



Survey on the Mental Well-being of Civil Servants in North Macedonia



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Author:

Ljiljana Manić

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The Regional School of Public Administration

Podgorica, Montenegro

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 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.

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CONTACT

Regional School of Public Administration
Podgorica, Montenegro

Internet: www.respaweb.eu

E-mail: respa-info@respaweb.eu

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ opinion on the Kosovo Declaration of independence.

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ABBREVIATIONS

ReSPA	Regional School of Public Administration
p	Statistical significance
**	Statistical significance at the 0.01 level
*	Statistical significance at the 0.05 level
M	Arithmetic mean
WHO	World Health Organisation

EXECUTIVE SUMMARY

Research on the mental well-being of civil servants was conducted to gain insight into the actual state of well-being of civil servants in North Macedonia and identify factors in the work environment that affect mental well-being. The research aims to develop various corrective measures for enhancing mental well-being through various personal and professional development activities based on the data obtained.

The research has contributed to expanding civil servants' knowledge of mental well-being. After answering the questions, respondents received detailed descriptions of the components of mental well-being and interpretations of their responses as feedback. This contributed to raising awareness about the importance of mental well-being.

The research also contributed to the culture that promotes openness to mental well-being, reduces stigma, and encourages employees to share their experiences and seek help when needed. Periodically conducting surveys and interviews with employees to understand their overall well-being and satisfaction in the workplace will further assist in creating better working conditions and supporting employees.

Of the 25,140 civil servants in North Macedonia, 1,293 participated in the mental well-being survey, representing 5.14%.² One thousand eighty-seven completed the questionnaire in Macedonian, while 206 did it in Albanian.

The overall mental well-being is the sum of scores obtained from three components: emotional, social, and psychological. In a sample of 1,293 respondents whose responses were processed, the overall mental well-being in North Macedonia is 3.58 (Figure 1).



Figure 1: The average rating for overall mental well-being of civil servants in North Macedonia

Emotional well-being is measured based on responses regarding the presence or absence of work-induced positive emotions. As seen in the results, respondents generally have positive feelings regarding their work, and the average rating of the emotional well-being of civil servants is 3.48, which indicates that this component is slightly above average (Figure 2).

² This sample size corresponds to a marginal error of 3.49% and a confidence level of 99%.

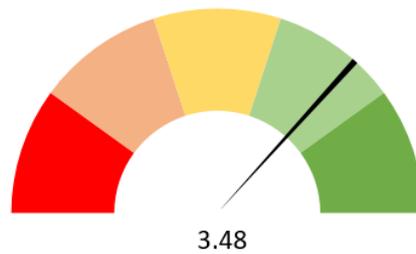


Figure 2: The average rating for the emotional well-being of civil servants in North Macedonia

Social well-being encompasses an individual's ability to adapt and integrate into their social and/or work environment, connect with others, feel a sense of belonging to a collective, enjoy an atmosphere of mutual affection, respect, and trust in interactions with colleagues. Based on the self-assessment of respondents' social well-being, the average rating of social well-being is 3.48, indicating that this component is slightly above the average value (Figure 3).

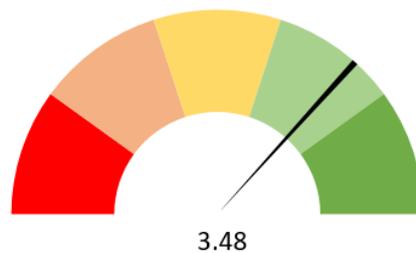


Figure 3: The average rating for the social well-being of civil servants in North Macedonia

Psychological well-being involves self-acceptance, meaning self-love and valuing one's own being despite being aware of one's limitations and shortcomings. The average rating of the psychological well-being of civil servants is 3.78, which is slightly higher than other aspects of mental well-being (Figure 4).

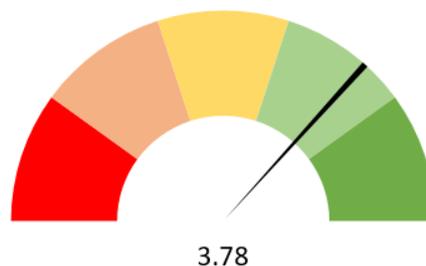


Figure 4: The average rating for the psychological well-being of civil servants in North Macedonia

By comparing the results based on gender, age, location of employment, job position, marital status, financial status, and health status, differences in the overall level of mental well-being

among different participant groups were identified. Comparison of results based on gender showed differences, with men experiencing a higher level of well-being than women. Additionally, there are variations based on location, as employees in Skopje exhibit a lower level of well-being than those in other cities in North Macedonia. When comparing responses from employees in different institutions, it was found that officials in regulatory bodies tend to have a slightly higher level of mental well-being. In comparison, those working in ministries have a lower level. As expected, significant differences exist among respondents based on their financial and health status, with higher well-being levels among civil servants who rated their status as good or very good. The research also revealed no differences among respondents based on their marital status, whether in a marriage or de facto relationship, single, divorced, or widowed. However, significant differences were found based on how they rated the quality of their relationship. Respondents who were satisfied or very satisfied with the quality of their relationship had higher levels of well-being.

1. INTRODUCTION

Mental well-being represents a crucial and determining condition for the health of every individual. It affects social relationships, work performance, the ability to take care of oneself and others, and the capacity to make sound business and life decisions. The World Health Organization (WHO) defines health as "complete physical, mental, and social well-being, not merely the absence of disease." The word "well-being," as a synonym for "prosperity" (from Latin "*prosperitas*" meaning "successful growth"), in the broadest sense, signifies a state of development, success, and happiness.

