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“Work Place as Motivator – Comparative Study of Employees in Business and Public Administration in Macedonia and neighboring countries”

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Abstract

One of the main differences between Europe and United States has been the level of economic and cultural integration, the latter being characterized with a higher level of integration. The “social clause” contained in the Treaty of Lisbon underlines that social issues, strengthening common interests and respecting differences must be considered in order to produce economic and social development in EU countries.

Job satisfaction is important because of its effects on employees' performance and behavior, as well as general health (Oshagbemi, 1999). Prior studies have shown that there is a close connection between job satisfaction and organizational outcomes (Meyer et al., 1989; Bitner, 1990; Tett et al., 1993; Locke&Latham, 1990) and personal outcomes like workplace turnover and life satisfaction (Judge et al. 2001; Dickter et al., 1996; Morrison, 1997). Recent studies in “comparable countries” (former socialist countries, that have applied for EU membership), state that hygienic factors are dominantly influencing job motivation (Kamdron, 2005).

Recent papers suggest that although a good deal of empirical research have been conducted on the job satisfaction in various business settings (Nikolescu et al.,2009), very little empirical research, however, has investigated cross-country differences in the level of job satisfaction and motivation in.

In this regard, present paper identifies and examines factors, considerations and aspects from the jobs of white collar employees that contribute to their satisfaction and motivation at the working place in four countries in different stages of their EU membership - Republic of Macedonia, Kosovo (UNMIK), Bulgaria and Turkey.

The exploration of the subjective concept of job satisfaction would be conducted by implementing the Job Diagnostic Survey developed by Hackman and Oldham (1974) among white collar workers in the for profit and non for profit sector.

The results of the study are expected to contribute to the identification of organizational issues related to job satisfaction and motivation of workers in for profit and not for profit sector. Moreover, the availability of these results will facilitate future efforts by behavioral scientist to understand the disparities of effectiveness of job enrichment methods between countries at different stages of their EU integration and economic development. In addition, results from previous studies (Hackman and Oldham, 1974; Kamdron, 2005) will be used as control group.

Key words: job satisfaction, motivation, job diagnostic survey

THE PROBLEM AND MAIN TARGETS OF THE RESEARCH

Job satisfaction highly influences work performance (Robbins, Judge 2009). Job design strongly influences job satisfaction. The purpose of this paper is to examine the influences of the work places as a driving force that leads towards job satisfaction and motivation.

“The old way of managing and looking at work isn’t going to work anymore” (Conlin, 2006). But, what is the new way? It can be labeled as *design of work place that creates job satisfaction and motivation*.

The aim of this research, which should serve as a **pilot study** (due to its scope) is to *identify key differences between 3 countries, at different stages of the EU accession process: Bulgaria – an EU Member, Macedonia – EU Candidate, Kosovo – Not a EU Candidate yet*. In addition, we provide comparative analysis with the older EU member country, Estonia, which comes from a same group of countries, the South-Eastern Europe (SEE).

We believe that our pilot study will initiate further research that would explore the impact of Lisbon treaty on diminishing cultural differences among SEE nations.

HYPOTHESES

What’s the impact of the Lisbon Treaty?

What’s the impact of the EU accession process?

Working hypotheses for this pilot study can be defined as:

“The EU integration diminishes cultural differences between European nations making the economies of the EU countries more competitive and public administration more efficient. Lisbon Treaty is one of the milestones in that journey.

In particular, this pilot study provides basic ground for comparing the effects of EU integration on one of the points on cultural diversity – JCM model of job satisfaction and Motivational Potential Score. Comparison is made across countries that are at different stages of accession/membership in the EU. Therefore, the specific hypothesis of the study can be formulated as *“The EU integration (process) influences motivation and satisfaction of employees and hence there are differences in the motivational factors across countries coming*

from a similar pre-accession culture and economic-political system, which are now however at different accession/membership.”

Recent studies in “comparable countries” (former socialist countries, that have applied for EU membership) state that hygienic factors are dominantly influencing job motivation (Kamdron, 2005). The higher the educational level, the more evaluated are the factors connected with job contents. Similar results have also been identified for the Republic of Macedonia (Bojadziev and Krlju, 2006).

METHODS

Our analysis is methodologically based on the original Job Diagnostic Survey (JDS) of Hackman and Oldham (1974). The JDS is a widely accepted tool and method used to conduct comparative assessments in each of the relevant sectors that are foreseen in this study. The results of the original work of the Hackman and Oldham along with the results from the Kamdron’s survey are used in our paper as control groups. Out of the three approaches stated by Kamdron, we have focused on the **need – strenght**.

We perform cross-country and cross-section analysis with the JDS. The former dimension is captured by investigating job satisfaction in three countries, Bulgaria, Kosovo and Macedonia, whereas the latter by including business sector, public administration and non-governmental organizations (NGOs). We believe that there are differences in both dimensions of the study, i.e. by countries and by sectors. For the analysis we use convenience sampling as a non-probability sampling techniques. A relatively small convenient sample is used in the study by using elements that are not pres-specified or without any known possibility of being selected. Although there is an ongoing discussion on the possibility to evaluate the “goodness” of the sample in terms of its representativeness of the population and the quality of results, still many researchers argue that convenience sampling can be treated as though it were a probability sample (Anderson *et al.*, 2009). Since this is one of the first studies that explored the issue of job satisfaction and motivation in Bulgaria, Macedonia and Kosovo, we do not seek to make inference for the whole population, but to provide an initial insight into the situation.

The JDS can be used to measure the level of job satisfaction and motivation among employees in almost all sectors. The results of the JDS can be used to determine whether the level of enrichment of the work is sufficient for ensuring the desired level of satisfaction and motivation of the worker.

