ReSPA Staff Satisfaction Survey in the Western Balkans

REPORT FOR NORTH MACEDONIA

NOVEMBER 2023

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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.

Disclaimer

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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 North Macedonia.

The survey was supported by a project of the Regional School of Public Administration (ReSPA). The project was jointly led by ReSPA, the University of Nottingham and the Ministry of Information Society and Administration of the Government of North Macedonia. 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 Irena Najdov-Little (ReSPA Expert, Skopje).

The survey measures (i) key staff attitudes in the central level administration of North Macedonia, 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 all institutions of the central level administration. It thus focuses on institutions regulated by the Law on Administrative Servants. **Part 3 of the report** contains Recommendations to enable the Ministry of Information Society and Administration to develop measures for improvement based on the survey results.

The survey was implemented online in Macedonian and Albanian languages between June and October 2023. It generated 1,630 responses from 62 institutions. 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
50% of respondents are satisfied with their jobs.

50%
Respondents with positive evaluations

60%
Respondents with positive evaluations

Work motivation
60% are motivated to work hard (do extra work beyond what is expected of them).

Engagement
19% are engaged with their jobs (are dedicated, absorbed and energetic at work).

19%
Respondents with positive evaluations

48%
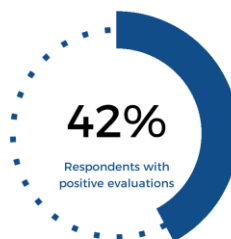Respondents with positive evaluations

Organisational commitment
48% are committed to their organisation.

Intent to remain in the administration

42% intend to remain in the administration in the short and long-term.

42%
Respondents with positive evaluations

Public service motivation

55% are willing to make sacrifices for the good of society.

55%
Respondents with positive evaluations

Ethics and integrity

51% are willing to act ethically when facing ethically challenging situations.

51%
Respondents with positive evaluations

Well-being and work-life balance

39% do not feel stressed and are able to balance the demands of their work and private life.

39%
Respondents with positive evaluations

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.

62
Index points

Induction

66
Index points

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 administration.

41
Index points

Performance appraisal

47
Index points

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) regard it as fair and equitable towards other staff, (4) consider it competitive relative to private sector salaries, and (5) linked to their work performance.

17
Index points

Job stability

35
Index points

This index (0-100) assesses the extent to which staff (1) perceive to have employment stability in the 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, and (4) feel constrained by unnecessary rules and regulations (cf. red tape).

64
Index points

Leadership

44
Index points

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 when work tasks are performed better than expected (cf. transactional leadership).

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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.

36
Index points

Teamwork

77
Index points

This index (0-100) assesses the extent to which team members (1) cooperate effectively and help each other to complete their work tasks, (2) manage conflicts well when they arise and (3) feel like a cohesive unit.

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.

63
Index points

Office environment

56
Index points

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.

Integrity management

This index (0-100) measures the extent to which organisations actively pursue integrity management practices, including whether (1) ethics codes and (2) ethics trainings are consistently applied and (3) whether ethical rules are consistently applied and sanctioned if violated.

62
Index points

Part I:
Staff Attitudes
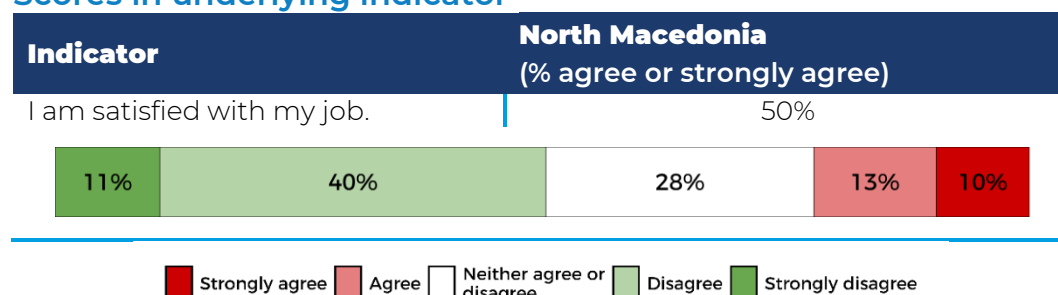
Job Satisfaction

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

Job satisfaction index

North Macedonia (% of staff with positive evaluation)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
50%*	84%	14%

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

Scores in underlying indicator

Indicator	North Macedonia (% agree or strongly agree)
I am satisfied with my job.	50%