The concept of mental well-being encompasses the unity of emotional, social, and psychological well-being. Individuals who achieve the entirety of mental well-being are more resilient to stress, fulfil their potential, are more productive, and contribute more to their community.

Impaired mental well-being can lead to substance abuse, hasten the onset of other health problems, hinder an individual's ability to fit into a collective, result in social exclusion, and even lead to self-harm and suicide.

The work and the work environment where civil servants spend a substantial time of their lives significantly affect their mental state, either positively or negatively. The consequences of poor mental well-being of individuals spread to their immediate and broader environment, and the more such individuals there are, the greater the burden on the community and society. Therefore, it is essential to identify work-related factors and the work environment that promotes or endangers the mental well-being of employees.

Considering this, the survey "Mental well-being of civil servants" was conducted in Serbia in October 2022. In 2023, ReSPA conducted a regional survey on the same topic in other ReSPA members that expressed interest in this initiative, Bosnia and Herzegovina, Montenegro and North Macedonia. Regional research provided additional cross-cultural data, which will establish a strong foundation for taking action to improve well-being. The regional research focuses on civil servants' mental well-being, including their emotional, social, and psychological well-being.

This report contains the research results involving civil servants from North Macedonia and recommendations for improving their well-being.

2. SURVEY RESULTS ON EMOTIONAL, SOCIAL AND PSYCHOLOGICAL WELL-BEING

The survey was conducted online using a specially designed questionnaire, and it was completed by 1,293 civil servants employed in North Macedonia. Two hundred and six questionnaires were filled out in Albanian, while 1,087 were filled out in Macedonian. The questions in the questionnaire pertained to the domains of emotional, social, and psychological well-being, and participants provided self-assessments in their responses. The survey was carried out in September 2023.

2.1. The emotional component of well-being

In the section related to this well-being component, the questionnaire contained ten statements in which respondents expressed their degree of agreement or disagreement and one open-ended question. The following chart depicts the degree of agreement with the statements from the questionnaire expressed in percentages (Figure 5).

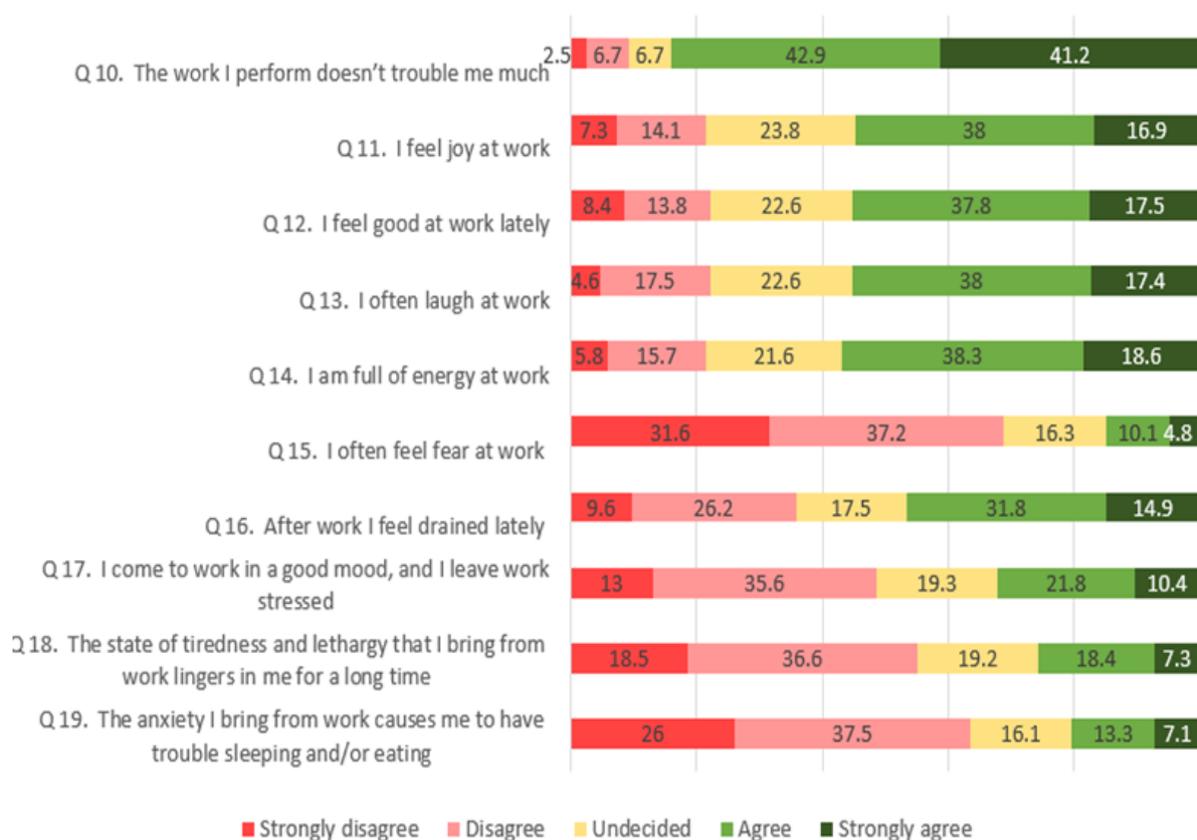


Figure 5: Assessment of the emotional well-being

The highest consensus among civil servants in North Macedonia is evident regarding the claim that their job does not trouble them much. This is supported by 84.1% of the respondents. Additionally, 55% of respondents experience joy at work, with an equal percentage often

laughing during their workday. The greatest disagreement is observed regarding the statement that they feel fear at work, with which 68.8% of respondents do not agree.

