



REPUBLIC OF MACEDONIA  
STATE STATISTICAL OFFICE

## EMPLOYEE SATISFACTION SURVEY, 2009

### Basic survey information

The purpose of this survey is to obtain information about employees' views and opinions on the SSO as a work environment. The survey results should serve to promote working conditions and the work environment in general.

Please read carefully every question before answering. You should express your opinions only, without discussing them with fellow co-workers. This is very important because the purpose of the survey is to obtain a true image of your views and opinions on certain issues. It is also recommended that all questions be answered.

#### **Voluntary participation, anonymity and data protection**

Your participation in the survey is voluntary and anonymous. You will be given a paper questionnaire by the head of the sector you work in. Please put your completed questionnaire into the specially marked boxes in the central Office and in the regional departments.

#### **Data protection notice**

All persons who participate in organizing and conducting this survey have signed a written statement before the management of the State Statistical Office that they will take all measures necessary to ensure the protection and prevent the misuse of personal answers.

In order to ensure the protection of your answers, only questions with more than five answers will be published. For that purpose, data from the survey will be aggregated and not presented as absolute numbers, but as percentage share of separate groups. All individual answers will be destroyed after processing.

The management of the State Statistical Office is conducting this survey for the second time, and employees should take the opportunity to participate and express their opinions on various issues related to the working processes of the SSO. In order to ensure comparability with the results from the previous survey, only minor changes have been made to the content of the survey.

*Completed questionnaires should be submitted starting from December 23, 9:00 am,  
and no later than December 30, 4:00 pm.*

The survey results will be published on the SSO intranet page.

Thank you for your cooperation!

## Instructions for completing the survey

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Certain questions employ a 1-10 rating scale, with answers ranging from "Not at all satisfied" to "Completely satisfied". Please cross (X) the box next to the number that best matches your opinion.

Example:

| Not at all satisfied     |                          |                          |                                     |                          | Completely satisfied     |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                                   | 5                        | 6                        | 7                        | 8                        | 9                        | 10                       |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Certain questions employ a 1-10 rating scale, with answers ranging from "Very far" to "Very close". Please cross (X) the box next to the number that best matches your opinion.

Example:

| Very far                 |                          |                          |                          |                          | Very close               |                                     |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                                   | 8                        | 9                        | 10                       |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Certain questions offer two possible answers, "I agree" and "I disagree". Please cross (X) the box that best matches your opinion.

Example:

| I agree                             | I disagree               |
|-------------------------------------|--------------------------|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Certain questions offer "Yes" and "No" answers. Please cross (X) the box that best matches your opinion.

Example:

| Yes                      | No                                  |
|--------------------------|-------------------------------------|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Some of the questions in this survey are divided into groups, each containing a set of separate questions in order to help you better formulate your answer for the corresponding group. When completing the questionnaire please read and answer all individual questions and form an opinion before answering the final questions of each group.

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**GENERAL INFORMATION ABOUT YOURSELF**

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**1. Age**

- |   |              |                          |
|---|--------------|--------------------------|
| 1 | Less than 35 | <input type="checkbox"/> |
| 2 | 36-45        | <input type="checkbox"/> |
| 3 | 46-60        | <input type="checkbox"/> |
| 4 | Over 60      | <input type="checkbox"/> |
- 
- 

**2. Position**

- |    |                                        |                          |
|----|----------------------------------------|--------------------------|
| 1  | Head of Sector / Deputy Head of Sector | <input type="checkbox"/> |
| 2  | Head of Department                     | <input type="checkbox"/> |
| 3  | Advisor                                | <input type="checkbox"/> |
| 4  | Senior Associate                       | <input type="checkbox"/> |
| 5  | Associate                              | <input type="checkbox"/> |
| 6  | Junior Associate                       | <input type="checkbox"/> |
| 7  | Independent Officer                    | <input type="checkbox"/> |
| 8  | Senior Officer                         | <input type="checkbox"/> |
| 9  | Officer                                | <input type="checkbox"/> |
| 10 | Junior Officer                         | <input type="checkbox"/> |
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**3. How long have you worked at the State Statistical Office?**

- |   |                    |                          |
|---|--------------------|--------------------------|
| 1 | Less than 1 year   | <input type="checkbox"/> |
| 2 | 1 - 5 years        | <input type="checkbox"/> |
| 3 | 5 - 15 years       | <input type="checkbox"/> |
| 4 | 15 - 25 years      | <input type="checkbox"/> |
| 5 | More than 25 years | <input type="checkbox"/> |
- 
- 

**4. Place of work**

- |   |                     |                          |
|---|---------------------|--------------------------|
| 1 | Central Office      | <input type="checkbox"/> |
| 2 | Regional Department | <input type="checkbox"/> |

**1. MANAGEMENT**

**How satisfied are you with...**

Not at all satisfied

Completely satisfied

**A) your immediate supervisor**

|                                                                   | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        | 8                        | 9                        | 10                       |
|-------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| - leadership skills of your immediate supervisor                  | <input type="checkbox"/> |
| - management and professional skills of your immediate supervisor | <input type="checkbox"/> |
| - conflict resolution skills of your immediate supervisor         | <input type="checkbox"/> |
| - communication between the immediate supervisor and employees    | <input type="checkbox"/> |
| - immediate supervisors' trust in fellow co-workers               | <input type="checkbox"/> |

