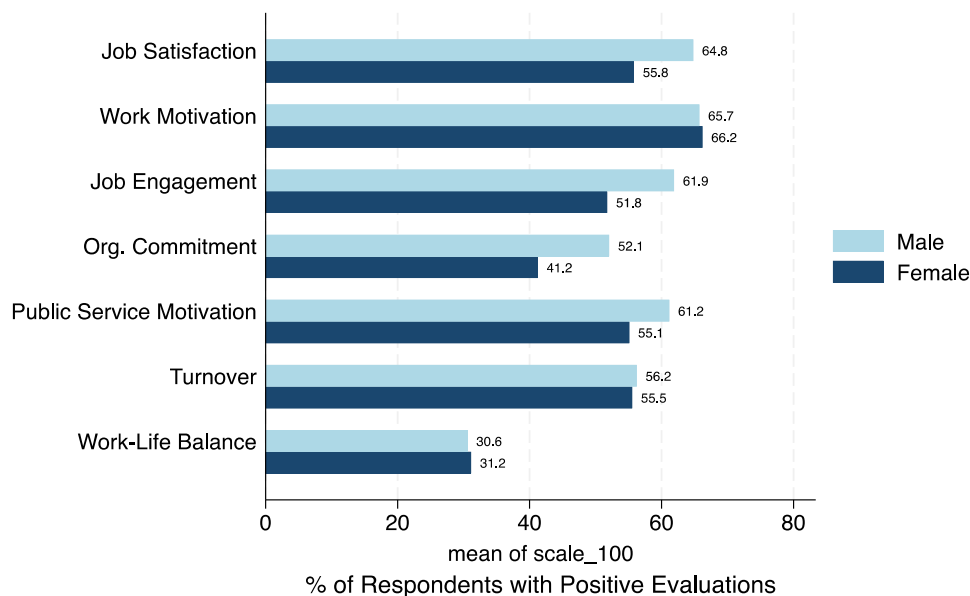
* Reversed scale as lower response values are preferable.



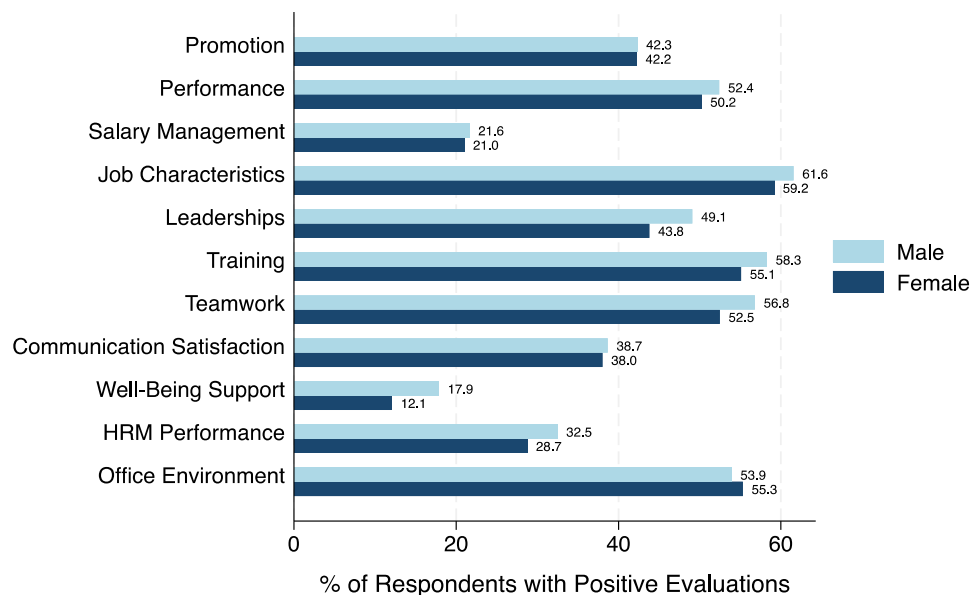
Differences across gender

The two figures below show the differences in indices of staff attitudes and human resource management practices across gender.