11%	40%	28%	13%	10%

Strongly agree   Agree   Neither agree or disagree   Disagree   Strongly disagree

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

North Macedonia (% of staff with positive evaluation)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
60%*	83%	27%

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

Scores in underlying indicator

Indicator	North Macedonia (% agree or strongly agree)
I am willing to do extra work for my job.	60%

17%	44%	17%	17%	6%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

Job engagement

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

Job engagement index

North Macedonia (% of staff with positive evaluation)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
19%*	43%	8%

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

Scores in underlying indicators

Indicator	North Macedonia (% agree or strongly agree)
I am enthusiastic about my job.	15%

6%	10%	15%	48%	21%

The work I do gives me a sense of accomplishment.	20%

8%	12%	23%	41%	17%

My job inspires me.	21%

8%	14%	24%	38%	17%

Strongly agree   Agree   Neither agree or disagree   Disagree   Strongly disagree

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

North Macedonia (% of staff with positive evaluation)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
48%*	83%	8%

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

Scores in underlying indicators

Indicator	North Macedonia (% agree or strongly agree)
I would recommend my organisation as a great place to work.	45%

11%	35%	30%	12%	13%

Indicator	North Macedonia (% agree or strongly agree)
I feel a strong personal attachment to my institution.	50%

13%	37%	28%	13%	9%

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 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)

| North Macedonia (% of staff with positive evaluation)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
42%*	52%	22%

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

Scores in underlying indicators

| Indicator	North Macedonia (% with positive evaluation)
During the last two years, I have looked for job opportunities outside the public sector.	52%* (% indicating they have not)

36%	12%	52%

I want to leave the public administration within the next two years.	37%* (disagree or strongly disagree)

19%	17%	28%	23%	14%
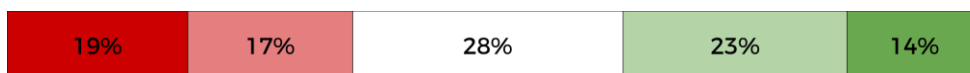
■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

I expect to spend the rest of my career in public administration.	38% (agree or strongly agree)
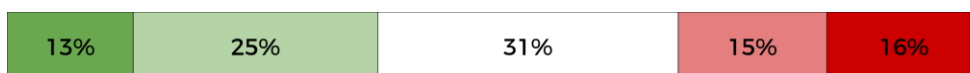
13%	25%	31%	15%	16%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

* 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

North Macedonia (% of staff with positive evaluation)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
55%*	83%	36%

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

Scores in underlying indicator

Indicator	North Macedonia (% agree or strongly agree)
I am willing to make sacrifices for the good of society.	55%

15%	40%	24%	16%	6%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

Ethics and Integrity

The ethics and integrity index measures how willing staff are to act ethically when they face ethically challenging situations, including their willingness to report unethical behaviour of others, to be willing to follow ethical rules and procedures and to abstain from unethical behaviour to help their organisation.

Ethics and Integrity index

North Macedonia (% of staff with positive evaluation)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
51%*	64%	42%

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

Scores in underlying indicators

Indicator	North Macedonia (% with positive evaluation)
If it would help my institution, I would be willing to exaggerate the truth about the work I have performed.	26%* (disagree or strongly disagree)

16%	30%	23%	24%	7%

Public officials must spend a lot of time and effort to satisfy ethical rules and procedures.	50%* (disagree or strongly disagree)

13%	37%	27%	17%	6%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

I would be willing to report ethical problems to my direct superior.	66% (agree or strongly agree)

18%	48%	20%	9%	5%

I would be willing to report ethical problems to upper management.	61% (agree or strongly agree)

17%	44%	22%	11%	6%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

* Reversed scale as lower response values are preferable.

