

SERBIAN WORKFORCE INSIGHTS:  
A STATE OF THE NATION  
REPORT

2023

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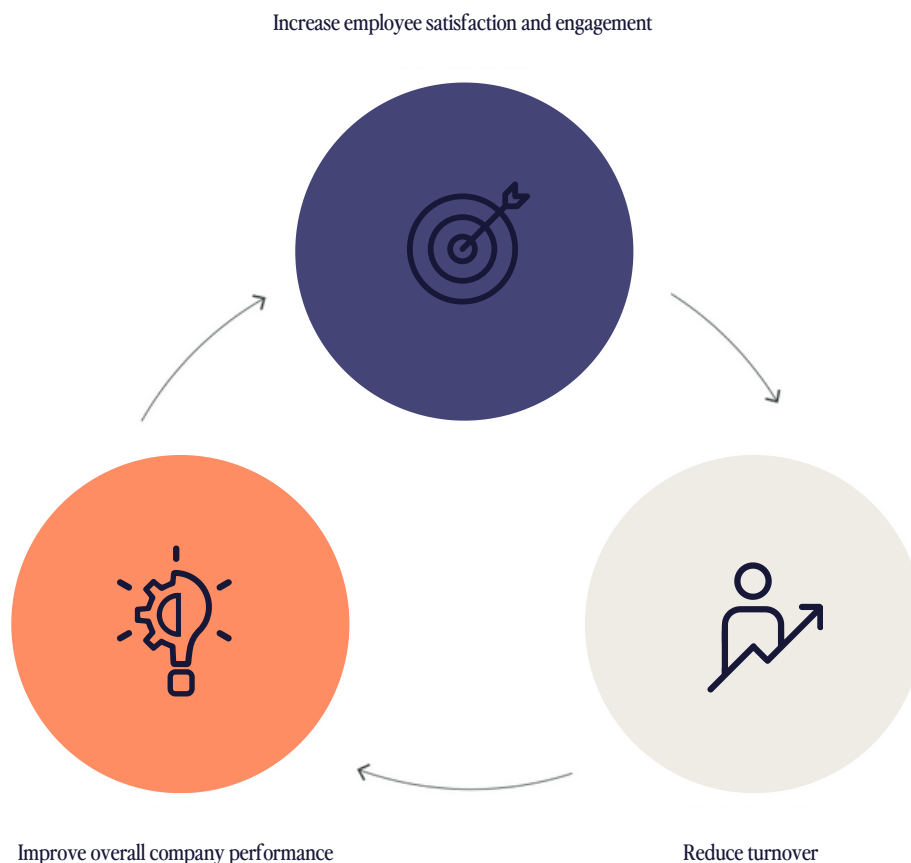
# About Luppa

Digital tool, designed to help organizations of all sizes that want to collect data on employee satisfaction and engagement and use the results and gathered analysis to foster a positive work environment.

It provides detailed analytics and reports on employee engagement levels, satisfaction with job responsibilities and company culture, and areas for improvement.

HR and management can then use this data to develop action plans to address weaknesses and build on strengths, to retain employees, reduce turnover and improve overall company performance.

Unlock the potential of your organization and take actionable steps towards improving employee engagement, satisfaction and retention.



# Personal Luppa

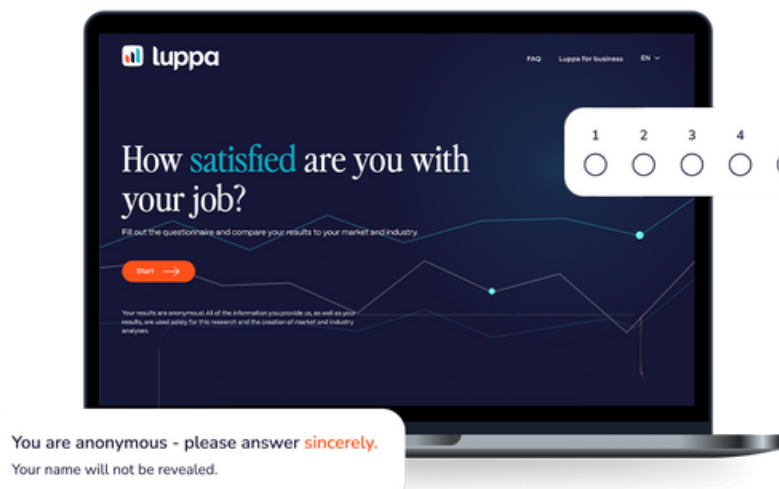
Personal Luppa, an extension of the Luppa digital tool designed for employers, offers a unique opportunity for individuals to engage actively in research efforts. This public platform empowers employees to assess their own workplace satisfaction levels.

