



**REPUBLIC OF MACEDONIA**

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**department: Public administration**

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**MOTIVATION AND JOB SATISFACTION AMONG  
EMPLOYEES IN PUBLIC ADMINISTRATION IN THE  
REPUBLIC OF MACEDONIA**

**AUTOSUMMARY OF THE DOCTORAL DISSERTATION**

**Bitola, 2020**

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## **INTRODUCTION**

A modernized public administration includes managing system based on competence and performance management system and it represents prerequisites for appropriate functioning of the country, whose future development applies institutional stability, large administrative and professional capacity in all fields in the system in Republic of Macedonia, economic prosperity and social inclusion of all citizens. Every employee that gives his best, works at his maximum, that is creative and inventive should be praised for their actions, appropriately awarded and should be set as an example to the others that need to follow that example, all with a goal to encourage the rest of the employees to create deeds which will be followed by the rest and that they will make them personally proud, and not only them, but the whole public administration.

This doctoral dissertation represents a try to make a detailed research on the motivation for work and the job satisfaction in the public administration employments in Republic of Macedonia, and also to give directions for feasible combination of material and nonmaterial benefits, all with a goal for the public administration to invest in the motivation and their own pleasure in the workplace.

In fact, the goal of the doctoral dissertation is determination on the levels, character and the degree of presence on the subject variables - general and direct on the specific population „public administration employees“, and testing the degree on the interdependence between the character of work motivation and work pleasure in conditions of organization changes which are found in the public administration.

## **SUBJECT, RESEARCH OBJECTIVES AND DOCTOR'S DISSERTATION QUESTIONS**

Prompted by the essential problems that arise from the lack of relevant statistical support that could show us the current state of research, but also the fact that work motivation and job satisfaction cannot be directly measured in this doctoral dissertation we will try to prioritize and focus on several aspects of a problem. The main reason for this can be found in the fact that not all aspects of the problem can be found with only one single research, nor will the criterion of the simplicity of research, because there is a lack of capacity and time. In addition to this, the results of the pilot research project that dealt with the motivation in the context of framework employment in public administration in the Republic of Macedonia rounds out the picture and the belief in the topic, which unequivocally has its practical socio-economic dimension, perceptible through the undesirable trends of absenteeism. Therefore, this doctoral dissertation is aimed at finding the optimal combination of personal and organizational factors (material and immaterial benefits for their employees) so that public administration employees can find their motivation for work, their job satisfaction to increase, and to invest in them, in conditions of introduction of the system based on competencies and performance management system in the public administration in Republic of Macedonia.

The subject of the doctoral dissertation is aimed at determining the impact of the introduction of the management system based on competencies and performance management system in the public administration in the Republic of Macedonia as organizational changes in state and local government bodies and institutions performing activities in the field of education, science, health, culture, labor, social and child protection, sports, as well as in other activities of public interest determined by law, and organized as agencies, funds, public institutions and enterprises on the motivation for work and job satisfaction in administrative staff. Understanding that their achievements are valued and appreciated affects motivation and job satisfaction, and success in the performance appraisal process depends on the skills of managers to provide constructive feedback, support employees, develop and improve their knowledge and skills, so in other words, to get the best out of them.

In addition to the subject determination, the doctoral dissertation specifies the purpose of the dissertation itself, which is to determine the levels, character and degree of presence of the subject variables - in general, especially in the specific group "employees in public administration", as well as testing the degree of interdependence between the character of motivation for work and job satisfaction in conditions of organizational changes that occur in public administration. Additionally, attempts were made to find different ways so that the level of job satisfaction to not depend only on external motivators, and public administration employees in the Republic of Macedonia not to be motivated only when they have personal benefit from the work and the salary that is the only motivator with which managers manage to perceive the job satisfaction of employees, but to pay attention to internal motivators and internal humane needs to serve the citizen - client by achieving the agreed individual and social goals.

In doing so, the doctoral dissertation provided answers to several specific and important research questions, and some of them are :

- Is there a difference, and if so what is the reason for that difference in the levels and characteristics of the subject variables in different groups of employees: state - local administration - employees in public enterprises?
- Is there any impact from the introduction of the grading system on the levels and characteristics of the subject variables and under which circumstances is it the same?
- How does the employment policy according to The Ohrid Framework Agreement affect the motivation to work for those employees?
- What would be the most appropriate way to maintain employee motivation and job satisfaction in the face of intense organizational change occurring in the public sector?
- The opportunities for the full revival of the performance appraisal system, which, in addition to the payroll system, would provide other forms of payment (setting individual goals and plans for progress and development, delegation and independent decision-making, autonomy and responsibility, work shaping, adequate teamwork or flexible working hours)
- The level of readiness, awareness and knowledge of the managers for the new changes and for the active building of a motivation system in the direction of systematic support of the same

- Determining elements for the presence of the phenomenon called 'motivation affect' and its impact on the internal employee motives

Trough empirical research within the doctoral dissertation, the real conditions in the functioning of the soft parts of the institutions of public administration in the Republic of Macedonia were determined, so we should emphasize that the engagement of public administration employees do not arise only from material profit, but also from the need to contribute, the sense of justice, the need for self-actualization, the desire to compete and achieve success.