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

North Macedonia (% of staff with positive evaluation)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
39%*	47%	23%

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

Scores in underlying indicators

Indicator	North Macedonia (% with positive evaluation)
I often feel stressed at work.	31%* (disagree or strongly disagree)

16%	30%	23%	24%	7%

Indicator	North Macedonia (% with positive evaluation)
I often feel worn out at the end of the working day.	22%* (disagree or strongly disagree)

19%	35%	24%	17%	4%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

Indicator	North Macedonia (% with positive evaluation)
It is easy for me to balance the demands of my work and my personal life.	64% (agree or strongly agree)

16%	48%	23%	10%	3%

■ 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 (e.g. advertisement by the Agency for Administration), (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

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
62*	81	48

* 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

Indicador	North Macedonia (% of staff)
Public advertisement of job vacancies % who found out about their first position in a public institution through a public advertisement (instead of, for example, informal channels such as a personal acquaintance in an institution).	71%
Written examination % who were evaluated through a written entry examination.	48%
Oral examination % who were evaluated through an oral examination (cf. personal interview).	80%
Meritocratic recruitment, without the 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.	50%*
Meritocratic recruitment, without the 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.	61%*

* 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 work tasks, (2) their manager and team, (3) the mission and goals of the institution, and (4) the rules and systems of the institution. Moreover, it assesses whether (5) a mentor was assigned to the staff and (6) whether training was provided to understand relevant rules and procedures for the completion of work tasks. Induction questions were only administered to respondents with five or fewer years of experience with the institution.

Induction index

| North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
66*	96	47

* Average score across five induction indicators.

Scores in underlying indicators

Indicator	North Macedonia (% agree or strongly agree)
Induction by manager I was welcomed by my superior in my new job on my first day.	85%

| **Induction training** I was given training to understand the rules, procedures and systems required to do my job. | 56% |

| **Induction into work tasks** I was given a clear picture of my job tasks and expectations. | 71% |

Legend: Strongly agree | Agree | Neither agree or disagree | Disagree | Strongly disagree

Indicator	North Macedonia (% agree or strongly agree)
Induction into mission and goals The mission and goals of my institution were explained to me.	64%

24%	40%	10%	16%	10%

Indicator	North Macedonia (% agree or strongly agree)
Assignment of mentor I was assigned a mentor to guide me on the job.	48%

19%	29%	14%	18%	20%

Indicator	North Macedonia (% agree or strongly agree)
Introduction to rules I was given relevant documents to understand the rules, procedures and systems required for my job.	71%

Results omitted for confidentiality
(< 10 respondents)

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

| North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
41*	56	26

* Average score across the promotion and career advancement indicators.

Scores in underlying indicators

| Indicator	North Macedonia (% positive evaluations)
Career development opportunities in the institution I have good career advancement opportunities at my current institution.	36% (agree or strongly agree)

15%	21%	18%	17%	29%
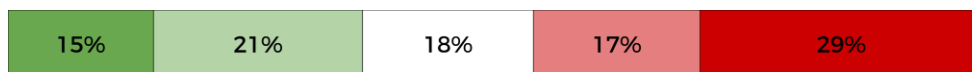
Indicator	North Macedonia (% positive evaluations)
Career development opportunities in the wider administration I have good career advancement opportunities within the public sector.	31% (agree or strongly agree)
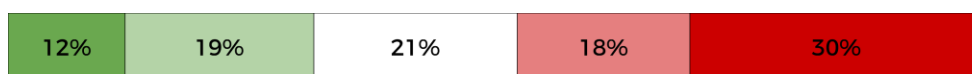
12%	19%	21%	18%	30%

Legend: Strongly agree, Agree, Neither agree or disagree, Disagree, Strongly disagree

Indicator	North Macedonia (% positive evaluations)
Better career development opportunities outside the public sector I have better career advancement opportunities outside the public sector.	20%* (disagree or strongly disagree)
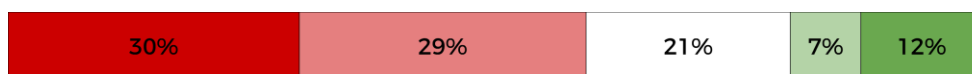
30%	29%	21%	7%	12%

Legend: 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.
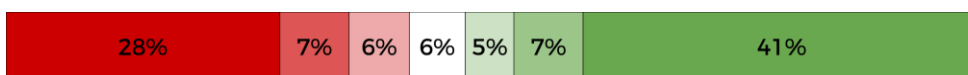
79%

60%	9%	6%	5%	4%	3%	15%

■ 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.
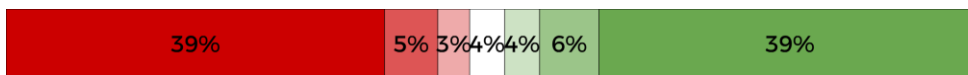
41%*

28%	7%	6%	6%	5%	7%	41%

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.