Since 2022, Personal Luppa has been committed to conducting comprehensive research and analysis across the regional market, spanning Croatia, Bosnia and Herzegovina, Slovenia, Serbia, and Montenegro.

Our core mission revolves around raising awareness among employees regarding their workplace satisfaction, thereby shedding light on the broader landscape of employee satisfaction within the Serbian workforce.

In our recent endeavor we meticulously surveyed **over 12,000 individuals**. Through this survey, participants provided insights into various metrics, responding to 100+ factors across 12 dimensions related to job satisfaction, rated on a scale from 0 "Strongly disagree" to 5 "Strongly agree", alongside eNPS scores ranging from 1 to 10. Such a meticulous measurement approach enables us to conduct comparative analyses, gauging the importance and ratings assigned to individual dimensions.

Drawing upon the wealth of insights gathered, we establish benchmarks with the overarching aim of fostering public awareness on matters of workplace satisfaction.

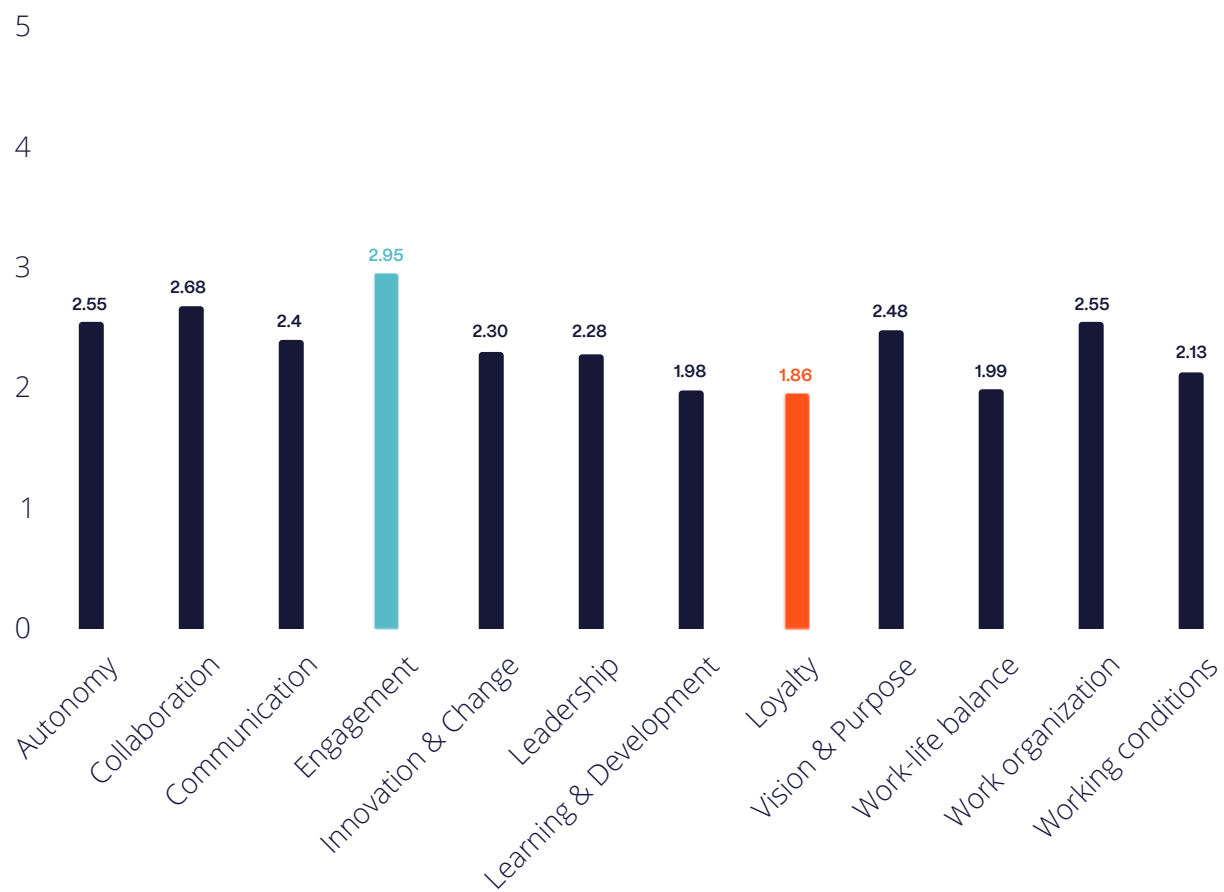


# A year in review

Discover how employees around Serbia experienced work last year.