Based on the content analysis of the responses to the first open-ended question, "How would you describe the mood you bring to work?" the following dominant themes were identified and categorised as "positive feelings", "neutral and borderline feelings", and "negative feelings" (Figure 6).



Figure 6: Responses to the first open-ended question from the questionnaire

Responses under the first code, "positive feelings", had the highest frequency. A total of 817 respondents described the mood they bring to work positively, accounting for 63.17% of the responses. They used terms such as: happy to go to work, satisfied, excellent, smiling, rested and fresh, positive, relaxed, super, content, cheerful, lively, motivated, fulfilled, with good energy, and even "colleagues are like a second family".

Responses coded as "negative feelings" have a lower frequency, with 207 respondents, or 16.01% of the total. However, they were very precise in describing their feelings, mentioning a lack of enthusiasm, tension, fear, stress, apathy, lack of motivation, depressive feelings, worry, or comparing their arrival at work to serving a sentence, going to hell, entering a hornet's nest, or diving without equipment and an instructor. Some relate it to physiological conditions, stating that they feel like crying, experiencing nausea, and similar sensations.

"Neutral feelings have the lowest frequency, with 189 respondents, accounting for 14.63% of the responses. These are responses from participants who describe the feelings they bring to work as normal, average, variable, without specific emotions, dependent on the day and circumstances. They emphasise that their mood is not dependent on their job.

Eighty respondents did not answer this question.

However, as can be seen from the overall sample, emotional satisfaction and positive mood are predominant among civil servants when they come to work and perform their duties.

2.2. The social component of well-being

The questionnaire for measuring social well-being contained ten statements, and the responses provided data on social inclusion, social actualisation, and social contribution. The following chart depicts the degree of agreement with the statements from the questionnaire expressed in percentages (Figure 7).

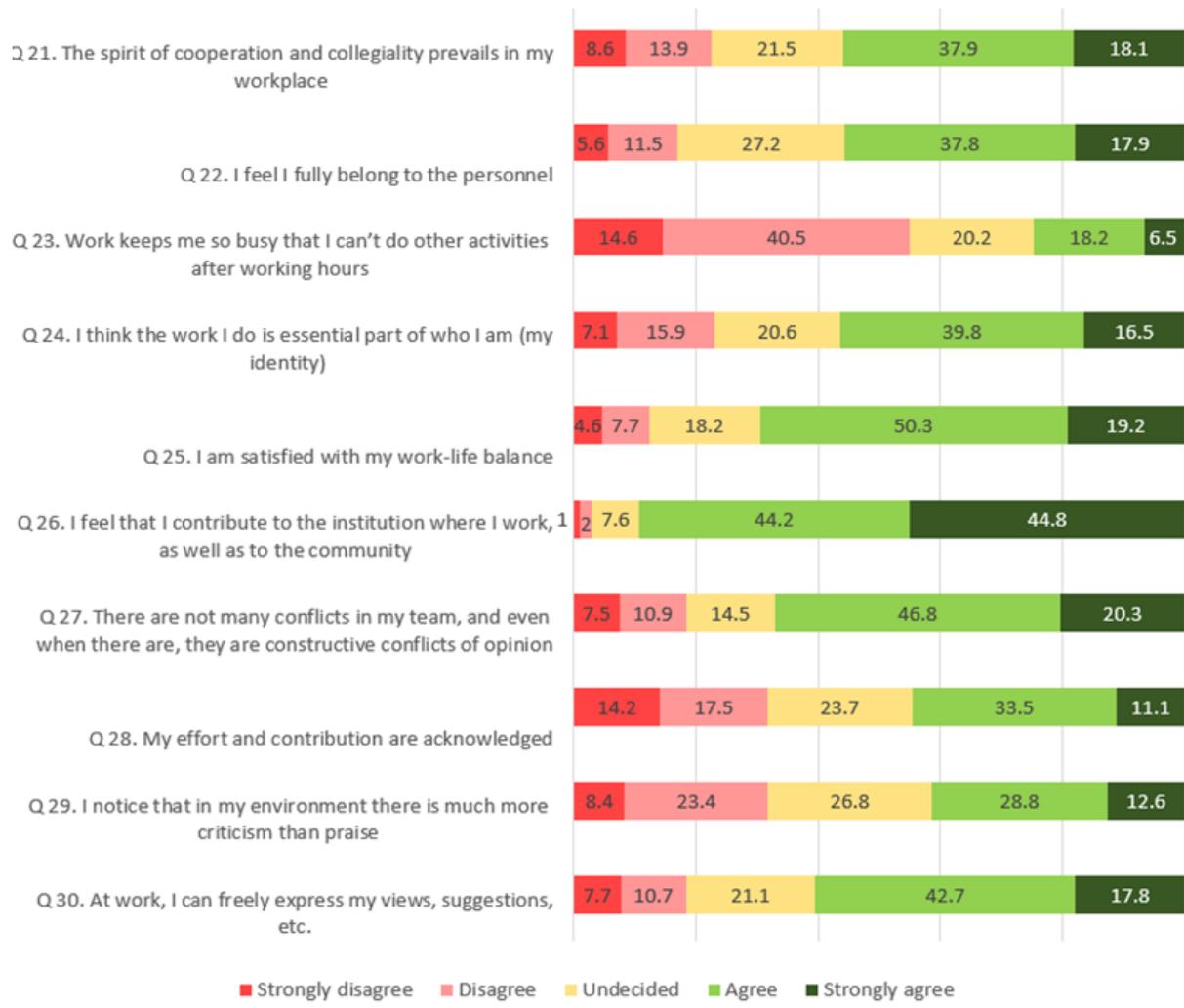


Figure 7: Assessment of the social well-being

The questionnaire also includes one open-ended question in this section. Based on the content analysis of the responses to the second open-ended question, "In your opinion, what are the most common causes of tension and conflict at work?", the following dominant themes were identified and coded: "political influence", "social interaction", "professional (in)competence", "financial reasons", and "social perception" (Figure 8).