39%*

39%	5%	3%	4%	4%	6%	39%

■ 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

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
47*	58	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	North Macedonia (% of staff)
Evaluations undertaken % who indicates their performance was evaluated in the last two years.	85%
Conversation about objectives % who indicates that before their last evaluation period, performance objectives were established and discussed with them.	52%
Conversation about results % who indicates that they had the opportunity to discuss the results of their last performance evaluation with their superior.	62%

Alignment with performance objectives of the institution

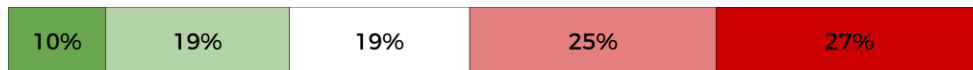My performance objectives are aligned with the performance objectives of my institution.

71%
(% agree or strongly agree)

28%	43%	14%	8%	6%
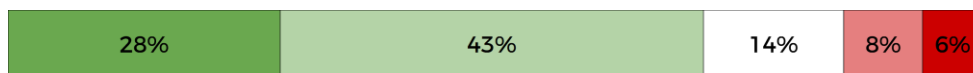
Rating practice reflects hard work

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

29%
(% agree or strongly agree)

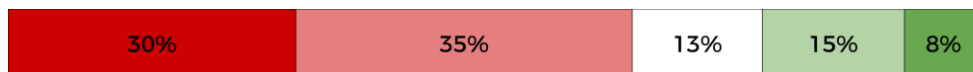| 10%	19%	19%	25%	27%

■ 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.
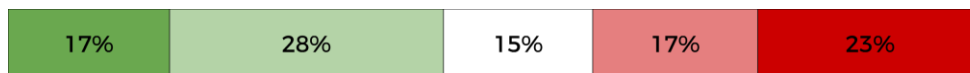
23%
(% disagree or strongly disagree)

30%	35%	13%	15%	8%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

Perceived relevance of appraisal for salary
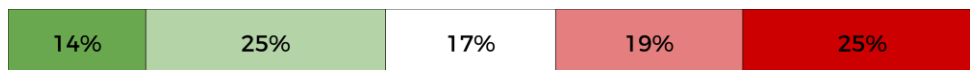Positive performance evaluation ratings may lead to a salary rise bonus.

45%
(% agree or strongly agree)

17%	28%	15%	17%	23%

Perceived relevance of appraisal for career advancement
Positive performance evaluation ratings help my career advancement.

39%
(% agree or strongly agree)

14%	25%	17%	19%	25%

Perceived relevance of appraisal for job stability
Negative performance evaluation ratings may lead to my dismissal from the public sector.

49%
(% agree or strongly agree)

15%	34%	25%	16%	10%

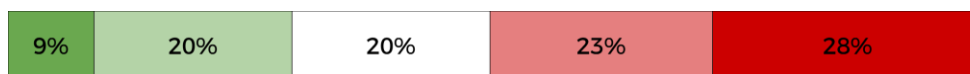## Perceived relevance of appraisal for training
My performance evaluation is used to determine my training and development activities.

29%
(% agree or strongly agree)

9%	20%	20%	23%	28%

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

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
17*	37	3

* Average scores in the indicators underlying the index.

Scores in underlying indicators

Indicator	North Macedonia (% positive evaluations)
Salary satisfaction I am satisfied with my salary.	10% (agree or strongly agree)

8%	12%	26%	51%

Indicator	North Macedonia (% positive evaluations)
Salary sufficiency I could sustain my household through my salary alone.	6% (agree or strongly agree)

4%	7%	31%	56%

Indicator	North Macedonia (% positive evaluations)
Salary equity I am paid at least as well as colleagues who have job responsibilities similar to me.	42% (agree or strongly agree)

11%	31%	15%	18%	25%

| Indicator	North Macedonia (% positive evaluations)
Link between performance and salary When I perform well at work, my prospects for a pay rise or bonus improve.	10% (agree or strongly agree)

8%	12%	24%	54%

Legend: ■ 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.

16%*
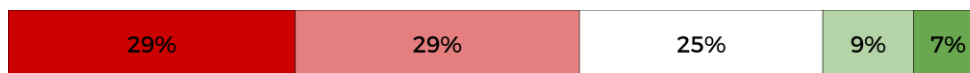
Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
29%	29%	25%	9%	7%

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 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

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
35*	44	21

* Average score in the indicators underlying the index.