Serbian workforce insights report 2023 analyzes in detail the satisfaction and engagement in the employment relationship, who on a scale of 0 to 5 gave their satisfaction only a grade of **2.38**.

This marks a slight decrease in the overall satisfaction from the past year's **2.44**.

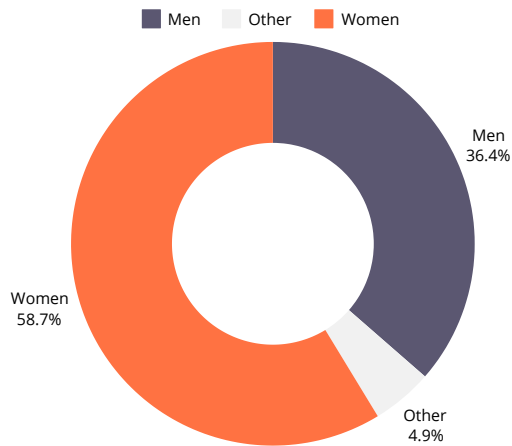


The survey, through approximately 100 questions, examines **12 dimensions** of job satisfaction: Autonomy, collaboration, communication, engagement, innovation & change, leadership, learning and development, loyalty, vision & purpose, work-life balance, work organization and working conditions.

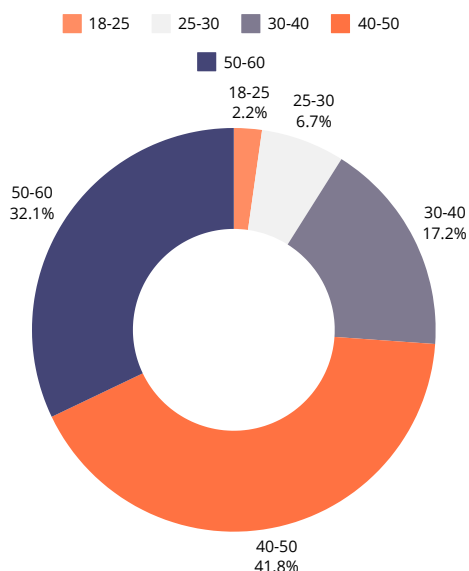
The research showed that Serbs are the most satisfied with the **Engagement** they get from work and **Collaboration** among colleagues, while they are least satisfied with **Loyalty** and **Learning & development** opportunities they get at work.

This reflects consistent results from the previous year, where work-life balance and loyalty were also identified as the lowest-rated dimensions.

# Demographics



The demographics pie chart illustrates a participation rate within the Serbian workforce report, with women comprising the majority at 58.7 %, followed by men at 36.4 %, and other representing 4.9 %. These statistics highlight the diverse composition of the workforce.



The age pie chart reveals a varied distribution across age groups within the Serbian workforce report, with the majority falling into the 40–50 category at 41.8%, followed by the 50–60 age group. These demographics underscore the importance of tailoring engagement strategies to accommodate the diverse needs and experiences of employees spanning different age brackets.

# Best graded factors

Factors that achieved best results through the questionnaire.

I uphold and maintain the company's reputation even outside of work.



I care about this company's success.



I know at all times which tasks are priority.



I have adequate equipment for efficient work.



I would recommend the products and services of this company.



The top graded factors from the questionnaire highlight key aspects across various dimensions. Notably, in the engagement dimension, "I uphold and maintain the company's reputation even outside of work" as well as "I care about this company's success." stood out with high marks.

The top-rated factors, including upholding the company's reputation, caring about its success, prioritizing tasks, ensuring adequate equipment, and recommending its products and services, underscore the vital role these elements play in fostering employee engagement and satisfaction among Serbian workers.

# Worst graded factors

Factors that achieved worst results through the questionnaire.

I often feel drained because of work.\*



The reward system in this company is transparent and fair.



If I ran a company, I would make the decisions in the same way in which they are done in this company.