The study in Bulgaria is carried out only among the business sector employees. This decision was made based on the fact that from all three countries that participated in the study, Bulgaria is the only EU Member State. The assumption of the paper is that the design, organization and the 'evolutionary stage' of the public administration in an EU member state, compared with a candidate member country as Macedonia and an newly founded aspiring member state as Kosovo, would produce diverging results in favor of Bulgaria (since the comparison is among three diverging PA structures). This is supported by studies that have been undertaken in the last 20 years in the field of public administration. Each one of them is examining countries with similar structures and objectives of public administration. In example, the quantitative Common Assessment Framework (CAF) designed for benchmarking administrative performance in the context of EU and related to the Lisbon Competitiveness Agenda (Staes and Thijis, 2006).

The analysis of the NGOs was motivated by its role in developing countries as a form of global response to 'negative social scenarios' (Glatzer, 2002). This sector emerges as a response to short term or long term social deviations and acts to bring back society to the state of general welfare. The situation that characterized Macedonia and especially Kosovo, determined the structure and specialty of the NGOs that were established in these two countries (mainly focused on peace sustainability, stimulating inter-cultural dialogue, health education etc.). Therefore the comparison of the NGO sector in this research is made only between Kosovo and Macedonia in order to generate comparable results.

Descriptive analysis

The total sample size that is included in this study is 54. The sample distribution was among the three countries in which the study was carried out: Bulgaria (14.84%), Kosovo (48.15%) and Macedonia (37.01%). As Table 1 shows, among the participants in the study, females were dominant in Macedonia (65.38%) and Bulgaria (100%). In contrast the participants in Kosovo were dominantly male (65%).

The total sample contained more participants belonging in the age group 30-39 and less in 50-59 years of age. Macedonian participants were the 'youngest' – over 90 per cent of the participants in the study were aged 20-39 years, while Kosovo had the highest number of participants aged 40-49 years.

PROCEDURES – We have distributed and collected completed questionnaires. There wasn't any coaching on the questionnaire and how should it be completed. The authors or persons related to them were engaged in this process.

Demographic characteristics of the sample ($N_{TOTAL} = 54$)	Bulgaria ($N_B=8$)		Macedonia ($N_M=26$)		Kosovo ($N_K=20$)	
		%		%		%
Male			9	34.62	13	65.00
Female	8	100	17	65.38	7	35.00
AGE						
<20						
20-29	2	25	11	42.31	5	25.00
30-39	5	62.5	13	50.00	6	30.00
40-49	1	12.5	1	3.85	8	40.00
50-59			1	3.85	1	5.00
60<						
EDUCATION						
grade school						
some high school						
high school degree			3	11.54	11	55.00
some business college or technical school experience	1	12.5	1	3.85		
some college experience (other than business or technical school)	1	12.5				
business college to technical school degree						
College degree	1	12.5				
some graduate work	2	25	7	26.92	7	35.00
Master of higher degree	3	37.5	15	61.54	2	10.00
SECTOR						
Business	8	100	18	69.23	10	50.00
Public Administration			4	15.38	5	25.00
NGO			4	15.38	5	25.00

The study was carried out among randomly chosen employees in three main sectors: public administration, business and non-governmental sector. In Bulgaria the study was carried out only among the business sector employees. However the business sector was dominant in Macedonia (69.23%) and Kosovo (50%). In terms of education, the majority of participants had university education (Bulgaria 25%; Macedonia 61.54% and Kosovo 35%) or master degree or higher (Bulgaria 37.5%, Macedonia 61.54% and Kosovo 10%).

JOB DIAGNOSIC SURVEY RESULTS

The results from the study (per sector and per country) are presented in Table 1 below and provide an initial picture about the differences in job motivation and job satisfaction in all three countries in which the study as implemented.