Staff attitudes



Human resource management practices

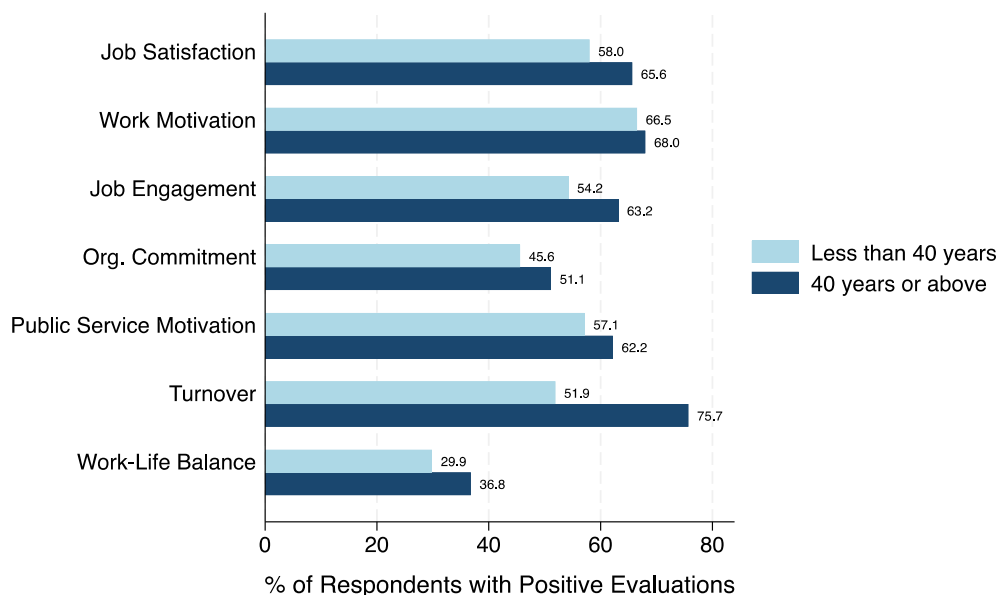




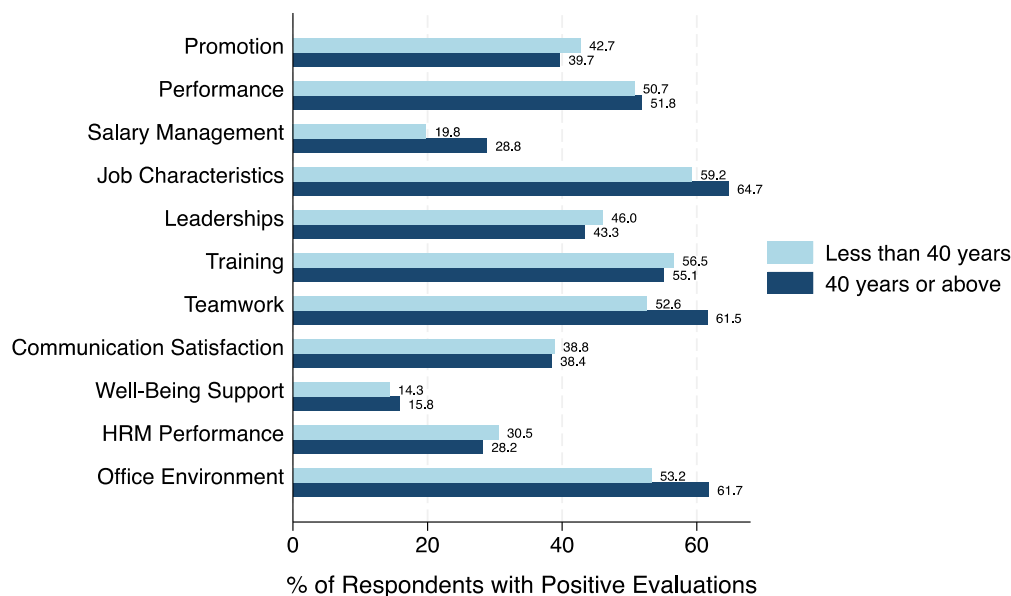
Differences across age

The two figures below show the differences in indices of staff attitudes and human resource management practices across age.