## **STRUCTURE AND CONTENT OF THE DOCTORAL DISSERTATION**

Structurally, in addition to INTRODUCTION and CONCLUDING REMARKS and RECOMMENDATIONS, the doctoral dissertation is divided into 4 (four) parts which are further divided into multiple sub-parts.

The first part, entitled **The System of Public Administration in the Republic of Macedonia**, in the initial pages is reviewed the historical development of the public administration system in the Republic of Macedonia, divided into two periods. First is the period from independence to 1998 and the period after 1999 when the foundations of public administration and the most significant legal and by-law changes are taking place. In this part, the coordination of the work of the employees in the public administration is analyzed, and a detailed overview of the job classification of the employees in the public sector and the administrative employees is presented. The employees in the public administration in the Republic of Macedonia perform their work and work tasks based on ethics, ethical principles, and the Code for Administrative Servants, therefore the fourth sub-part is dedicated to defining and applying these principles and codes.

The second part, entitled **Motivation and job satisfaction as important elements for creating an effective public administration**, first defines the job satisfaction and in terms of content and then analyzes in more detail the theoretical aspects and organizational and personal factors that

determine job satisfaction, as well as the effects that are an essential part of job satisfaction with public administration employees. The second sub-section analyzes the motivation to work as a basic element for creating an effective public administration through the three key elements of intensity, direction and perseverance. This section presents the theories and models for the development of work motivation, including the theories that include the initial aspects of motivation (traditional, human relations, and human resource model) and theories that contain a modern approach to work motivation (satisfaction and process theories of work motivation). To have an easier understanding of the term and the process of motivation, a presentation was made of the external and internal concepts of motivation for work and the impact of the so-called effects of motivation to work on creating an effective public administration. At the end of this part, the importance of the economic and social dimension of the public administration in the Republic of Macedonia on the motivation and job satisfaction is noted.

The third part entitled **Introduction of a management system based on competencies and performance management system for human resources management in the public administration in the Republic of Macedonia** is essential to determine the motivation and job satisfaction of public administration employees. This section is divided into four subsections which, when analyzed together, represent the complete system for proper human resource management. The first subsection is dedicated to the impact of the new public management on the public administration through its definition and analysis of the pros and cons of the traditional model of public administration and the new public management. The second sub-section sets out the framework of general job competencies for employees in the public administration, which enables more transparent employment and more realistic monitoring of employees' work. Furthermore, the procedure for selection for employment in the public administration in the Republic of Macedonia is given in more detail, which takes place in 3 (three) phases and is under the Law on Administrative Servants and the Law on Public Employees. The system of salaries and allowances is a bitter topic and for many employees in the public administration, it is a basic means of subsistence and the employees through their engagement strive to preserve and increase it so in this doctoral dissertation a short analysis of the specifics of the wage system and wage allowances. To have an efficient and effective public administration, it is necessary to evaluate the effect of the employees by determining the work goals and tasks, the individual plan for professional

development and the procedure for evaluating the effect of the employees in the public administration. In addition to the effect, every public administration should have a poor performance management system that aims to identify and eliminate poor and unacceptable employee performance. This section also presents the framework employments in the public administration as basic instruments for accelerating the stabilization process, for building trust in the institutions and for bringing the Republic of Macedonia closer to the European Union, their functioning within the legal solutions, as well as the principle of appropriate and equitable representation under Amendment VI of the Constitution of the Republic of Macedonia. The fourth subsection is dedicated to decentralization and first defines and analyzes the term and lines of decentralization, the legal basis and the dynamics of the decentralization process in the public administration in the Republic of Macedonia, the areas in which the process is implemented, and the effects of the process on the operation of the public administration.