Scores in underlying indicators

Indicator	North Macedonia (% positive evaluations)
Employment stability It would be difficult to dismiss me from the public service.	33% (agree or strongly agree)

11%	22%	37%	21%	10%

Dismissal for poor performance I might be dismissed from the public service if I do not perform well.	43% (agree or strongly agree)

9%	34%	26%	19%	12%

Legend: ■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

Protection from unwanted transfer It would be easy to transfer me against my will to a position in the public service that is inferior to my current position.	30%* (disagree or strongly disagree)

16%	31%	23%	21%	9%

Perceived protection from political dismissal I might be dismissed from the public service for political reasons.	35% (disagree or strongly disagree)

15%	24%	26%	24%	10%

Legend: ■ 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, and (5) feel constrained by unnecessary rules and regulations (cf. perception of being constrained by 'red tape').

Job characteristics index

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
64*	78	46

* Average score in the indicators underlying the index.

Scores in underlying indicators

Indicator	North Macedonia (% positive evaluations)
Autonomy I have significant autonomy in determining how I do my job.	74% (agree or strongly agree)

20%	54%	15%	7%	4%

Skill variety My job requires that I use a variety of my skills and talents.	84% (agree or strongly agree)

27%	56%	9%	5%

Space to innovate In my job, I feel encouraged to come up with new and improved work methods.	61% (agree or strongly agree)

17%	44%	18%	15%	5%

Job interesting My work is very interesting.	66% (agree or strongly agree)

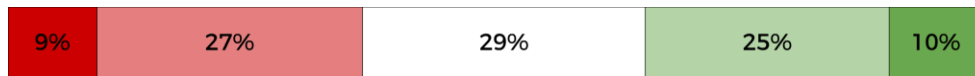| 23%	43%	22%	8%	5%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

Red tape
Excessive rules and regulations prevent me from doing my job.

35%*
(disagree or strongly disagree)

9%	27%	29%	25%	10%

■ 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 five indicators that refer to practices, such as the extent to which immediate leaders communicate a clear vision for the institution's future, the extent to which they set an example of ethical behaviour through their actions, and the extent to which they show their appreciation if tasks are performed better than expected.

Leadership index

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
44*	78	16

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	North Macedonia (% of positive evaluations)
Communicates vision % who agree or strongly agree that their superior communicates a clear vision of the institution's future.	47%

11%	36%	25%	15%	14%

Indicator	North Macedonia (% of positive evaluations)
Shows appreciation % who agree or strongly agree that their superior shows appreciation when a job is done better than expected.	49%

13%	36%	20%	14%	18%

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

Indicator	North Macedonia (% of positive evaluations)
Communicates ethical standards % who agree or strongly agree that their superior communicates clear ethical standards to subordinates.	50%

10%	40%	25%	17%	9%

Indicator	North Macedonia
Sets example % who agree or strongly agree that their superior sets an example of ethical behaviour in his/her actions.	56%

11%	45%	19%	14%	11%

Indicator	North Macedonia
Sanctions unethical practices % who agree or strongly agree that their superior sanctions subordinates who do not use ethical practices in their work.	20%

	17%	32%	31%	17%

Strongly agree · Agree · Neither agree or disagree · Disagree · Strongly disagree

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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

| North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
36*	53	26

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	North Macedonia (% of positive evaluations)
Skills and expertise I have the necessary skills and expertise to complete all of my work tasks effectively.	96% (agree or strongly agree)

57%	40%		

Training opportunities I receive sufficient training at work to be able to complete my work tasks effectively.	51% (agree or strongly agree)

24%	27%	18%	18%	13%
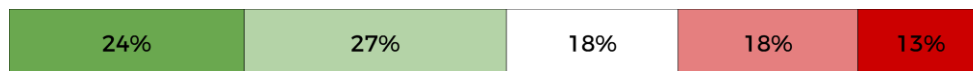
■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

Attendance of workshops % who confirm that they attended at least one seminar or workshop related to their job responsibilities during the last twelve months.	13%
Attendance of job-specific training % who confirm that they attended at least one training related to their job responsibilities during the last twelve months.	12%
Attendance of general training % who confirm that they attended at least one training improving their general competences such as project management, accounting, public speaking, IT or language proficiency.	7%

Teamwork

The teamwork index assesses the extent to which staff indicate that they cooperate effectively with their team members and help each other, the extent to which conflicts are managed well when they arise and the extent to which team members feel to be part of a cohesive unit.