Table 1. Results from the JDS survey among business sector, NGOs and public administration employees in Kosovo, Macedonia and Bulgaria							
Job qualities	Kosovo BS	Kosovo PA	Kosovo NGO	Bulgaria	Mac BS	Mac PA	Mac NGO
Skill variety	4.37 (1.10)	4.33 (1.11)	4.33 (0.72)	5.58 (1.48)	5.75 (0.99)	5.67 (1.78)	5.33 (1.29)
Task identity	4.6 (1.16)	4.13 (1.06)	3.27 (0.96)	5.08 (1.64)	4.92 (1.57)	5.83 (1.34)	4.67 (1.61)
Task significance	4.17 (1.13)	4.6 (1.03)	3.4 (1.03)	5.31 (1.53)	4.06 (0.83)	4.58 (2.23)	4.08 (1.17)
Autonomy	4.2 (1.71)	3.4 (1.40)	3.33 (1.11)	5.28 (1.36)	5.55 (0.92)	5.42 (1.24)	4.33 (1.63)
Feedback from the job itself	5.2 (1.24)	5.6 (0.74)	5.27 (0.46)	5.33 (1.50)	5.23 (1.41)	4.42 (2.27)	5.53 (1.21)
Feedback from agents	5.1 (0.96)	4.87 (0.64)	4.67 (0.98)	5.83 (1.02)	4.63 (1.65)	5.83 (1.64)	5.39 (1.03)
Dealing with others	4.9 (1.95)	5.07 (0.79)	4.53 (1.8)	5.81 (1.28)	6.19 (1.14)	5.58 (1.62)	5.25 (1.36)
Experienced meaningfulness	6.03 (0.70)	5.75 (0.85)	5.55 (0.89)	5.78 (1.24)	5.71 (1.22)	4.88 (2.31)	6.13 (0.83)
Experienced responsibility	5.5 (1.09)	4.83 (1.59)	4.97 (1.10)	5.31 (1.54)	5.29 (1.91)	5.54 (1.97)	5.68 (1.77)
Knowledge of results	4.25 (1.81)	5.15 (1.53)	4.85 (1.39)	5.5 (1.45)	5.63 (1.22)	4.81 (1.76)	5.13 (1.88)
General satisfaction	4.76 (1.13)	5.4 (0.50)	4.84 (0.90)	5.5 (1.43)	4.66 (1.35)	4.55 (2.09)	5.7 (1.67)
Internal work motivation	5.1 (0.68)	5.67 (1.12)	4.97 (1.03)	5.35 (1.95)	5.47 (1.30)	4.92 (1.98)	5.65 (1.15)
“Pay” satisfaction	5.6 (0.50)	5.5 (0.53)	5.5 (0.53)	4.42 (1.50)	4.74 (1.70)	2.75 (0.89)	5.13 (1.46)
“Security” satisfaction	5.3 (0.66)	5 (1.05)	5.1 (0.99)	5.21 (1.12)	5.08 (1.28)	4.5 (1.77)	5 (1.20)
“Social” satisfaction	6.47 (0.76)	5.6 (0.51)	5.13 (0.83)	5.81 (1.14)	5.6 (1.35)	5.5 (1.57)	6.08 (0.79)
“Supervisory” satisfaction	5.33 (0.48)	5 (0.00)	5.27 (0.59)	5.44 (1.42)	4.86 (1.62)	3.17 (1.19)	4.58 (1.68)
“Growth” satisfaction	5.6 (0.92)	4.75 (0.44)	4.65 (0.81)	5.33 (1.27)	5.41 (1.43)	4.63 (2.09)	5.63 (1.02)
Desirable aspect at work	5.73 (0.52)	5.5 (0.63)	5.7 (0.60)	5.63 (1.51)	5.85 (1.36)	6.42 (0.65)	6.21 (0.93)
Job choice	3.6 (1.39)	3.13 (1.35)	3.64 (1.34)	4.71 (1.67)	4.09 (1.44)	4.46 (1.43)	3.33 (1.52)
MPS	95.6	82.9	64.35	149.8	142.5	128.4	112.4

Standard deviation for each variable are shown in brackets

I. JDS results – Business and public administration sector in Kosovo, Bulgaria and Macedonia

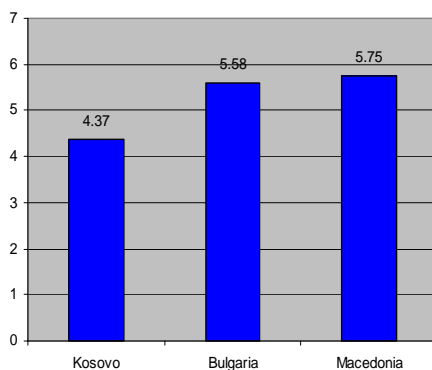
The discussion of the results of the JDS among business sector and public administration employees in Kosovo, Macedonia and Bulgaria (Table 1) is organized into five main sections which related to main division provided by Hackman and Oldham (1987). The presentation of the results in such a format enables a more straightforward comparison and examination of the characteristics of jobs and employees reactions to business sector and public administration jobs between Macedonia, Kosovo and Bulgaria.

I. Job Diagnostic

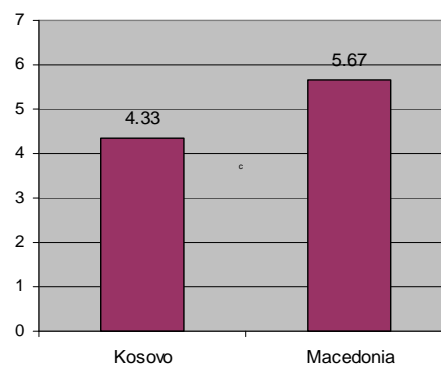
1. The Skill Variety dimension measured the (1) degree to which a job requires variety of different activities required carrying out the work, and (2) does the job involve the use of different skills and talents of the employee. The results from the survey indicate that jobs in the business sector in Macedonia are characterized with the highest score on 'skill variety' followed by business sector employees in Bulgaria and Kosovo (Graph 1). However a closer look at the results shows that the scores on this job dimension are similar among the employed in the business sectors in Macedonia and Bulgaria, in comparison to the employees in Kosovo.

Interestingly, the public administration employees in Kosovo and Macedonia indicate the same level of skill variety of jobs as those among the employees in the business sector in the respective countries (Graph 2)

Graph 1 - Skill variety in business sector jobs

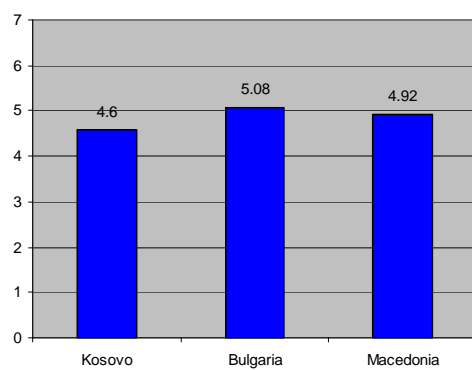


Graph 2 - Skill variety in public administration jobs

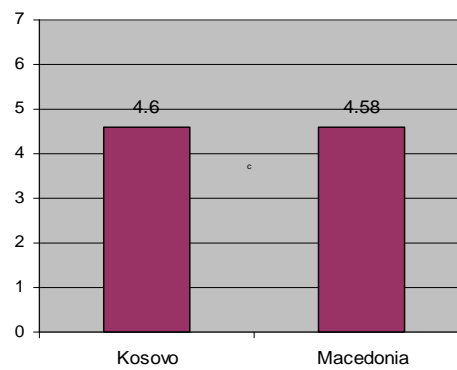


2. The second of the seven job dimensions is the task identity. This dimension measures the degree to which the job requires completion of a 'whole' and identifiable piece of work. The findings from the business sector suggest Bulgarian employees experience the highest degree of task identity (5.08), followed by Macedonia (4.92) and Kosovo (4.6). The results suggest that there are smaller differences between Macedonia and Kosovo business sector employees in regards to this job dimension. In contrast, the difference is higher among public administration employees. The JDS results show that the employees in the public administration in Macedonia have the highest scores compared to the employees across the two relevant sectors, in characterizing their job as a "from the beginning to the end" process that results with a visible outcome.