In your opinion, what are the most common causes of tension and conflict at work?

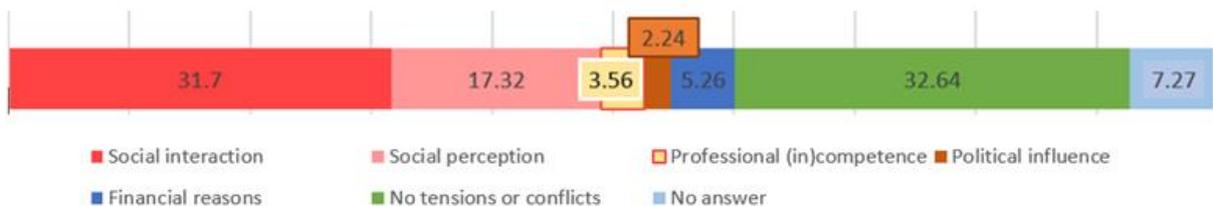


Figure 8: Responses to the second open-ended question from the questionnaire

The highest frequency was for "social interaction," which was 31.71% of the responses. Here, general descriptions prevail: poor organisation and division of work, setting short deadlines for completing tasks, and simultaneously seeking efficiency and quality often lead to challenges. The lack of communication or poor communication intensifies these challenges. Under "social perception", 17.32% of the responses attribute the cause of tensions to some personal traits of colleagues, such as arrogance, intolerance, frustrations of leaders, lack of culture, excessive ambition, etc.

Some respondents attribute the cause to the "professional (in)competence" of colleagues (3.56%), "political influence" (2.24%), or "financial reasons" (5,26%). 32.64% of respondents stated they had not experienced workplace tensions or conflicts.

Ninety-four respondents did not answer the question.

2.3. The psychological component of well-being

The questionnaire contains ten statements to measure the psychological component of well-being, and the responses provide data on self-efficacy, personal growth and development, self-evaluation, and a sense of autonomy. Figure 9 depicts the degree of agreement with the statements from the questionnaire expressed in percentages.