Teamwork index

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
77*	94	64

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	North Macedonia (% of positive evaluations)
Cooperation among team members The people I work with cooperate to get the job done.	90%

32%	58%	6%	

Cooperation among team members My team manages conflicts well when they arise.	74%

24%	50%	14%	8%	4%

Cooperation among team members Generally, I think that we are a cohesive team.	68%

23%	45%	18%	10%	5%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

Performance of HRM Departments

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

Performance of HRM departments index

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
63*	100	29

* Average score in the indicators underlying the index.

Scores in the underlying indicators

Indicator	North Macedonia (% of positive evaluations)
Effectiveness of institutional HRM department The HR department in my institution is effective and responsive to employee requests.	63% (agree or strongly agree)

21%	42%	16%	10%	11%

Strongly agree   Agree   Neither agree or disagree   Disagree   Strongly disagree

Office environment

The office environment index measures the extent to which staff perceive (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

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
56*	84	27

* Average score in the indicators underlying the index.

Scores in the underlying indicators

| Indicator	North Macedonia (% of positive evaluations)
Availability of equipment I have the tools, technology and equipment I need to do my job well.	65% (agree or strongly agree)

18%	47%	19%	12%	5%

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.	62% (agree or strongly agree)

19%	43%	13%	14%	11%

■ 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.	42%* (disagree or strongly disagree)
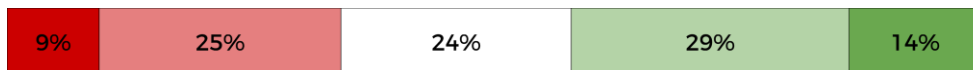
9%	25%	24%	29%	14%

■ Strongly agree ■ Agree □ Neither agree or disagree ■ Disagree ■ Strongly disagree

* Reversed scale as lower response values are preferable.

Integrity Management

The integrity management index measures the extent to which staff are aware of the code of ethics and have read it, the extent to which they have participated in ethics training for public servants during the last three years, and the extent to which the ethical culture reflects the code of ethics such as the consistent application of the code and the career prospects for staff who have violated the code.

Integrity management index

North Macedonia (Score in the index)	Top score of an institution in North Macedonia	Lowest score of an institution in North Macedonia
62*	72	50

* Average score in the indicators underlying the index.

Scores in underlying indicators

Indicador	North Macedonia (% of staff)
Aware of ethics code % who indicate that the administration has a code of ethics.	90%
Read ethics code % who indicate that they have read the code of ethics.	95%
Consistent code application % who agree or strongly agree that the code of ethics is consistently applied.	58%
Consequences for code violations % who disagree or strongly disagree that staff violating the ethics code can still have a successful career in public service.	14%*
Ethics training % who indicate that they have participated in training on ethics and integrity in the public sector.	84%
Recent ethics training % who indicate that they have participated in training on ethics and integrity in the public sector in the past three years.	18%

* Reversed scale as lower response values are preferable.

Part III:
Recommendations

Recommendations

Below, we present five areas of strengths and five areas for development that the Ministry of Information Society and Administration may want to consider. These recommendations are based on the survey that generated responses from the central level administration.

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 indicate 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 indicate 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 the central level administration. It is recommended to consider measures that increase salary satisfaction, perceived salary sufficiency and competitiveness vis-à-vis the private sector.

#2 Performance appraisals are widely practiced. However, staff indicate that they often do not agree on objectives before the beginning of the evaluation period and do not receive feedback after the appraisal has been completed. It is thus recommended to take measures to strengthen the full implementation of the performance appraisal system

#3 Career advancement practices receive critical evaluations from staff. Career opportunities are limited inside the central-level administration. Moreover, it is recommended to consider measures that help 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 leadership practices of direct superiors and, thus, higher, middle, and lower-ranking managers. The critical evaluations refer to transformational leadership practices (cf. leading with a vision) and ethical leadership practices. It is thus recommended to consider the provision of leadership training and dvleopment opportunities, especially in relation to ethical leadership styles. The relevance of ethical leadership training also resonates with the low participation rates of staff in ethics training thus far.