Graph 3 - Task identity in business sector jobs

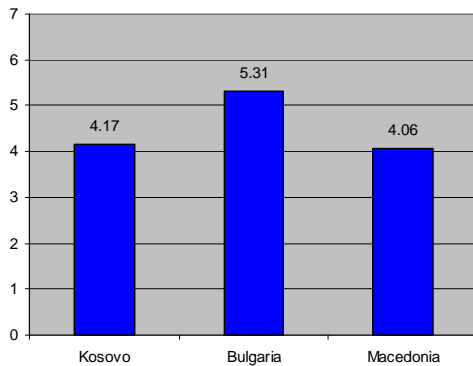


Graph 4 - Task identity in public administration jobs

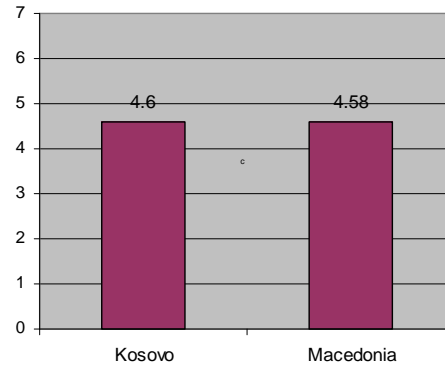


3. Interestingly, the employees from Kosovo and Macedonia, both from the public administration and business sector, have very similar rating regarding the task significance of their jobs. In other words this dimension indicates the degree to which the job has a substantial impact on the lives or work of other people – whether in the immediate organization or in the external environment. In the business sector, Bulgarian employees rate their jobs with a higher level of task significance compared to the Kosovo and Macedonia. In general, Macedonian employees show a slightly higher rate of task significance of their jobs compared to the employees from Kosovo. In terms of cross-sector comparison, the public administration employees in both Kosovo and Macedonia show a higher level rating regarding the task significance of their jobs compared to the employees from the business sector in each of these countries.

Graph 5 - Task significance in business sector jobs

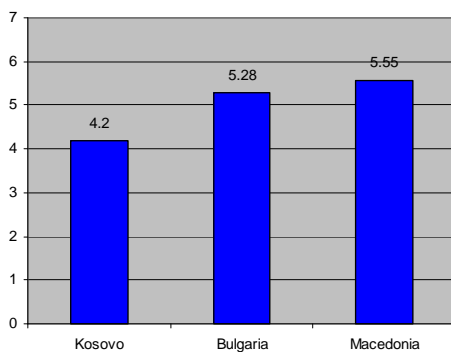


Graph 6 - Task significance in public administration jobs

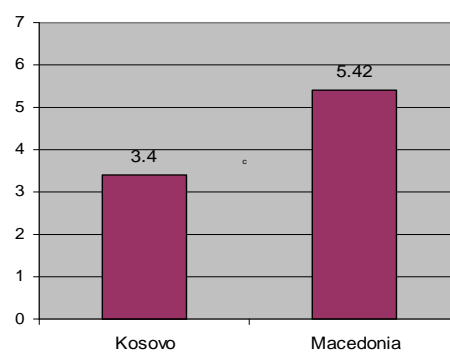


4. The public administration employee experiences the lowest degree of autonomy on the job in general. This is especially evident to the employees in the public administration in Kosovo, who's score 3.4 suggests that they tend towards a negative rating regarding the substantial freedom, independence, discretion in scheduling work and in determining procedures for realization of tasks. In contrast, the public and business sector employees in Macedonia have the 'highest level of autonomy' on their jobs, slightly higher compared to the business sector employees in Bulgaria.

Graph 7 - Job autonomy in business sector jobs

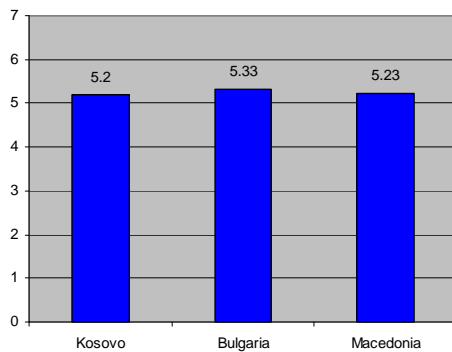


Graph 8 - Job autonomy in public administration jobs

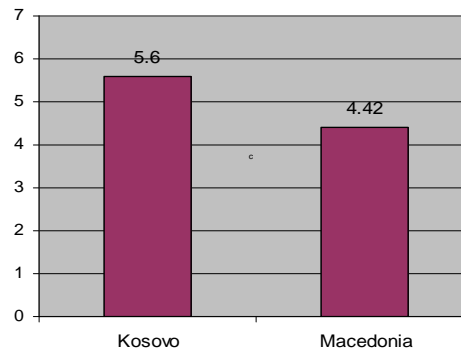


5. Employees in Macedonia, Kosovo and Bulgaria provide a similar rating for the feedback they get from their job. This means that the employees in these three countries receive clear and direct information about the effectiveness of their individual performance. However, when comparing sectors across countries, it can be noted that the public administration employees from Macedonia receive the lowest levels of feedback from their job.