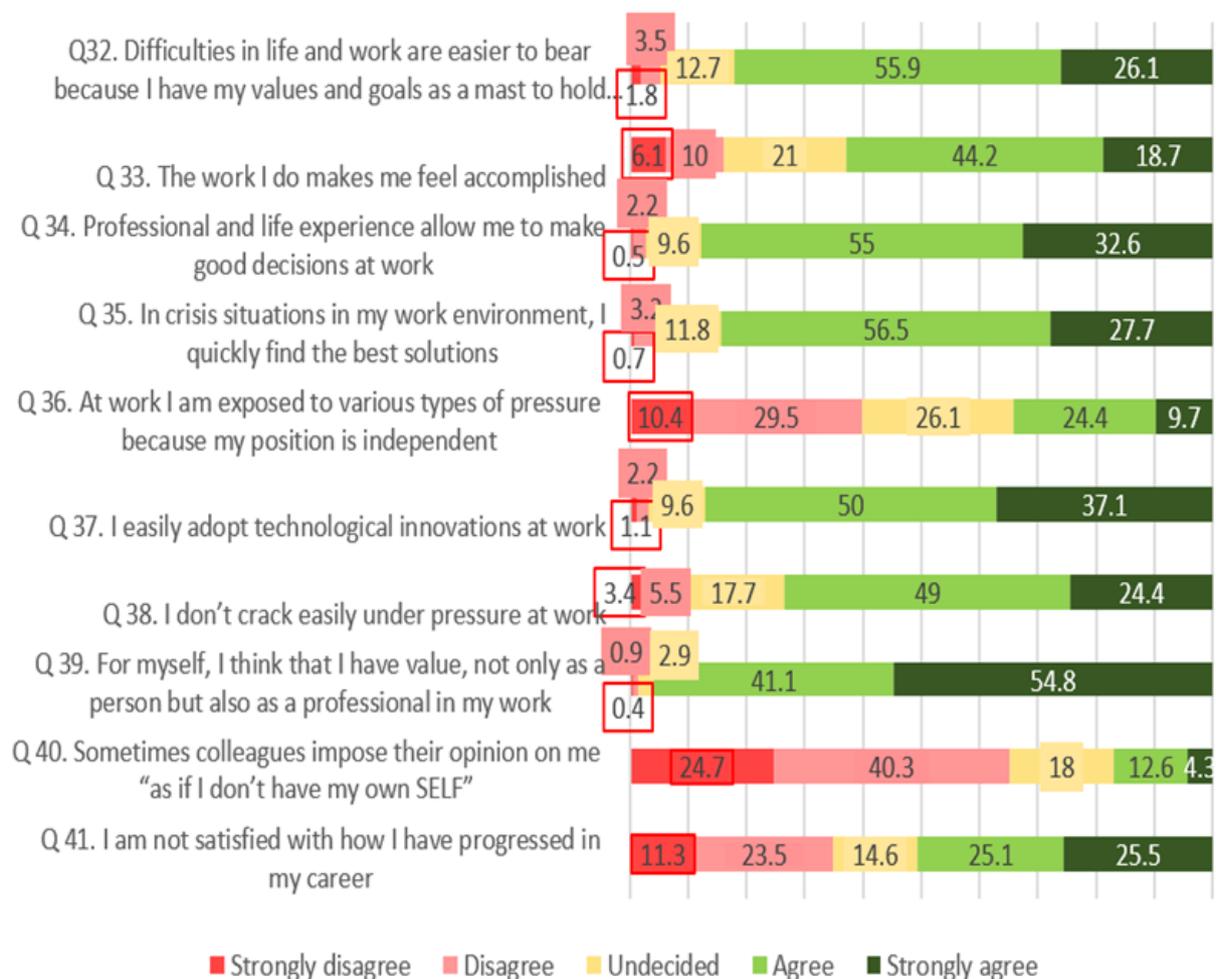


Figure 9: Assessment of the psychological well-being

The questionnaire also includes one open-ended question in this section. Based on the analysis of the content of the third open-ended question, *Describe your relationship with superiors (Do you have problems with superiors or the superiors have problems with you?)*; the following dominant themes were identified and coded as a problem originating from the employee, "a problem within me", "a problem with authority", and "a respectful relationship" (Figure 10).

"Describe your relationship with superiors (do you have problems with superiors or the superiors have problems with you)"

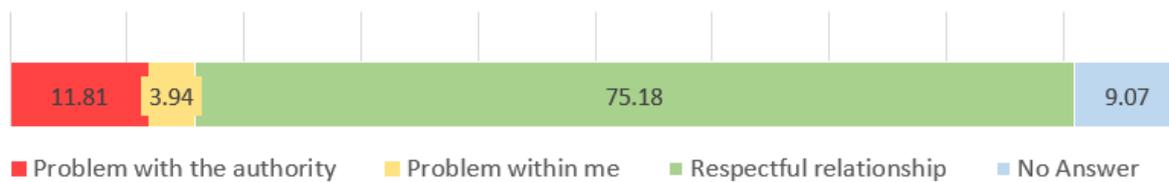


Figure 10: Responses to the third open-ended question from the questionnaire

"The code "a respectful relationship" has the highest frequency, indicating a good relationship between employees and superiors (authorities). They described the relationship as calm and professional, excellent, correct, positive, solid, excellent, respectful, humane, and without conflict. This type of response was provided by 979 respondents, accounting for 75.72% of all responses.

Among respondents who reported having issues, the majority attribute their problems to authority itself. Negative experiences were shared by 11.81% of respondents, and they commonly state that their problem is not with authority in general but with specific supervisors who lack understanding, frequently change and arrive without experience, are egotistical, unwilling to accept different opinions, unable to handle criticism, incompetent, or in some other way, not seen as authoritative by them.

The third category, "problem within me", has the lowest frequency. Only 3.4% see themselves as the cause of the problem. They often mention a general aversion to all forms of authority, and some suspect they might not be doing something right themselves.

Eighty-eight respondents did not respond to this question, while 48 indicated an issue with authority but did not specify where they saw the cause.

3. SURVEY RESULTS ON SOCIOECONOMIC STATUSES

The content of this chapter provides insight into the mental well-being of participants of different socioeconomic statuses. Comparisons were conducted based on gender, age, location, employment position, marital status, material and health conditions to determine differences in the levels of well-being components among specific groups of participants.

3.1 Gender and mental well-being

Based on the recorded values, it can be said that the mental well-being of all participants is at an average level or moderately above average. It can also be observed that there are differences in mental well-being and all its components between men and women, with men showing a slightly higher level of well-being (Table 1).

	Gender			P
	Female	Male	I prefer not to say	
Emotional component	3.43	3.57	3.20	**
Social component	3.44	3.57	3.11	*
Psychological component	3.77	3.82	3.63	**
Mental well-being	3.55	3.65	3.31	**

Table 1. Gender and mental well-being

3.2 Age and mental well-being

There are no significant differences in overall mental well-being among individuals of different age groups (Table 2).

	Age					P
	Up to 30 years	31 - 40	41 - 50	51 - 60	61 years and older	
Emotional component	3,69	3,49	3,41	3,48	3,64	*
Social component	3,60	3,49	3,44	3,50	3,62	
Psychological component	3,83	3,77	3,76	3,80	3,91	
Mental well-being	3,71	3,58	3,54	3,59	3,72	

Table 2. Age and mental well-being

3.3 Location of employment and mental well-being

The research has shown a statistically significant difference in the well-being of civil servants based on their location of employment (Table 3). Civil servants in Skopje show a slightly lower level of well-being than civil servants in smaller cities. It has also been determined that there are differences depending on the institution of employment, with slightly higher values observed among civil servants employed in regulatory bodies compared to others (Table 4).

	Location		p
	Skopje	Other	
Emotional component	3,39	3,66	**
Social component	3,38	3,69	**
Psychological component	3,75	3,85	**
Mental well-being	3,51	3,73	**

Table 3. Location of employment and mental well-being

	Organization/Institution of employment					p
	Ministry	Department within the Ministry	Independent State Body	Independent Body of State Administration	Regulatory Body	
Emotional component	3.29	3.49	3.53	3.52	3.64	**
Social component	3.30	3.54	3.50	3.54	3.63	**
Psychological component	3.70	3.79	3.81	3.78	3.89	**
Mental well-being	3.43	3.61	3.61	3.61	3.72	**

Table 4. Organisation/institution of employment and mental well-being

No differences have been identified between officials in managerial positions and those who are not, nor among managers themselves, depending on the management level (Table 5 and Table 6).