Staff attitudes



Human resource management practices

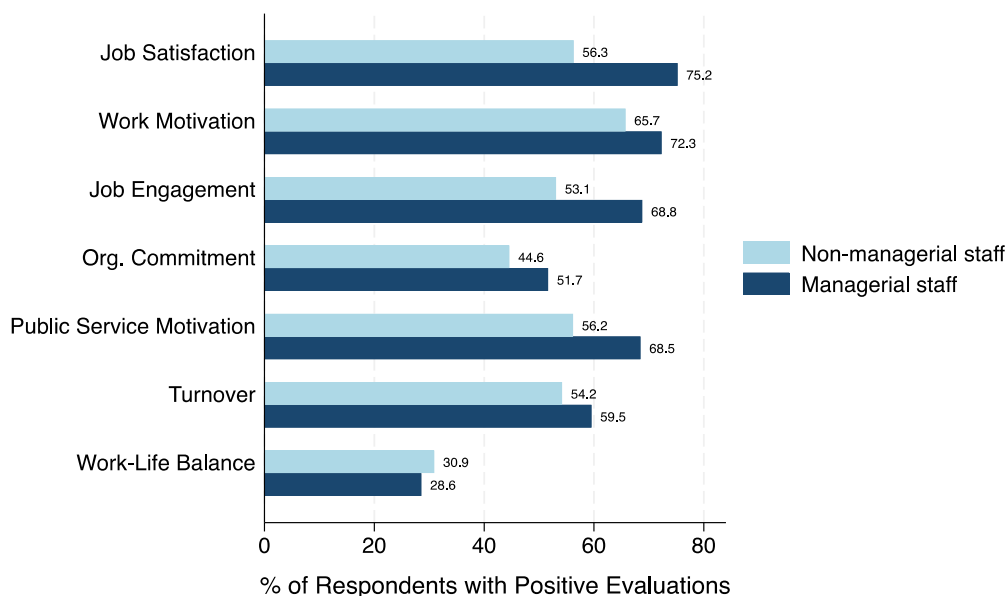




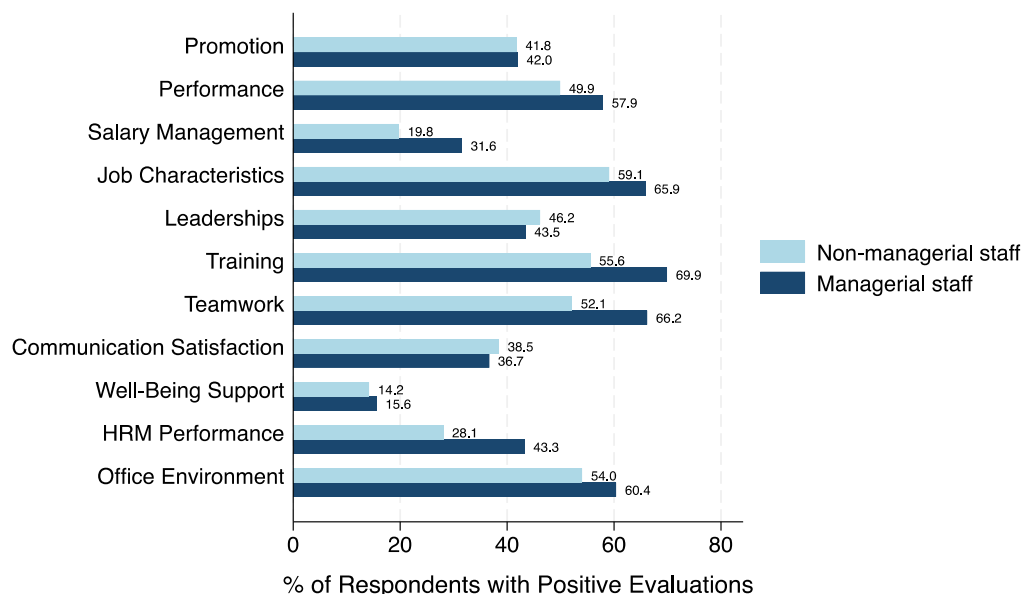
Differences across ranks

The two figures below show the differences in indices of staff attitudes and human resource management practices across ranks, distinguishing managers from non-managers.

Staff attitudes



Human resource management practices



A black and white photograph of a person's arm and hand. The person is wearing a dark, long-sleeved shirt. Their hand is holding a white pen and pointing at a document. The document contains several charts and graphs, including pie charts, bar charts, and line graphs. The text "Part III: Recommendations" is overlaid on the image in a white, bold, sans-serif font.

Part III: Recommendations



Recommendations

The results of the staff satisfaction survey highlight several strengths and areas for improvement in human resources management. Addressing these areas will require interventions at various levels: some collectively at the Cabinet level, some by the Civil Service Agency of Bosnia and Herzegovina, and others by the leadership or middle and lower management of individual institutions.

Areas of Strength

#1 Work motivation among public servants is notably high, indicating a strong willingness to work hard and perform well.

#2 Recruitment practices also receive high marks, particularly for public advertisements, oral, and written assessments.

Areas for Improvement

The focus will be on human resources management practices, as these can be directly influenced by reforms and actions. Appendix D shows that almost all HR management practices are significantly linked to public servants' attitudes such as job satisfaction, work motivation, and engagement. Therefore, improving these practices is expected to enhance overall attitudes and the performance of government institutions.