I believe that some things I do should be done differently.\*



If I was offered a job with another employer, I would accept it.\*



\*Reverse scored questions mean that the numerical rating is rotated in the opposite direction  
i.e. score 5 indicates a strong agreement regarding the factor

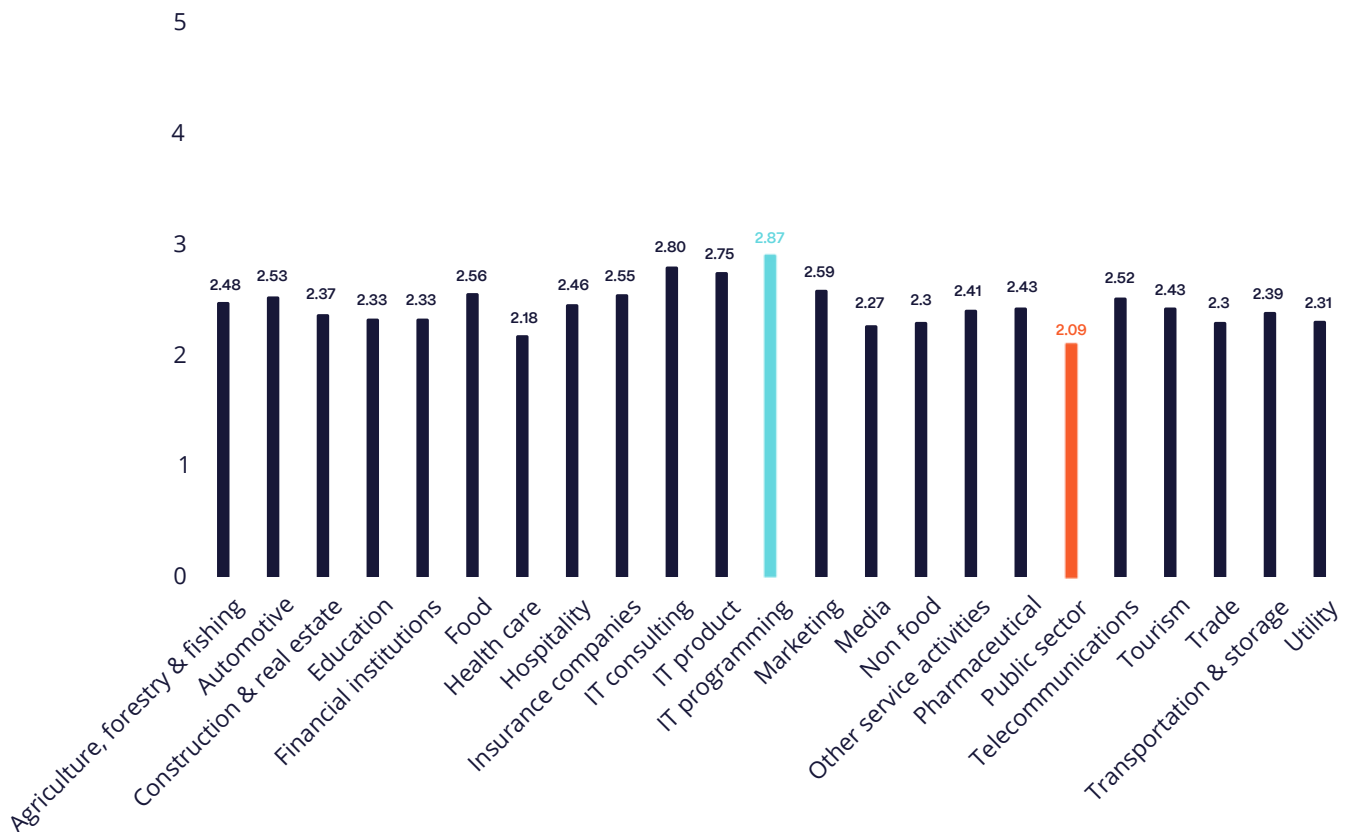
Notably, in the work-life balance dimension, "I often feel drained because of work." received low ratings, while in the working conditions dimension, concerns were raised with "The reward system in this company is transparent and fair.", indicating areas requiring attention.

Concerns were raised with employees' willingness to accept new job offers, the desire for autonomy in decision-making, transparency in the reward system, and feelings of exhaustion due to work, suggesting the need for boosting employee engagement and satisfaction levels.



# Trends by industries

The questionnaire requires the respondents to enter the industry in which they work so that a general analysis can be made and the respondents can compare their results with those of the industry in which they work.