	Do you do management work?		p
	Yes	No	
Emotional component	3.42	3.51	
Social component	3.53	3.46	
Psychological component	3.82	3.76	*
Mental well-being	3.59	3.58	

Table 5. Managerial position in the organisation and respondents' mental well-being

	Management of an organisational unit and mental well-being					P
	Leading Administrative Officer of the First Level	Leading Administr. Officer of the Second Level	Leading Administr. Officer of the Third Level	Leading Administr. Officer of the Fourth Level	Non-Leading Administ Officer	
Emotional component	3.41	3.36	3.25	3.38	3.57	
Social component	3.47	3.51	3.38	3.53	3.62	
Psychological component	3.86	3.89	3.67	3.82	3.77	
Mental well-being	3.58	3.59	3.43	3.58	3.65	

Table 6. Management of an organisational unit and mental well-being

3.4 Marital status and mental well-being

There are no statistically significant differences in mental well-being among respondents with different marital statuses (Table 7). However, for those who are in a relationship, it has been shown that a higher level of relationship satisfaction is associated with higher mental well-being. An interesting finding is that out of the total number of respondents in a relationship (comprising 63% of all civil servants participating in the study), as many as 89.6% are satisfied or very satisfied with the relationship quality. Very dissatisfied respondents account for 1.1%, and 3% are dissatisfied (Table 8).

	Marital status					P
	Single	Married	Non-marital partnership	Divorced	Widow/widower	
Emotional component	3.48	3.46	3.68	3.63	3.71	
Social component	3.47	3.48	3.45	3.48	3.61	
Psychological component	3.77	3.77	3.66	3.91	3.98	*
Mental well-being	3.57	3.57	3.59	3.67	3.77	

Table 7. Marital status and mental well-being

	How would you rate the quality of your partner relationship?					P
	I am very dissatisfied	I am not satisfied	I cannot decide	I am satisfied	I am very satisfied	
Emotional component	3.28	3.51	3.03	3.37	3.60	**
Social component	3.23	3.27	3.19	3.38	3.61	**
Psychological component	3.48	3.71	3.55	3.69	3.87	**
Mental well-being	3.33	3.49	3.26	3.48	3.69	**

Table 8. Quality of partner relationship and mental well-being

3.5 Financial status and mental well-being

As expected, a relationship between financial status and mental well-being has been demonstrated. Those who have good or very good financial status achieve a higher level of

mental well-being, while the lowest level is observed among employees who rated their financial status as very poor (Table 9).

	Financial Status Assessment					P
	Very bad – I can't afford the basics	Bad – I can't have everything I need	Average	Good – I can often afford everything I need, but it happens that I don't have enough money	Very good – I can afford more than I actually need	
Emotional component	2.79	3.14	3.49	3.68	3.86	**
Social component	2.93	3.19	3.54	3.60	3.78	**
Psychological component	3.50	3.61	3.78	3.88	4.06	**
Mental well-being	3.07	3.31	3.60	3.72	3.90	**

Table 9. Financial status and mental well-being

3.6 Health status and mental well-being

Mental well-being is an integral part of overall health, so it is not surprising that respondents who rated their health as good or very good have a higher level of mental well-being (Table 10). Among civil servants in North Macedonia, slightly more than half (55.8%) fall into this category.

	Health Status Assessment					P
	Very bad – I have severe health problems	Bad– I have serious health problems	Average – I have minor health problems	Good – I don't have any health problems	Very good – my health status is excellent	
Emotional component	2.43	2.78	3.24	3.63	3.91	**
Social component	2.54	2.97	3.37	3.54	3.80	**
Psychological component	3.19	3.53	3.70	3.80	4.02	**
Mental well-being	2.72	3.10	3.43	3.65	3.91	**

Table 10. Health status and mental well-being

4. FINAL CONSIDERATIONS AND RECOMMENDATIONS

The research on the mental well-being of civil servants in North Macedonia was conducted with the following objectives based on the obtained results:

- Gain insight into the actual state of well-being among civil servants.
- Explore different dimensions of well-being (emotional, social, and psychological).
- Investigate whether there are significant differences based on the demographic characteristics of respondents (gender, age, location of employment, economic and health status, job position).

The research findings could be used to support administrations in developing various corrective measures for enhancing mental well-being through various personal and professional development activities based on the data obtained.

On a sample of 1,293 respondents, the research revealed that:

- Respondents generally have positive feelings regarding the work they perform, and the average rating of the **emotional well-being** of civil servants is 3.48, which indicates that this component is slightly above average. Individual items on this subscale have ratings ranging from 2.84 to 4.14. The lowest average rating is for the statement "I have recently felt 'wring-out,'" with which 46.7% of respondents agree. It is encouraging that the vast majority of respondents agree or strongly agree that they often laugh at work (55.4%), and 68.8% disagree or strongly disagree with the statement that they feel fear at work. Respondents primarily describe states of emotional satisfaction and positive mood when describing the feelings they bring to work. When asked the open question, "*How would you describe the mood you bring to work?*" eight hundred seventeen respondents (63.17%) expressed positive feelings. Approximately 16% of respondents have negative feelings when coming to work, while 14.63% could be described as having neutral feelings. Others did not respond to this question. However, as can be seen from the overall sample, emotional satisfaction and positive mood are predominant among civil servants when they come to work and perform their duties.
- Based on the self-assessment of respondents' social well-being, the average rating of **social well-being** is 3.48, indicating that this component is slightly above the average value. Individual items in this subscale have ratings ranging from 2.86 to 4.28. 89% of civil servants feel they contribute to the institution they work for and the broader community. 69.5% of them are satisfied with their work-life balance. Civil servants are most bothered by the fact that there is more criticism than praise in their environment. The majority of respondents, 32.64%, answered that there are no conflicts at their workplace when asked about the most common reasons for tension and conflicts. A slightly smaller percentage (31.71) cited reasons categorised under "social interaction," including poor communication, disorganisation, task allocation issues, etc. Financial reasons are mentioned more frequently as triggers for tensions in North Macedonia than other ReSPA members who participated in this survey. In those responses, the reasons mentioned include discussions about salaries, a poor financial situation, insufficient equipment, or old and worn-out equipment. Other respondents

perceive the problem to be related to the personal characteristics of their colleagues (17.32%), professional (in)competence (3,56%), or the influence of politics (2.24%).