Graph 9 - Feedback from the job itself in business sector jobs



Graph 10 - Feedback from the job itself in public administration jobs



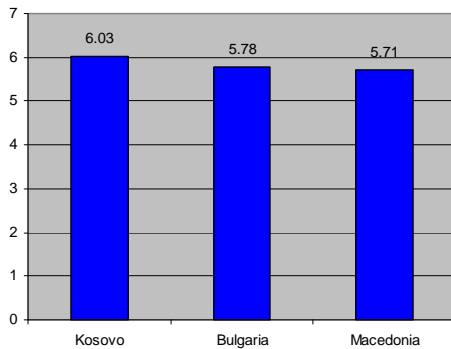
Another way that the employee assesses his/her performance on the job is through the feedback that they get from their supervisors and co-workers. The results from the survey show that the highest degree of feedback is reported by employees in the public administration in Macedonia (5.83) and employees from the business sector in Bulgaria (5.83). Contrary to expectations, the Macedonian business sector employees report receiving a lower level of feedback from their supervisors and co-workers, compared to the employees in the public administration in Macedonia which is probably due to the performance-related pay system implemented among civil servants in Macedonia. However, results from Kosovo show the opposite – the business sector employees have higher feedback levels than those employed in the public administration.

The jobs in the business sector in Macedonia are also characterized with a high degree of interaction with other people, both internal and external to the organization. On the other hand, the same sector jobs in Kosovo are characterized with the lowest degree of requirement from the employee to work closely with other people in fulfilling the expected tasks. The job in the Bulgarian business sector, although slightly lower compared to the Macedonian, has a similar degree of cooperation with co-workers and clients.

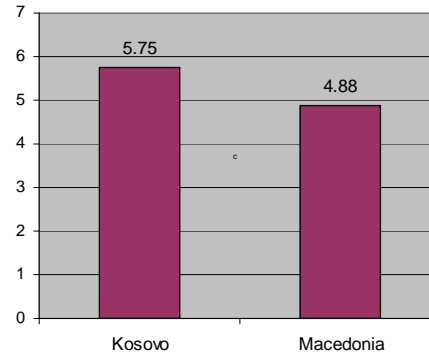
II. Critical Psychological States

The following discussion of the results intends to give insight into each of the three psychological states that mediate between the core job dimension and the outcomes of the work. These are the (1) Experienced meaningfulness of the work; (2) Experienced responsibility for work and (3) Knowledge of results. They will be discussed in this order.

Graph 11 - Experienced meaningfulness of the work in business sector jobs

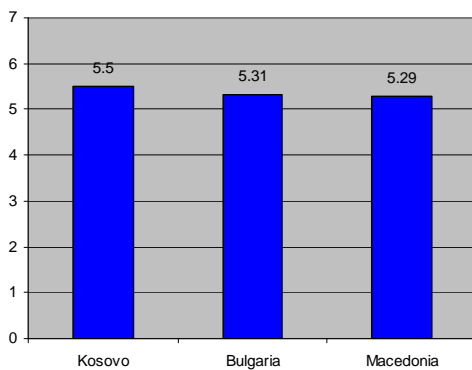


Graph 12 - Experienced meaningfulness of the work in public administration jobs

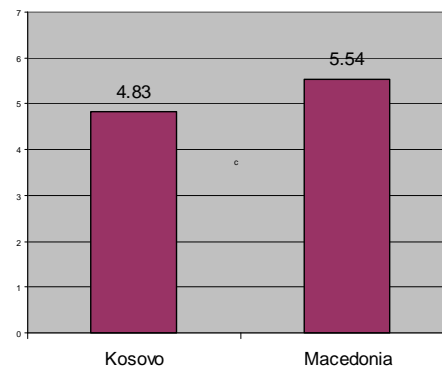


As it can be seen on Graph 11, the business sector employees in Kosovo have the most positive experience of their jobs as meaningful, valuable and worthwhile, though the difference with the other two countries is quite small. The cross-country comparison of employees in the public administration, suggests that Macedonian employees have a significantly lower degree of experiencing meaningfulness of their work (4.88), compared to Kosovo (5.75). As results presented in Graph 12 suggest, although the degree of meaningfulness of work is low among public administration employees in Macedonia, the degree to which these employees feel personally accountable and responsible for the work they do, is much higher compared to PA employees in Kosovo. This suggests that the experience of responsibility among PA employees in both countries does not depend on the personal experience of the meaningfulness of the job. However the case is opposite in the business sector, where we can see a clear link between the degrees of experienced responsibility and experienced meaningfulness among employees.

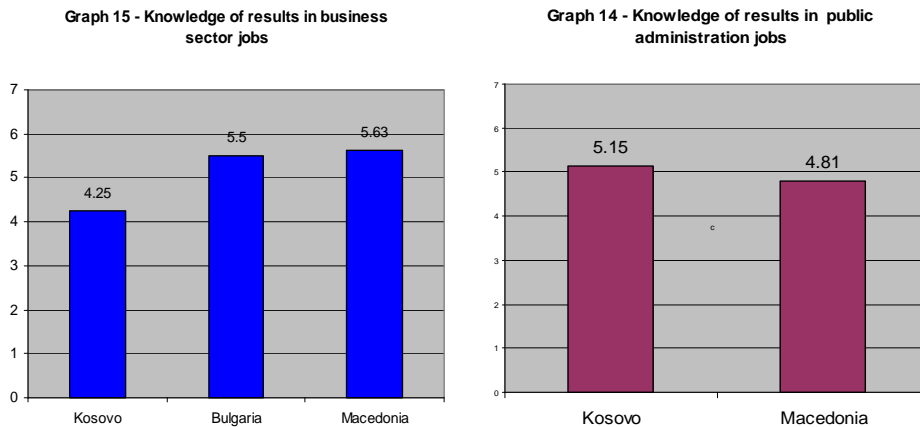
Graph 13 - Experienced responsibility in business sector jobs