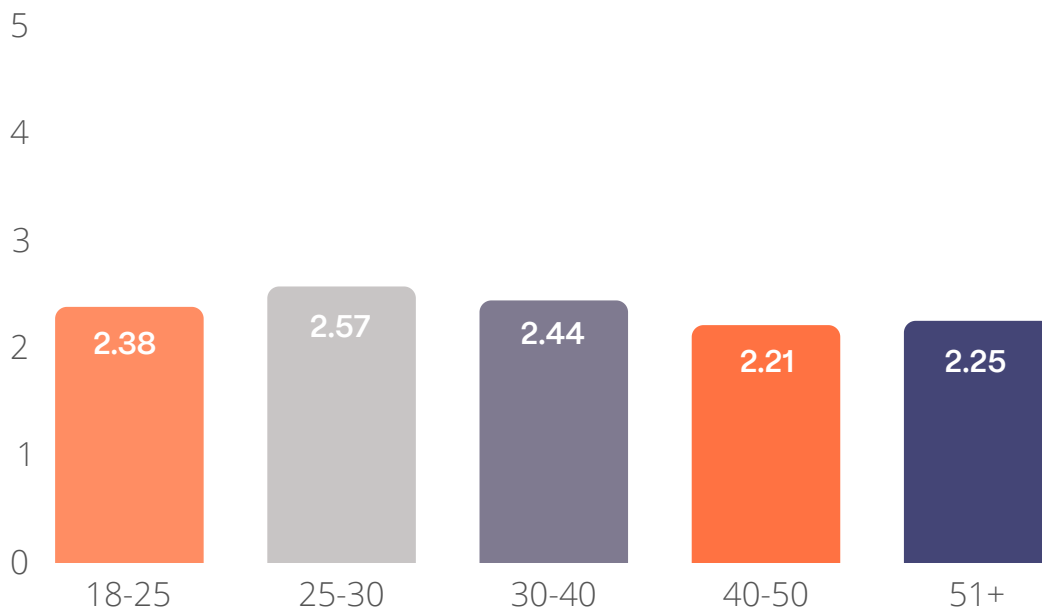


The analysis of industries unveils a spectrum of employee satisfaction levels, with IT industry leading with the highest scores, reflecting positive work environments and ample growth opportunities. The public sector records the lowest score, suggesting potential hurdles in fostering engagement, possibly due to bureaucratic constraints or limited advancement prospects.

These findings emphasize the significance of industry-specific approaches in addressing workforce satisfaction and engagement. Industries with lower scores should prioritize initiatives aimed at improving and enhancing employee satisfaction. Conversely, high-scoring sectors can leverage their strengths to maintain and further elevate workforce satisfaction levels.

# Trends by age

This year's findings reaffirm the trend observed in the previous year, indicating that overall satisfaction levels remain relatively consistent across age groups among the Serbian workforce. Despite minor fluctuations, satisfaction levels across different age brackets range from 2.21 to 2.57. Interestingly, individuals aged 25–30 demonstrate the highest satisfaction level at 2.57, closely followed by those in the 30–40 age range with a satisfaction score of 2.44.

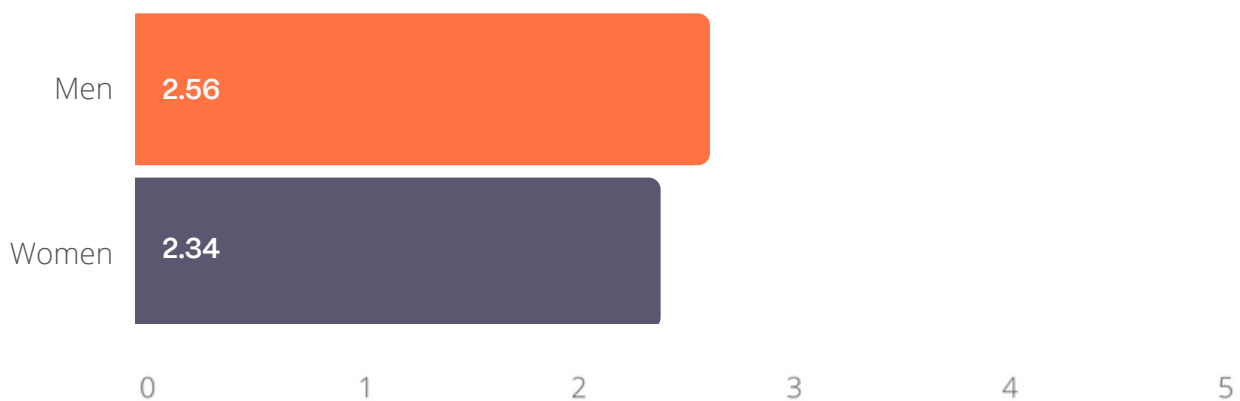


Interestingly, satisfaction levels among employees aged 40–50 and 51+ are notably lower. This suggests potential challenges faced by more experienced workers in finding fulfillment in their roles. Understanding their specific needs and challenges is essential for enhancing the overall satisfaction.