**B) the Expert Body**

|                                                                    |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |
|--------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| - leadership skills of the Director                                | <input type="checkbox"/> |
| - management and professional skills of members of the Expert Body | <input type="checkbox"/> |
| - ability of the Expert Body to adapt to changes in society        | <input type="checkbox"/> |
| - transparency in the work of the Expert Body                      | <input type="checkbox"/> |

**V). How well do the following statements apply to your immediate supervisor?**

I agree

I disagree

|                                                                            |                          |                          |
|----------------------------------------------------------------------------|--------------------------|--------------------------|
| - my supervisor is knowledgeable about my work                             | <input type="checkbox"/> | <input type="checkbox"/> |
| - my supervisor takes time to listen to me                                 | <input type="checkbox"/> | <input type="checkbox"/> |
| - my supervisor provides me with sufficient information related to my work | <input type="checkbox"/> | <input type="checkbox"/> |
| - my supervisor has reasonable expectations of my work                     | <input type="checkbox"/> | <input type="checkbox"/> |



## 2. EMPLOYEE COMPETENCE

How satisfied are you with...

Not at all satisfied

Completely satisfied

|                                                                                                         | 1                                   | 2                                   | 3                                   | 4                                   | 5                                   | 6                                   | 7                                   | 8                                   | 9                                   | 10                                  |
|---------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| - the available opportunities for improving your skills and knowledge in the course of your work        | <input type="checkbox"/>            |
| - the work activities compared to your skills and the opportunities for improving your competence level | <input type="checkbox"/>            |
| - the clients' (users') respect for the competence of the employees                                     | <input type="checkbox"/>            |
| - the public's respect for the competence of the employees                                              | <input type="checkbox"/>            |
| - the career advancement opportunities                                                                  | <input type="checkbox"/>            |
| <b><i>your competence in general?</i></b>                                                               | <input checked="" type="checkbox"/> |

## 3. TRAINING OPPORTUNITIES IN THE STATE STATISTICAL OFFICE

How satisfied are you with the training opportunities in the SSO?

|                                                                                            |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
|--------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| - I have not had the opportunity to participate in any training program in the institution | <input type="checkbox"/>            |
| - training helped me improve my work efficiency                                            | <input type="checkbox"/>            |
| - training helped me advance in my career                                                  | <input type="checkbox"/>            |
| - training offers me possibilities to apply for jobs outside the SSO                       | <input type="checkbox"/>            |
| <b><i>your training opportunities in general?</i></b>                                      | <input checked="" type="checkbox"/> |

## 4. PREMISES AND TECHNICAL WORKING CONDITIONS

How satisfied are you with...



## 5. REMUNERATION

How satisfied are you with...

Not at all satisfied

Completely satisfied

1 2 3 4 5 6 7 8 9 10

- your salary compared to the work you perform
- the current model for rewarding overtime work
- your salary compared to other external comparable groups

***the current remuneration in the SSO as a whole?***

## 6. RELATIONSHIPS BETWEEN EMPLOYEES

How satisfied are you with the...

- involvement of people with other competencies in your work
- respect from your co-workers
- possibilities to receive assistance from co-workers when necessary
- teamwork
  - in the institution
  - in your sector

***relationships between employees in general?***

## 7. WORKLOAD

What is your opinion on the...

- current fixed working hours
- number of employees available for performing work tasks
- sanctions for errors committed
- workload pressure







**12. OVERALL OPINION**

|                                                                                                                            |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |  |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--|
|                                                                                                                            | Not at all<br>satisfied  |                          | Completely<br>satisfied  |                          |                          |                          |                          |                          |                          |                          |  |
|                                                                                                                            | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        | 8                        | 9                        | 10                       |  |
| - How satisfied are you in general with the human resources management and the communication between employees in the SSO? | <input type="checkbox"/> |  |
| - How much does the SSO as a work environment meet your expectations?                                                      | <input type="checkbox"/> |  |
|                                                                                                                            | Very<br>far              |                          |                          |                          |                          |                          |                          |                          |                          | Very<br>close            |  |
| Imagine an ideal working environment. How far or how close is the SSO to such an environment?                              | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        | 8                        | 9                        | 10                       |  |
|                                                                                                                            | <input type="checkbox"/> |  |

**Please write any additional comments (including items not covered in this survey) in the space provided below.**

## **DEFINITIONS OF CERTAIN TERMS IN THE SURVEY**

**Management** - universal process of effective and efficient job performance with the support of other people and the deployment of resources for accomplishing the company's pre-defined objectives.

**Competence** - standard requirement of the individual to effectively perform assigned tasks. It includes a combination of knowledge, skills and behavior aimed at improving performance. In general, competence is a state or quality of being adequate, well qualified and capable of performing a given task.

**Leadership** - the narrowest definition of leadership is the individual's ability to motivate, influence and enable others to contribute toward the effectiveness and success of the organization they belong to. From an organizational point of view, leadership has a direct influence on the cost-effectiveness, revenue generation, services, satisfaction, earnings, market value, social capital, motivation, commitment and sustainability. Leadership is the individual's ability to lay down rules for the others to follow and to guide them forward.