At the General Level

#1 The survey results indicate substantial variability in public servants' attitudes and HR management practices across institutions. The Civil Service Agency should develop an action plan to follow up on the results of the staff satisfaction survey for the benefit of institutions. Actions should include communicating the survey results to institutions by sharing the main report for Bosnia and Herzegovina Institutions and separate institutional reports, presenting findings to help institutions develop action plans, and supporting institutions in implementing improvements.

At the Level of Human Resources Management

#2 Staff well-being, particularly concerning stress and burnout risks, is critically assessed by public servants. Additionally, support for mental health and health and safety receives low scores. The Civil Service Agency and other relevant institutions should consider actions to enhance well-being support, ranging from regular well-being check-ins with staff to establishing mental health hotlines and offering well-being and mental health workshops.

#3 Leadership practices are critically evaluated by public servants, reflecting on public servants' experience with low, middle, and top-level management. The Civil Service Agency and other responsible institutions should invest in enhancing leadership practices. This includes developing transformational



leadership skills, ethical leadership to improve communication of ethical standards, and coaching skills focused on effective feedback, empathy, and professional growth.

#4 Induction practices receive mixed reviews. While basic activities are in place, there is significant room for improvement. The Civil Service Agency should consider dedicated onboarding policies to better support new staff integration and socialisation. Implementing a mentoring program for new and early career recruits, in collaboration with HR staff of institutions, is also recommended.

#5 Internal communication is critically viewed, with written communication methods being under-utilised. The Civil Service Agency and other relevant institutions should support improvements in internal communication practices by offering courses on effective meeting management and enhancing written and oral communication skills for managers at all levels.

#6 Performance appraisal practices receive mixed evaluations. Although appraisals are routinely conducted, many public servants do not receive goal-setting conversations or feedback on the results of the appraisal. The Civil Service Agency should support managers in ensuring a complete appraisal process for all staff through training and developing reminder systems.

#7 Training opportunities receive mixed reviews. While public servants assess their skills and expertise as high, many have not attended training in the past year. The Civil Service Agency and HR staff should increase training offers, improve communication of opportunities, and better align training with performance appraisals to ensure greater participation.

#8 Salary management is among the most negatively evaluated areas. Public servants express dissatisfaction with salaries, finding them insufficient for maintaining their households. Addressing this issue is crucial for improving morale. The Civil Service Agency should work with the Ministry of Finance and the Government to review and enhance the salary system and salary levels.

#9 Promotion and career advancement opportunities are critically evaluated. There are limited opportunities within institutions and the wider public service, while better opportunities exist outside the public service. The Civil Service Agency, along with other responsible institutions, should consider initiatives to enhance career mobility and growth prospects for public servants.

#10 The performance of HRM units is critically viewed. Many institutions lack dedicated HRM units, yet the role of personnel managers and staff is vital for implementing HR practices and supporting managers. The Civil Service Agency should make efforts to establish and strengthen HRM units within institutions.