- The average rating of the **psychological well-being** of civil servants is 3.78. This indicates that respondents have average to good or slightly above-average psychological well-being. Based on the obtained results, the average ratings of items on the subscale of psychological well-being range from 2.70 to 4.20, which is slightly higher than other aspects of mental well-being. The majority, 95.9% of the respondents, have a strong sense of their worth as individuals and professionals. Additionally, 84.2% claim to easily adapt to technological innovations at work, and 82% agree that they have clear life goals and know what they are striving for. The lowest scores were obtained in the field of career advancement satisfaction. One-half of the respondents agreed that they were not satisfied with their career progression. Regarding the responses to the third open question, "Describe your relationship with superiors (do you have problems with superiors or do the superiors have problems with you)," most respondents reported having a respectful relationship. This type of response was provided by 979 respondents, making up 75.72% of all responses. Only 12.22% of civil servants reported problems with authority, most commonly with their immediate supervisor, while 1.47% identified issues within themselves.
- Based on the obtained average scores on the subscales of individual components, the **overall average assessment of mental well-being is 3.58**, which suggests a slightly above-average level. This result is encouraging, especially considering the large number of completed questionnaires.
- Although the differences are not substantial, civil servants from North Macedonia have shown a higher overall mental well-being than respondents from Bosnia and Herzegovina, Montenegro, and Serbia. Minor differences exist between respondents from North Macedonia who answered in the Albanian language and showed a higher level of overall mental well-being (emotional, social, and psychological) compared to other participants in the survey and a greater degree of agreement with all positive statements.
- By comparing the results based on gender, age, location of employment, job position, marital status, financial status, and health status, differences in the overall level of mental well-being among different participant groups were identified. Comparison of results based on gender showed differences, with men experiencing a higher level of well-being than women. Additionally, there are variations based on location, as employees in Skopje exhibit a lower level of well-being compared to those in other cities in North Macedonia. When comparing responses from employees in different institutions, it was found that officials in regulatory bodies tend to have a slightly higher level of mental well-being, while those working in ministries have a lower level. As expected, significant differences exist among respondents based on their financial and health status, with higher well-being levels among civil servants who rated their status as good or very good. The research also revealed no differences among respondents based on their marital status, whether in a marriage or de facto relationship, single, divorced, or widowed. However, significant differences were found based on how they

rated the quality of their relationship. Respondents who were satisfied or very satisfied with the quality of their relationship had higher levels of well-being.

Below are the strengths and areas for development based on the survey.

Areas of strengths

- A large proportion of civil servants think for themselves that they have value, not only as people but also as professionals in their work (95.9%). They also think that their personal values make it easier for them to solve difficulties in life and at work (82%).
- A large proportion of civil servants feel that they contribute to the institution and community (89%). They also feel they fully belong to the team (55.7%).
- A large proportion of civil servants indicate that they make good business decisions thanks to their professional and life experience (87.6%). They are also satisfied with their work-life balance (69.5%).

Areas for development

- Although the overall results are encouraging, there is a possibility that civil servants may not recognise signs of stress. In chronic stress, biochemical and psychological habituation is possible, where stress becomes perceived as a normal, regular state or part of one's temperament and personality. Although 84.1% of respondents stated that their job does not trouble them much, in later responses, one-third of the participants agreed with the statement that they leave work feeling stressed. One-quarter mentioned that the fatigue and lethargy they carry from work continue long after working hours, and one-fifth of the respondents agreed that the work-related anxiety they experience causes problems with sleep or eating. Therefore, the first recommendation is to organise training sessions to enhance participants' knowledge about the mechanisms for recognising "hidden stress" and its impact on physical health. Additionally, it is worth considering implementing programs that teach employees stress management techniques, such as meditation and mindfulness techniques, or encourage regular physical activity, which can help reduce stress and anxiety levels.
- The research has also shown that at the top of the list of reasons for conflicts and tensions in the workplace are problems in relationships with colleagues. The quality of interpersonal relationships, built through effective communication, is undoubtedly the foundation of mental well-being. A necessary condition for constructive and quality communication is the skill of listening, also known as "active listening". Hence, the second recommendation is to organise training sessions to raise awareness among participants and develop an appreciation for the value and multiple benefits of active listening as an essential component of quality communication.

- A large proportion of civil servants notice that in their environment, there is much more criticism than praise (41.4%). A recommendation for improvement would be the organisation of training on providing feedback that includes both recognition and information on areas for improvement rather than just criticism. Additionally, the training should cover constructive ways of giving and receiving criticism.
- Slightly more than half of respondents show dissatisfaction with their career progression (50.6%). It would be good to consider additional reward measures, set clearer criteria and reduce the role of factors outside the workplace that influence career progression (personal connections and political affiliation).
- Nearly half of the civil servants who participated in the study agree that they feel drained after work, and 20.4% experience sleeping or eating problems. In responses to the open-ended question, "*What are the most common causes of tension and conflict at work workload?*" tight deadlines and poor task distribution are frequently mentioned. It would be beneficial to organise special training for managers to recognise opportunities to address such issues and educate leaders and managers on the importance of mental well-being, including identifying factors that contribute to increased stress and anxiety levels among employees.