#5 Opportunities for training and competency development receive critical evaluations, reflecting the ongoing development of a local training infrastructure. It is thus recommended to continue the process of creating training opportunities and to encourage staff to attend training and skill enhancement courses.
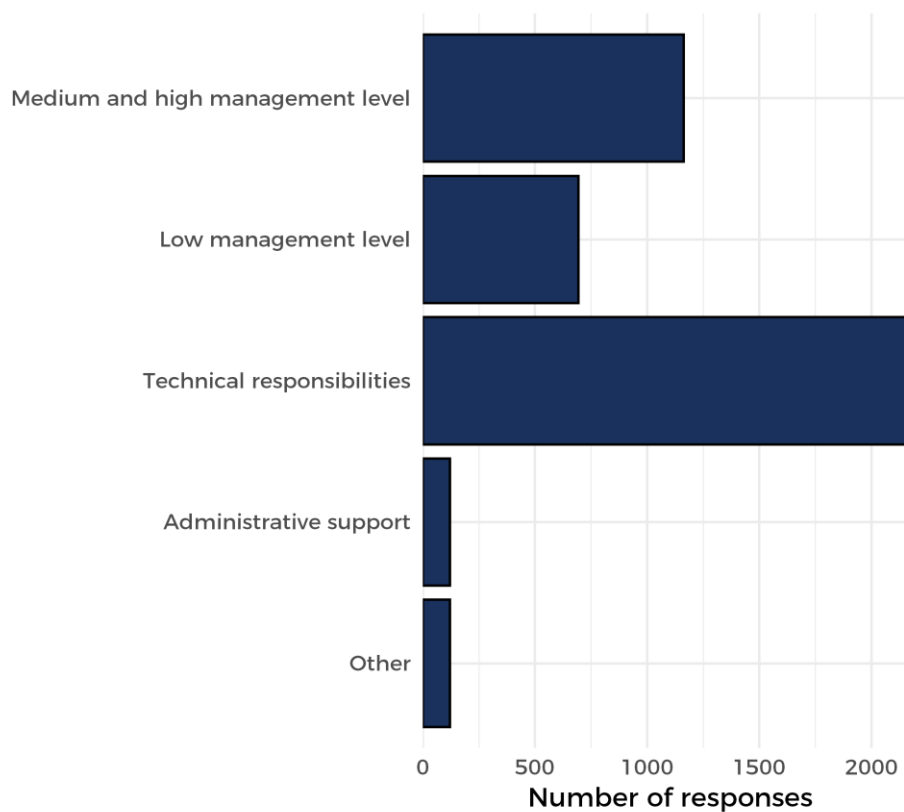
Appendices