Graph 14 - Experienced responsibility in public administration jobs



The business sector employees in Macedonia have the highest degree of knowledge and understanding on continuous basis regarding the effectiveness of their job. The cross country and cross sector comparison suggests the business sector employees from Kosovo do not have clear and continues information on the results of the job that they are performing. It seems important to note here that these are the same employees that experienced the highest degree of meaningfulness and responsibility of their work. Although having the highest degree of experiencing job responsibility, the employees from the public administration in Macedonia report one of the lowest degrees of continuous and understandable knowledge of results about their job effectiveness. This may be attributed as one of the reasons why these employees may not experience their jobs as meaningful and valuable as other sectors. This is also supported by results that come from the public administration employees in Kosovo – the high degree of experiencing job meaningfulness id positive associated with the degree of knowledge of results, and both are negative associated with the experience of the responsibility for work. The results may suggest an interesting understanding of the employees in the public administration in these two countries –the level of characterizing their work as meaningful, valuable and worthwhile depends on frequency and clarity of information about their effectiveness and performance on the job.



III. Affective reactions to the job

The next section discusses the affective reactions to the jobs which in theory are also known as ‘personal outcomes’ obtained from doing a job. These are the measures of personal, affective reactions of feelings that a person obtains from doing a job.

The results from the study suggest that in the business sector, a Bulgaria employee has the highest score in general satisfaction. In other words this means that the Bulgarian business sector employees are on average happier and more satisfied with their job compared to same sector employees in Macedonia and Kosovo, who show similar level of general job satisfaction. The public sector employee in Kosovo shows a higher level of satisfaction with their job in comparison to Macedonian public administration employees. It is very interesting to note that the cross sector and cross country analysis of data suggests that the public administration employees in Kosovo have a very similar high score of general job satisfaction as the business sector from Kosovo. Furthermore, contrary to the general expectations the public and business sector employees in Macedonia have a similar level of general job satisfaction (although this is slightly higher for the business sector).

The internal work motivation measure the degree to which an employee is self motivated to perform effectively on the job. Graph 15 shows that Macedonian employees in the business sector have the highest level of internal work motivation, followed by Bulgaria and Kosovo. In other words Macedonian employees have highest possibility of feeling good after resultant work execution.

In accordance to the results from the cross sector and cross country analysis of data suggests that the public administration employees in Kosovo have the highest degree of self motivation to perform effectively on the job.

Chart 15-Comparison of affective reactions to the job among business sector employees

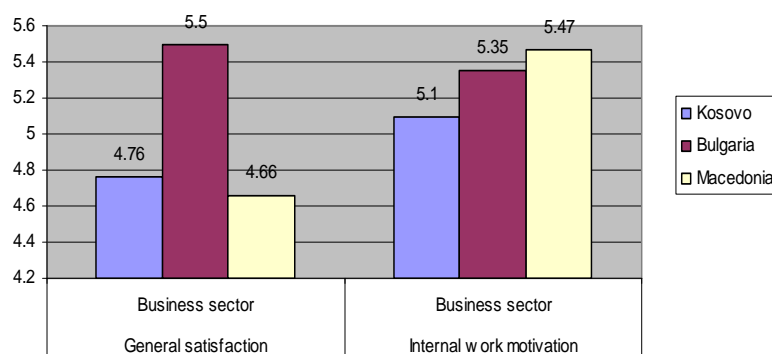
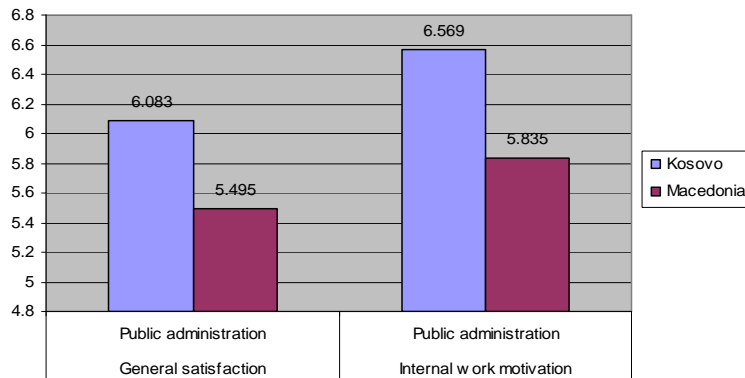


Chart 16 - Comparison of affective reactions to the job among public administration employees



The specific satisfaction indicators provide separate measures of job satisfaction on the following scales: pay satisfaction, security satisfaction, social satisfaction, supervisory satisfaction and growth satisfaction. The results in this category show:

- the satisfaction with pay and other compensation is the highest among civil servants in Kosovo (5.50) and the lowest among the same category of employees in Macedonia (2.75);
- The business sector employees in Kosovo are very satisfied with the social attributes of their job i.e. peers and co-workers (6.47). The cross sector and cross country analysis shows that both public administration and business sector employees have a high degree of social satisfaction;
- Macedonian public administration (4.86) and business sector employees (3.17) show the lowest levels of 'supervisory' satisfaction compared to the other countries in the study. The business sector employees are not satisfied with the supervision on their job ;
- The business sector employees across the three countries have higher opportunities for personal growth and development on the job ('growth' satisfaction) compared to public administration employees. In other words these employees are more willing to improve and translate the acquired knowledge into practice compared to those working in the public administration;
- All employees expressed similar levels of job security (all above 5), with exception to the lower levels of job security experienced by the Macedonian public administration (4.50).