Appendices

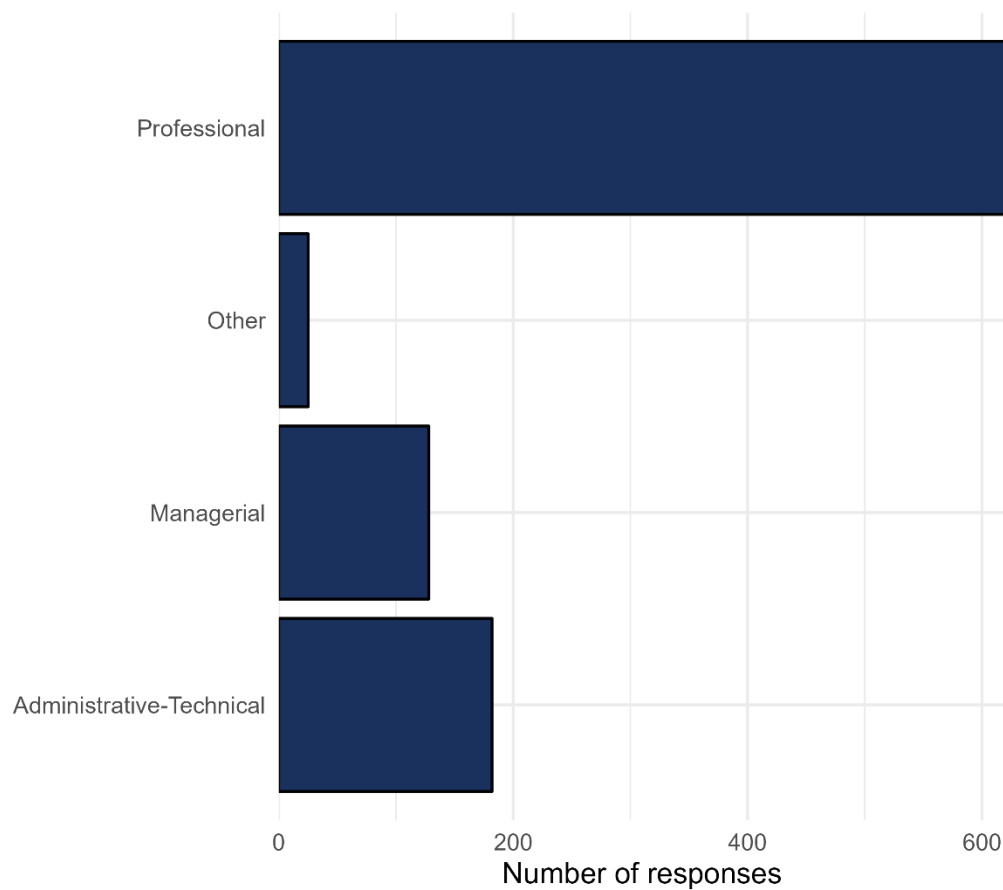
Appendix A: Responses per institution

Institution	N
Indirect Taxation Authority of Bosnia and Herzegovina	179
Ministry of Civil Affairs of Bosnia and Herzegovina	156
Ministry of Foreign Affairs of Bosnia and Herzegovina	68
Ministry of Human Rights and Refugees of Bosnia and Herzegovina	58
Ministry of Defence of Bosnia and Herzegovina	53
Ministry of Security of Bosnia and Herzegovina	42
High Judicial and Prosecutorial Council of Bosnia and Herzegovina	42
Ministry of Finance and Treasury of Bosnia and Herzegovina	37
Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina	32
Agency for Identification Documents, Registers and Data Exchange	23
Border Police of Bosnia and Herzegovina	23
Parliamentary Assembly of Bosnia and Herzegovina – Secretariat	20
Veterinary Office of Bosnia and Herzegovina	18
General Secretariat of the Council of Ministers of Bosnia and Herzegovina	17
Ministry of Communications and Transport of Bosnia and Herzegovina	16
Service for Common Affairs of the Institutions of Bosnia and Herzegovina	16
Ministry of Justice of Bosnia and Herzegovina	13
Foreign Investment Promotion Agency of Bosnia and Herzegovina	12

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



Appendix B: Distribution of ranks





Appendix C: Demographic information of the survey sample and population

	Percentage in sample (rounded)
Gender	
Women	61%
Men	39%
Age	
29 or less	2%
30-39	17%
40-49	42%
50-59	25%
60 or more	14%
Years of Service	
Average years	16.7
Contract Type	
Permanent	92%
Temporary	8%



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

	Job Satis.	Work Motiv.	Job Engage.	Commit.	Public Service Motiv.	Turnover	Work-Life Balance
Recruitment	n.s.	n.s.	n.s.	n.s.	n.s.	0.512	n.s.
Promotion	0.465	n.s.	0.447	0.321	n.s.	0.321	0.246
Performance	0.420	0.255	0.277	0.424	0.251	0.309	0.201
Salary Manage.	0.579	0.323	0.435	0.508	0.257	0.548	0.365
Job Characteristics	0.921	0.576	0.922	0.837	0.447	0.621	0.510
Leadership	0.487	0.289	0.374	0.470	0.164	0.312	0.281
Training	0.455	0.317	0.443	0.400	0.231	n.s.	0.249
Teamwork	0.412	0.275	0.366	0.463	0.173	0.324	0.244
Comm. Satis.	0.501	0.292	0.478	0.551	0.191	0.391	0.320
Well-Begin Support	0.555	0.273	0.501	0.592	n.s.	0.370	0.439
HR Manage.	0.278	0.185	0.222	0.287	0.198	0.170	0.159
Office Environ.	0.361	0.198	0.257	0.330	0.222	0.291	0.283

*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." The colours indicate the strength of the relationship. Correlations between 0.66 and 1.00 are dark green, 0.33 to 0.66 are medium green, and 0 to 0.33 are light green, similarly for any negative correlations, which will appear in shades of red.



ReSPA Staff Satisfaction Survey in the Western Balkans

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