Annexe 1: Demographic Information of the Survey Sample and Population

A total of 1,293 respondents participated in the mental well-being survey. The realised sample exceeds a sufficient number of respondents, and the sample is considered valid. The study involved 767 women, 495 men, and 29 respondents who chose not to disclose their gender (Table 11). Two respondents did not answer this question.

	Value	%
Female	767	59.4%
Male	495	38.3%
I prefer not to say	29	2.2%
<i>All (Σ)</i>	1291	100.0%

Table 11. Structure of the sample – gender

The participants were divided into five age categories (Table 12). The highest number of them were between 41 and 50 years old (34.6%), somewhat fewer were between 31 and 40 (31.7%), and the smallest number of participants were in the group of those older than 61 (4.9%).

	Value	%
Up to 30 years	66	5.1%
31 - 40	410	31.7%
41 - 50	448	34.6%
51 - 60	305	23.6%
61 years and older	64	4.9%
<i>All (Σ)</i>	1293	100.0%

Table 12. Structure of the sample – age

Out of a total of 1,293 civil servants who responded to the questionnaire, the majority work in Skoplje (66.4%). One respondent did not answer this question (Table 13).

	Value	%
Skoplje	858	66.4%
Other	434	33.6%
<i>All (Σ)</i>	1292	100.0%

Table 13. Structure of the sample - location of employment

A third of the respondents are employed in an Independent State Body, while 28.8% work in a department within the ministry. In ministries, 19.8% are employed, and the rest are in independent bodies of state administration and in regulatory bodies (Table 14).

	Value	%
Ministry	256	19.8%
Department within the Ministry	334	25.8%
Independent State Body	440	34.0%
Independent Body of State Administration	176	13.6%
Regulatory Body	87	6.7%
All (Σ)	1293	100.0%

Table 14. Structure of the sample – organisation/institution

When it comes to job positions, the sample included 449 managers, accounting for 34.8% of the total. Most commonly, these positions are in the category of leading administrative officer of the fourth level (30.2%) (Tables 15 and 16).

	Value	%
Yes	449	34.8%
No	842	65.2%
All (Σ)	1291	100.0%

Table 15. Structure of the sample – management of an organisational unit

	Value	%
Leading Administrative Officer of the First Level	76	17.4%
Leading Administrative Officer of the Second Level	92	21.1%
Leading Administrative Officer of the Third Level	38	8.7%
Leading Administrative Officer of the Fourth Level	132	30.2%
Non-Leading Administrative Officer	99	22.7%
All (Σ)	437	100.0%

Table 16. Structure of the sample – management of an organisational unit

Regarding marital status, the participants were divided into five categories: single, married, in a non-marital partnership, divorced, and widowed. The results indicate that among civil servants, the highest percentage is married individuals at 78.3%, while the lowest percentage is in non-marital partnerships, accounting for only 1.2% (Table 17).

For the assessing of mental well-being, it is important not only to know if someone is in a relationship but also the quality of that relationship. Therefore, the question was posed to those who are in a marital or non-marital partnership to assess the quality of their relationship (Table 18). The data shows that as many as 89.6% of them are satisfied or very satisfied with the quality of their relationship.³

³ The average assessment of partner relationship quality is M=4.39 (Min = I am very dissatisfied [1] – Max = I am very satisfied [5]). A higher average score represents greater satisfaction.

	Value	%
Single	162	12.5%
Married	1012	78.3%
Non-marital partnership	16	1.2%
Divorced	70	5.4%
Widow/widower	33	2.6%
<i>All (Σ)</i>	1293	100.0%

Table 17. Structure of the sample – marital status

	Value	%
I am very dissatisfied	6	0.6%
I am not satisfied	15	1.5%
I can't tell	56	5.5%
I am satisfied	429	42.5%
I am very satisfied	504	49.9%
<i>All (Σ)</i>	1010	100.0%

Table 18. Quality of partner relationship assessment

The majority of respondents rate their financial situation as average (43.3%). Slightly fewer (34.7%) rate their financial situation as good, meaning they can generally afford everything they need but occasionally find themselves short of money, while 17% of the respondents believe they cannot afford everything they need (Table 19).

	Value	%
Very bad – I can't afford the basics	54	4.2%
Bad – I can't have everything I need	226	17.5%
Average	560	43.3%
Good – I can often afford everything I need. but it happens that I don't have enough money	370	28.6%
Very good – I can afford more than I actually need	82	6.3%
<i>All (Σ)</i>	1292	100.0%

Table 19. Financial status assessment⁴

The majority of participants in the study assessed their health as average, indicating they have minor health issues (39.8%). Slightly fewer participants believe their health is good, indicating

⁴ The average assessment of financial status is M=3.15 (Min = I am very dissatisfied [1] – Max = I am very satisfied [5]). A higher average score represents greater satisfaction.

they have no health problems (39.2%). Excellent health is reported by 16.6% of the participants. More serious health issues are present in 3.9% of the participants, and 0.5% believe they have severe health problems (Table 20).

	Value	%
Very bad – I have severe health problems	7	0.5%
Bad– I have serious health problems	51	3.9%
Average – I have minor health problems	514	39.8%
Good – I don't have any health problems	507	39.2%
Very good – my health status is excellent	214	16.6%
Very bad – I have severe health problems	1293	100.0%

Table 20. Health status assessment⁵

⁵ The average assessment of health status is M=3.67 (Min = I am very dissatisfied [1] – Max = I am very satisfied [5]). A higher average score represents greater satisfaction.