This year's findings reaffirm the trend observed in the previous year, indicating that overall satisfaction levels remain relatively consistent across age groups, with scores ranging from 2.21 to 2.57 with slight decrease from last year's satisfaction between 2.2 and 2.91.

# Trends by gender

The analysis of satisfaction trends by gender reveals nuanced differences between men and women. Men report a slightly higher overall satisfaction score of 2.56 compared to women's score of 2.34. However, when examining satisfaction levels across dimensions, women express higher satisfaction in collaboration, and lower satisfaction in work life–balance, while men report slightly higher satisfaction in engagement and lower satisfaction in loyalty.

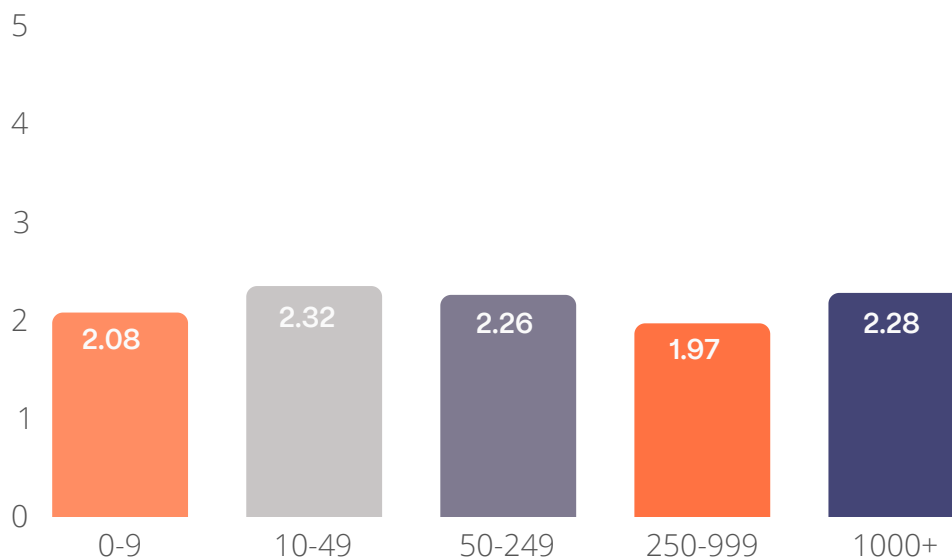


Despite these variations, both women and men share similar levels of satisfaction in areas such as work organization, leadership, communication, and vision and purpose. These findings suggest that while there are differences in satisfaction levels between men and women,

there are also common areas where both genders experience similar levels of satisfaction. Understanding these nuances can inform targeted strategies to address specific needs and enhance overall satisfaction and engagement among both male and female employees.

# Trends by company size

The analysis of satisfaction trends by company size reveals notable differences in satisfaction levels across different scales of organizations. Smaller companies with 10–49 employees demonstrate higher overall satisfaction levels, with a score of 2.32, followed by larger companies with 1000+ employees at 2.28. Large companies with 250–999 employees exhibit the lowest satisfaction level at 1.97 out of 5.



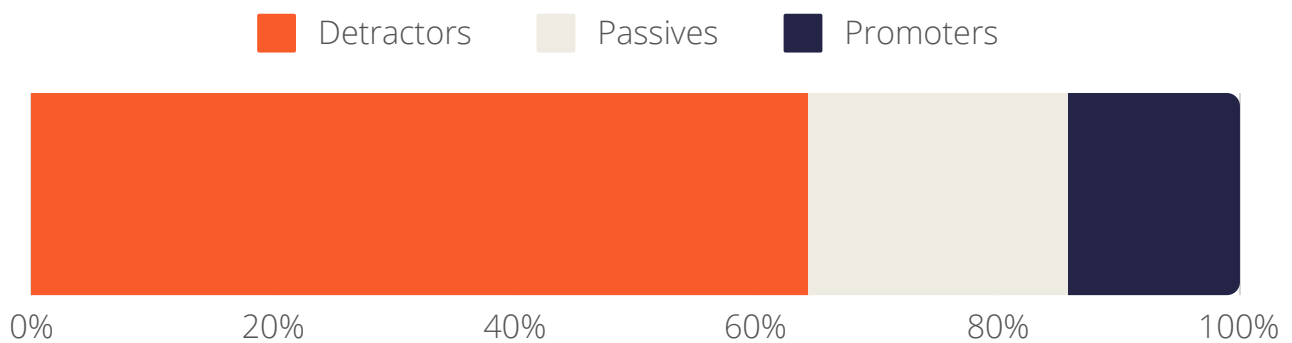
When examining satisfaction levels across dimensions, engagement emerges as a consistent area of high satisfaction across all company sizes, with scores ranging from 2.73 to 2.98. Collaboration also demonstrates consistently high satisfaction levels across all company sizes. Conversely, loyalty and working conditions appear to be areas of concern across all company sizes, with scores generally below 2.0.