IV. Individual growth needs strength

Data from the individual growth, need, strength section also show that people prefer enriched work (desired aspects of work is higher compared to the job choice). Preferable is work where one can find innovation, more communication, a lot of training possibilities, much independence, and free time.

The job choice results indicated that business sector employees in all three countries have a higher degree of internal work motivation and growth satisfaction compared to the public administration.

V. Motivating potential score (MPS)

The motivating potential score (MPS) among business sector employees is the highest in Bulgaria (150) followed by Macedonia (142) and Kosovo (96). However the MPS among the public administration employees is generally lower compared to the business sector. In Macedonian it is 128 while Kosovo has a very low MPS among its public administration (82.9).

II. JDS results – NGO sector in Kosovo and Macedonia

The results from the JDS among the employees in the NGO sector are presented in Table 1. The findings from the research in this sector suggest that the employees in the NGO sector in Macedonia experience their jobs in a more positive way compared to the employees from Kosovo. The motivating potential score for Macedonia is almost twice as high as the one for Kosovo.

I. Job Dimensions

The results show that Macedonian NGO sector jobs are characterized with a higher degree of different activities and involvement of a variety of skills and talents that are needed in order to complete the job. NGO sector employees from Kosovo do not experience their jobs as a “beginning to an end” process that has a visible outcome. It is interesting to note the respondents from Kosovo identify their jobs as not having an impact on lives and work of other people. This is contrary to common expectations since the core motivation and objective of the NGO sector is to make a positive difference in the immediate and extended surrounding. However NGO activists from both countries could visualize and understand the results from the job they were doing. In accordance to what may be expected, NGO activists from Kosovo and Macedonia indicated that their jobs required them to work closely with other people (this score is higher for Macedonia). It is important to lay out an assumption at this stage - the high scores for Macedonian NGO activists can be attributed to the mission of their NGO.

The NGOs that were engaged in the research worked closely on day-to-day basis with vulnerable groups and the NGOs have been functioning for more than five years. This may explain the attributed dynamics, variety and increased contacts of the NGO sector in Macedonia that took part in this research.

II. Critical psychological states

This part of the JDS is especially important in providing an insight to the NGO sector since it measures the psychological impact that the job has on the employee. As the results show, NGO activists from both countries have higher scores in this section, which is expected for employees coming from this sector. The highest score is observed in terms of degree to which the employee feels that his/her job is generally meaningful, valuable and worthwhile. Although the scores are higher for Macedonia, NGO activists in both countries feel accountable and responsible for the work they do, as well as they continuously know and understand how effectively they are performing.

III. Affective reactions

One particularly interesting area of the JDS where Kosovo demonstrates higher results is concerning the private, affective reactions that the employee gets from working on the job.

The results from the study suggest that in the NGO sector, Macedonian employees have the highest score in *general satisfaction*. In other words this means that the Macedonian employees in the NGO sector are on average happier and more satisfied with their job compared to same sector employees in Kosovo. The *internal work motivation* measures the degree to which an employee is self motivated to perform effectively on the job. Macedonian employees in the NGO sector have higher level of internal work motivation. In other words these employees have highest possibility of feeling good after resultant work execution.

Kosovo NGO sector shows higher results in terms of satisfaction with supervision and security, while Macedonian NGO sector is more satisfied with pay, social and growth aspects of their work.

IV. Individual Growth need strength model

The analyses of results in this section indicate that NGO activists in both countries prefer enriched work (based on the comparison of score of desired aspects of work with job choice). Employees prefer work where

they can find more training possibilities, characterized with innovation, communication within and outside the organization, independence and free time for the employee.

III. Comparison with results from previous JDS surveys

The results of the JDS (means) for Macedonia, Bulgaria, Kosovo, USA, Finland and Estonia are presented in Table 1. The Estonian and Finnish median indicators are drawn from Kamdron (2005). The USA JDS means are derived from the Hackmans and Oldhams JDS survey. It is interesting to note that the cross country comparison of results shows similar results as in Kamdron (2005), that is the average indicators of the JDS among Estonian higher officials exceed the corresponding averages obtained from all other countries presented in Table 2. Although lower, Bulgaria shows similarly high scores as the Estonian higher officials. The Motivating Potential Score (MPS) is measured on a scale with a maximum value of 300. In the case of Estonian higher officials it is 159, followed by Bulgaria with approximate score of 149.

Job qualities	Kosovo	Bulgaria	Macedonia	Estonia HO	USA	Finland	Estonia
Skill variety	4.34	5.58	5.58	5.95	4.49	4.1	5
Task identity	4.00	5.08	5.14	4.47	4.87	4.51	4.4
Task significance	4.06	5.31	4.24	5.62	5.49	4.58	5
Autonomy	3.64	5.28	5.10	5.38	4.8	4.71	5
Feedback from the job itself	5.36	5.33	5.06	5.05	4.98	4.55	5
Feedback from agents	4.88	5.83	5.28	3.96	3.98	3.2	3.5
Dealing with others	4.83	5.81	5.67	6.34	5.29	4.78	5.6
Experienced meaningfulness	5.78	5.78	5.57	5.65	5.12	4.76	2.9
Experienced responsibility for work	5.10	5.31	5.50	6.04	5.48	5.28	5.5
Knowledge of results	4.75	5.5	5.19	5.07	5.18	4.91	3.8
General satisfaction	5.00	5.5	4.97	4.94	4.62	4.42	3.8
Internal work motivation	5.25	5.35	5.35	6.18	5.39	4.96	5.5
“Pay” satisfaction	5.53	4.42	4.21	4.19		3.14	3.9
“Security” satisfaction	5.13	5.21	4.86	4.05		5.12	4.4
“Social” satisfaction	5.73	5.81	5.73	5.98	5.42	5.07	5.4
“Supervisory” satisfaction	5.20	5.44	4.20	5.08	5.28	4.17	4.4
“Growth” satisfaction	5.00	5.33	5.22	5.66	4.82	4.4	4.7
Desirable aspect at work	5.64	5.63	6.16	5.72	5.62	4.83	
Job choice	3.46	4.71	3.96	3.59		3.03	
MPS	80.95	149.81	127.77	159.05	128	104	120