Appendix A: Responses per institution
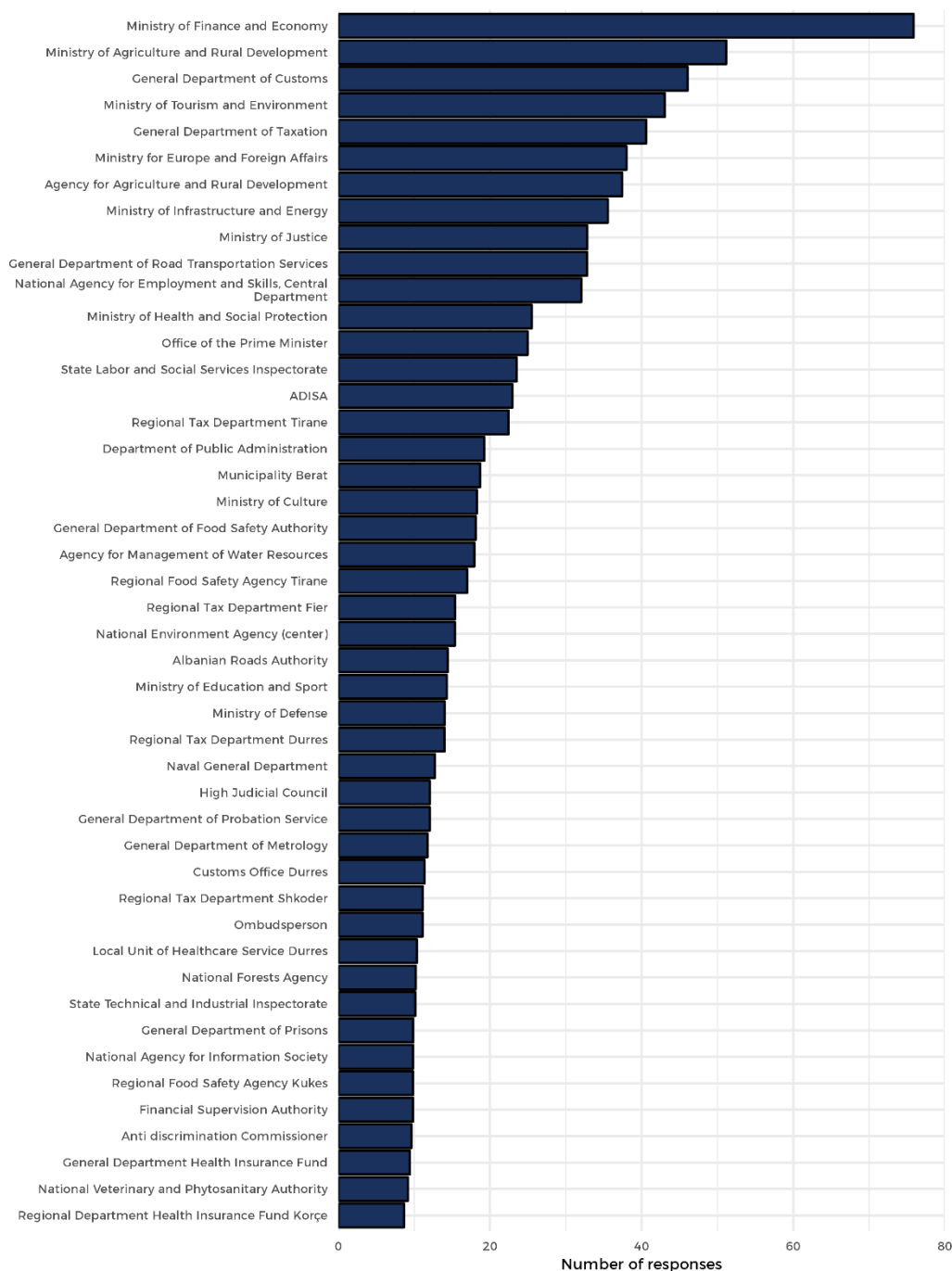
The graph lists the number of responses from institutions that returned a minimum of 10 responses.

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Appendix B: Distribution of ranks

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

Appendix C: Demographic information of the survey sample and population

	Percentage in sample (rounded)
Gender	
Women	65%
Men	35%
Age	
29 or less	7%
30-39	38%
40-49	34%
50-59	19%
60 or more	2%
Education	
Bachelor	64%
Master	28%
PhD	2%

Inception activities - up to three (3) days

·   preparation and desk research

·   review of the existing legal framework

·   initial consultations with stakeholders, and agreement on the methodology and work plan.

Implementation - up to six (6) days

·   conducting a detailed evaluation of the Law and its current implementation

·   preparing a draft evaluation report and recommendations for aligning the Law with EU standards

·   leading consultation with stakeholders and expert panel discussions to refine and validate the proposed changes

Preparation of key deliverables- up to one (1) day

· Submission of the final prepared documents to the Ministry of Public Administration

Total indicative number of days is up to ten (10) working days.

Re-allocation of working days under each phase can be done upon initiating the assignment in consultation with the beneficiary administration and ReSPA. Intermediary steps and tasks can also be added during the performance of the assignment.

The engaged expert will liaise directly with the designated focal point at the beneficiary administration and with the ReSPA Programme Manager in charge of the assignment and will consider the instructions received beforehand.**Inception activities - up to three (3) days**

- preparation and desk research
- review of the existing legal framework
- initial consultations with stakeholders, and agreement on the methodology and work plan.

Implementation - up to six (6) days

- conducting a detailed evaluation of the Law and its current implementation
- preparing a draft evaluation report and recommendations for aligning the Law with EU standards
- leading consultation with stakeholders and expert panel discussions to refine and validate the proposed changes

Preparation of key deliverables- up to one (1) day

- Submission of the final prepared documents to the Ministry of Public Administration

Total indicative number of days is up to ten (10) working days.

Re-allocation of working days under each phase can be done upon initiating the assignment in consultation with the beneficiary administration and ReSPA. Intermediary steps and tasks can also be added during the performance of the assignment.

The engaged expert will liaise directly with the designated focal point at the beneficiary administration and with the ReSPA Programme Manager in charge of the assignment and will consider the instructions received beforehand.

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

Regional School of Public Administration

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