In the fourth part, called **Empirical analysis of the motivation and job satisfaction of public administration employees in the Republic of Macedonia**, the methodology and research results are presented. The subject and problem determination of the research, the hypotheses, as well as the methodological aspects and the instrumentation of the research are elaborated here, i.e. the occurrence, the problem, and the subject of the research are given, the goals, the expected results are defined, A new hypothetical framework is developed, besides the main hypothesis, the five separate hypotheses, and several individual hypotheses. Provided are the methods and techniques of the research, the instruments used for the same research and the sample of the research for each instrument and technique. The dependent and independent variables of the research are clearly defined. The fifth sub-section entitled Analysis of research results presents the practical research conducted during the preparation of this doctoral dissertation and it is divided into a quantitative and qualitative analysis of empirical research, testing, and proving the research hypotheses. Within the analyzes, the data obtained from the answers given to the implemented instrument - survey questionnaires on the motivation and job satisfaction of the employees in the public administration in the Republic of Macedonia are shown in detail.

**Concluding remarks** and **recommendations** are given at the end of this doctoral dissertation as well as the literature used in the preparation of the dissertation classified accordingly in the

bibliography, laws and bylaws, programs, strategies, reports, and online literature. The instruments that were used for the empirical research are presented in the Appendices of the dissertation, as well as the list of tables, graphs and diagrams that are contained in the doctoral dissertation itself.

## **EXPECTED RESULTS FROM THE EMPIRICAL RESEARCH**

Motivation as a model of human resource management and job satisfaction among public administration employees is a current and suitable topic for research, which is not sufficiently researched in the Republic of Macedonia and thus we thought that this doctoral dissertation will greatly contribute to raising scientific thought at a higher level, concerning research dedicated to this field.

The research conducted in this doctoral dissertation is an attempt for a systematic review, i.e. an analysis of the approaches that were used in the past, which with great effectiveness and efficiency are still used today in increasing motivation behind the workplace. The information obtained from the conducted empirical research is an answer to the questions for which the research was conducted, through the set subject variables "motivation for work, change, job satisfaction", as representatives of the connotative part of the employees that indicate the dynamics, drive, readiness, resistance proved that even in conditions of intensive social changes in the system of public administration in the Republic of Macedonia, the employees without exception have a high level of motivation to work. These same employees with a high degree accept the announced and introduced changes and that does not reduce their job satisfaction. Also, the existence of the opportunity to participate in the creation of a management system based on competencies and performance management systems in the public administration in the Republic of Macedonia is an additional motivating factor that maintains motivation and job satisfaction at a high level. Effective public administration depends on the quality of the employees themselves who have a really important status and social respect. However, what is the basis for a public administration to become a quality institution, and to be able to constantly increase its effective and efficient work are confident employees who are satisfied with their work and employees who

are ready at all times to learn and supplement their knowledge through theoretical and practical education.

Job motivation can often be used as a tool to predict behaviors, as it varies greatly between individual employees and often has to be combined with the ability and environmental factors. The motivation for work as a factor for measuring job satisfaction is highest when as many employees in the administration feel that they are treated equally and their results and stakes are balanced. This can be achieved by providing training to employees through which they will gain the necessary experience for a high degree of performance of work and work tasks, thereby increasing work motivation and job satisfaction.

On the other hand, job satisfaction is a complex and dynamic phenomenon for which a single formula cannot be determined and thus cannot be defined, but it is a phenomenon that can be determined by its elements. Employee satisfaction measurement refers to how happy employees are at their workplace and how satisfied they are with the work environment. If the morale of the employees is higher, they will invest more in the work of the public administration in the Republic of Macedonia, and when the employees are happy and satisfied, they will likely perform their work tasks faster and easier and there will be fewer absences from work.

A large number of attached references from scientific research papers and other scientific publications cited as literature, mainly showed us that more talented employees are looking for something more than just getting paid and job security and therefore are more prepared for the announced changes than the introduction of the management system based on competencies and performance management system in the public administration in the Republic of Macedonia. Through these changes, employees want a guarantee that they can advance to a higher position in the public administration hierarchy, and any carefully crafted strategy of public administration superiors helps to identify employees who are altruistically focused on serving the needs of the citizen-client relationship, to provide excellent conditions for them to be able to do their job and hence improve both general and personal performance. In other words, most employees prefer changes and innovations in work that are stimulating to predictable work, and motivation, job

satisfaction, attitudes, and perseverance are among the most important factors on the road to success.

The justification for preparing the doctoral dissertation was confirmed by the fact that it enabled the opening of new horizons and broad views on the possibilities for real and practical application of the management system based on competencies and performance management systems in the public administration in the Republic of Macedonia, increasing motivation and job satisfaction. Additionally, the dissertation provides guidelines for increasing emotional intelligence, the creativity of employees, the ability to create ideas and provide more creative solutions to problems, because every employee in the public administration who works, gives his best, is inventive and creative should be praised for their works, appropriately rewarded and told to others that those works are valuable and should be set as an example.

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