The highest assessment in terms of job enrichment which is common to all countries presented in Table 2 is given to the rate of dealing with others, skill variety and dealing with the job itself. In this context Macedonia shows among the highest scores in skill variety and degree of feedback from agents.

The analysis of the results show that employees that come from Macedonia, Bulgaria or Kosovo feel happier and more satisfied with their work, in comparison with other countries presented in the Table 2. In addition the employees from these three countries demonstrate that they have a similar level of self-motivation to perform effectively on the job as Estonian, USA and Finnish employees. It is also interesting to note that in terms of specific satisfactions with the job, the employees coming from Kosovo have the highest satisfaction in terms of their salary (5.53) compared to all other countries. Bulgaria excels in its score of the degree of employees supervisory satisfaction (5.44), while Macedonia has one of the highest scores in growth and social satisfaction.

Data also indicates that people prefer enriched work (based on the comparison of score of desired aspects of work with job choice). Employees prefer work where they can find more training possibilities, characterized with innovation, communication within and outside the organization, independence and free time for the employee.

The jobs in all countries show a similar psychological impact on the employees. This means that the majority of employees experience their jobs as meaningful, they feel accountable for the work they do and has continuous information about how effective are.

Conclusions

I. Job dimensions The job dimension scores which measure the objective characteristics of the job itself from an employee's perspective were higher for the Macedonian public administration employees, than for the same sector employees in Kosovo.

II. Critical Psychological States (as perceived) have shown similar results for the three countries and the two sectors. However Macedonia performed the lowest especially the PA, and Kosovo vice versa. This might due to the "creation of new independent country and the sense of responsibility and meaningfulness"

III. Affective Reactions The affective reaction of the public administration employees in Kosovo were higher than those for Macedonian employees (pay satisfaction in Kosovo was 5.50 compared to 2.75 for Macedonia).

The findings are important in terms of 'appropriateness' of the public administration model. Public Administration capacity was one of the benchmarks for evaluation of Macedonia accession capacity, and most probably it will be one of the main issues in the process of negotiations.

In addition the public administration is also linked to the service delivery mechanisms. In the case of Macedonia this is especially in close connection to the Doing Business reforms. This means that in order to improve service delivery there is a need of motivated and performance driven administration and innovative tools in service delivery (Verheijen, 2007). Business sector employees from Bulgaria had the highest scores in general (even compared to previous research used as benchmarks). They were followed by Macedonian business sector employees, while Kosovo was characterized with the lowest scores. However the higher scores of the business sector can be attributed to the greater flexibility and faster job redesign in this sector.

IV. Individual growth need strength also varies between the countries, with Macedonia performing the highest. However, the differences can't be considered significant.

V. MPS

The results from the JDS show a very low motivational potential score (MPS) for the public administration in Kosovo, compared to Macedonia.

The motivating potential score for Macedonian NGOs is almost twice as high as the one for Kosovo. The findings from the research in this sector suggest that the employees in the NGO sector in Macedonia experience their jobs in a more positive way compared to the employees from Kosovo. The common thing among all sectors and countries that are considered in this study is that people preferred enriched work (based on the comparison of score of desired aspects of work with job choice). Employees prefer work where they can find more training possibilities, characterized with innovation, communication within and outside the organization, independence and free time for the employee.

General conclusion might be drawn: There are differences, between the three countries which are expected to be diminished as a result of the European integration. In addition the EU integration is expected to improve the performance of the countries, both in business and public sector.

Lisbon treaty is one of the milestones of European integration. Further research is needed to monitor the development of the above mentioned processes.

Closing Remarks

This study is among the first that is done to assess the level of job satisfaction and motivation among business sector, public administration and NGO employees in Macedonia, Kosovo and Bulgaria. Two main things should be taken into consideration when reading the paper:

- This study was planned and implemented as a *pilot study* in order to gain an initial understanding of the level of the motivation and satisfaction among employees in the relevant sectors. Its results should be used as a guide in designing, planning and implementing future research in the area;
- Although the sample is small in size, it should be strongly taken into consideration that what the study assesses is the 'people' component of any job, sector or system. It uses the JDS as an accepted tool and method for obtaining this measurement. While such assessments can never be exact and can result in a divergence of interpretations, they still provide a clear indication of the how an employee experiences his/her job.

The review of the JDS results regarding employee job satisfaction and motivation provide a mixed picture of evident need for reforms (like NGO sector and public administration) and some promising innovations (business sector). The setbacks in the public administration can be assumed to have larger implications since they affect key aspects of the public management system (civil service). According to Glatzer (2002) absence of a well functioning HRM system and the existence of a motivating and fulfilling job environment has been one of most commonly faced obstacles in creating a state of the art public administration system.

In conclusion, this study is among the first steps taken to explore the issue of work motivation and satisfaction and its results and findings should be taken as initial guides in the design of future research.

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