The lowest-rated dimensions reveal intriguing disparities. For instance, while smaller companies exhibit challenges in loyalty and working conditions, larger companies struggle more with work-life balance and learning and development opportunities. These distinctions underscore the nuanced nature of organizational dynamics and the need for tailored interventions to address specific concerns across diverse workplace environments.

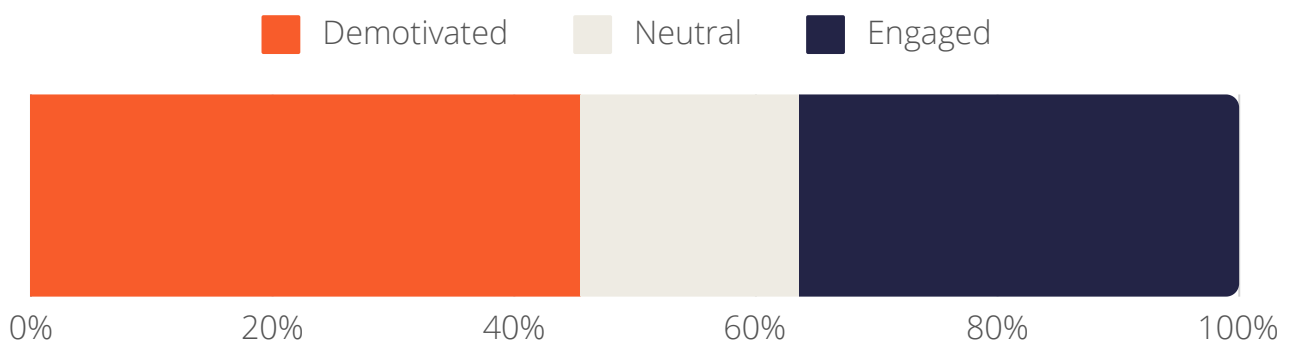
# eNPS & Engagement

eNPS is the employee net promoter score, a metric that shows the probability that an employee will recommend the company to others as a good workplace on a scale from 1 to 10, where Serbian workforce has given a score of **5.16 out of 10**.

The eNPS employee segmentation distributes employees into: Detractors that are categorized by scores ranging from 0 to 6, Passives that fall into the range of scores from 7 to 8, and Promoters that are identified by scores from 9 to 10. The objective is to consistently enhance organization's rating and cultivate a team comprised of enthusiastic ambassadors. However, among the Serbian workforce, there are 64.4 % Detractors, 21.5 % Passives, and **only 14.1 % promoters**.



The **Engagement** score represents the overall level of employee engagement within the organization, combining various factors into a single metric. The Engagement employee segmentation provides a breakdown of employees into engaged, neutral, and demotivated categories, offering insights into the distribution of employee engagement levels, offering insights into the distribution of employee engagement levels among the Serbian workforce, with 45.4 % demotivated, 18.1 % neutral, and **36.3 % engaged**.



# Key findings

This year's insights reveal a slight decrease in overall satisfaction, with employees rating their satisfaction at **2.38** out of 5, down from the previous year's **2.44**.

Both women and men in all company sizes are most satisfied with **engagement** and least satisfied with **loyalty**.

As expected, individuals employed in the **IT industry** reported the highest satisfaction rating with an average rating of **2.87**, which marks a decrease from last year's 3.26.

Following closely behind is **Marketing** with a rating of 2.59 out of 5, which displaced the Telecommunication industry from last year's second place.

The lowest satisfaction rating remains in the **Public sector** at **2.09** out of 5, followed by **Health care** with 2.18 out of 5.

We also looked into satisfaction levels in **media**, which placed 21st out of 23 surveyed industries with a satisfaction rating of 2.27 out of 5.



# Expert perspectives



**Jelica Radović**

Managing Partner  
HR Fabrika

Personal Luppa 2023 insights confirmed that there are more opportunities and that the **Serbian market has become more employee driven** and is a new standard rather than exception and game changer.

**Employees are engaged if they find purpose at the workplace** but also very open for new opportunities which results in low scores at Loyalty dimension. Most of them would choose to work in less „secure“ work arrangements such as freelance and with temporary contracts for the higher salary, better work conditions and work-life balance or more meaningful job.

The Serbian labor market presents a **dynamic landscape with both opportunities and challenges**. Key sectors that have attracted substantial investment include automotive manufacturing, IT and software development, agriculture, renewable energy, and tourism. These industries leverage Serbia's skilled workforce, natural resources, and strategic location, contributing to economic growth and job creation. By being one of European IT hubs, it is not a surprise that the IT sector is well positioned and created a solid EVPs to attract and retain talents which results in the highest ranking in market survey.

However, **challenges such as moderately high formal unemployment rates** and increasing emigration of young people in search of better opportunities abroad **result in labor shortages and poor work-life balance**. Companies face difficulties in finding quality applicants and struggle to provide desired salary and benefits packages.

Employees in certain sectors such as **Public and Healthcare are the lowest graded for the second second consecutive year** and there are a mixture of factors causing the result – **ongoing transformations and reforms and existing reward system**.

# Expert perspectives

Many companies have recognized **the importance of fostering a conducive work environment, offering competitive salaries, benefits, and opportunities for career advancement.** This focus on employee well-being has contributed to higher levels of job satisfaction and retention rates among workers.

The top-rated factors identified in the survey, such as maintaining the company's reputation, showing genuine concern for its success, effectively prioritizing tasks, ensuring employees have access to necessary equipment, and encouraging employees to endorse the company's products and services, highlight the significant impact these aspects have on enhancing employee engagement and satisfaction within the Serbian labor market.

Despite efforts by some companies, **there remains a need for greater emphasis on work-life balance, professional development opportunities, and inclusive workplace policies.** Additionally, issues such as lack of transparency in reward systems and overall strategy understanding caused by either poor communication or disagreement continue to undermine employee morale and hinder overall satisfaction.

**The low percentage of promoters** in the eNPS analysis (only 14.17%) is concerning, indicating a need for employers to prioritize creating positive work environments where employees feel valued and motivated to advocate for their organizations. This requires proactive efforts to address key drivers of engagement, including professional growth, recognition, work-life balance, and communication. Investing in employee development programs, implementing feedback mechanisms, and regularly evaluating employee satisfaction can help identify areas for improvement and guide strategic initiatives to enhance workplace culture. **By empowering employees to become ambassadors for their companies,** organizations in the Serbian market can not only attract top talent but also **drive performance, innovation, and long-term success.**

Looking at the future, **expectations are optimistic but tempered by the need for continued improvement.** As awareness grows regarding the importance of mental health and well-being in the workplace, there's an opportunity for organizations to implement proactive measures that enhance employee engagement and satisfaction. By addressing these challenges and leveraging emerging trends in employee management, **the Serbian labor market can further enhance its reputation as a destination for fulfilling and rewarding employment opportunities.**



# Summary

The year-long review of job satisfaction in Serbia delves into 12 dimensions, highlighting engagement and collaboration as the most satisfactory aspects of work, while loyalty, learning & development opportunities and work-life balance rank the lowest. Despite slight fluctuations, satisfaction levels remain consistent across age groups, with more senior employees reporting lower satisfaction levels compared to their younger counterparts. Similarly, while men and women exhibit nuanced differences in satisfaction levels, both genders share common areas of satisfaction, particularly in engagement and learning and development, warranting targeted strategies for improvement.

Analysis by company size reveals varying satisfaction levels, with smaller companies demonstrating higher overall satisfaction. Engagement and collaboration consistently emerge as areas of high satisfaction across all company sizes, while loyalty, learning and development and work-life balance pose challenges. Notably, the IT industry leads in satisfaction ratings, followed closely by marketing, whereas the public sector records the lowest satisfaction levels.

These findings underscore the necessity of industry-specific approaches and tailored initiatives to address workforce satisfaction effectively. Overall, collaboration emerges as a critical factor, while loyalty remains a persistent area of concern across demographics and company sizes, emphasizing the need for targeted interventions to enhance employee engagement and satisfaction.

Do you want to receive your satisfaction analysis and industry & market comparison?

Personal Luppa survey uses the same questionnaire used for satisfaction research within companies and was developed in cooperation with the Business Psychology Lab. It consists of about 100 questions, only takes about 10 minutes to complete, and the person receives an analysis of their satisfaction by email and comparison to the industry and the market.

If you want to get the analysis and comparison of your results, fill out the Personal survey for free [here](#).



# Let's chat

[www.luppa.app](http://www.luppa.app)

