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Assessment of the degree of satisfaction of the Researchers and the Research Managers and Administrators (RMAs) in the Greek Public Research sector regarding the current compensation framework, as well as of the key motivation factors for pursuing and/or retaining a job placement in this sector.

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Patras, Greece, May 2025

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This dissertation is dedicated to my family and friends!

Without their active support and continuous encouragement,

it wouldn't have been possible for me to achieve this milestone!

Thank you all!

Abstract

This dissertation aims to assess the degree of satisfaction of of the Researchers and the Research Managers and Administrators (RMAs) in the Greek Public Research sector regarding the current compensation framework, as well as of the key motivation factors for pursuing and/or retaining a job placement in this sector.

In addition to the presentation of the basic theories on work motivation and compensation strategies, a basic mapping of the Greek Public Research Ecosystem was attempted, along with a presentation of the evolution of the payment methods and salaries since the financial crisis that hit Greece in the late "00s up to the current status.

The main questions raised for investigation were a) whether the surveyed work group is satisfied with the salary arrangements in force in the current period, b) the extent to which salary satisfaction is linked to employee retention in the Research sector and c) the other factors that influence employee retention in the Research sector. The results of the survey, which was answered by 130 participants, showed that Pay Satisfaction is at low levels. Despite the expected negative levels of Pay Satisfaction, its connection with employee retention does not appear to be so strong. Other factors, such as Work Behaviors (Organizational Identity, Employee Commitment, Job Satisfaction) play a more important role in employee retention. Working Conditions (Organizational Climate, Work Environment, Available Equipment) and Human Resource Management Practices (Training and Development, Remuneration and Rewards, Career Opportunities, Performance Appraisal, Empowerment) follow at lower rates.

Keywords
Work motivation, Compensation strategies, Pay satisfaction, Employee Retention, Research scientists, Research Managers and Administrators.

Εκτίμηση του βαθμού ικανοποίησης των Ερευνητών/τριών και των Διαχειριστών/τριών Έρευνας του Ελληνικού Δημοσίου Τομέα από το εφαρμοζόμενο σύστημα αποδοχών, καθώς και των κύριων κινήτρων για επιλογή ή/και συνέχιση της εργασίας στον συγκεκριμένο τομέα.

Χριστίνα Κάρλου

Περίληψη

Η διπλωματική αυτή εργασία αποσκοπεί στην εκτίμηση του βαθμού ικανοποίησης των Ερευνητών/τριών και των Διαχειριστών/τριών Έρευνας του Ελληνικού Δημοσίου Τομέα από το εφαρμοζόμενο σύστημα αποδοχών, καθώς και των κύριων κινήτρων για επιλογή ή/και συνέχιση της εργασίας στον συγκεκριμένο τομέα.

Πέρα από τη παρουσίαση των βασικών θεωριών για τα εργασιακά κίνητρα και τις στρατηγικές αποζημίωσης, επιχειρήθηκε μια βασική χαρτογράφηση του Ελληνικού Δημόσιου Ερευνητικού Οικοσυστήματος και μια παρουσίαση της εξέλιξης των μισθολογικών και άλλων οφελών από το ξέσπασμα της οικονομικής κρίσης στο τέλος της δεκαετίας του 2000 έως σήμερα. Τα βασικά ερωτήματα που τέθηκαν προς διερεύνηση είναι α) αν η ερευνώμενη εργασιακή ομάδα είναι ικανοποιημένη από τις μισθολογικές ρυθμίσεις που ισχύουν την τρέχουσα περίοδο, β) το κατά πόσο συνδέεται η μισθολογική ικανοποίηση με τη διατήρηση των εργαζομένων στον τομέα της Έρευνας και γ) ποιοι άλλοι παράγοντες επηρεάζουν τη διατήρηση των εργαζομένων στον τομέα της Έρευνας.

Τα αποτελέσματα της έρευνας, στην οποία ανταποκρίθηκαν 130 συμμετέχοντες, κατέδειξαν ότι η μισθολογική ικανοποίηση είναι σε χαμηλά επίπεδα. Παρά το αναμενόμενο αρνητικό αποτέλεσμα της μισθολογικής ικανοποίησης, η σύνδεσή της με τη διατήρηση των εργαζομένων δε διαφαίνεται τόσο ισχυρή. Άλλοι παράγοντες, όπως οι Εργασιακές Συμπεριφορές (Οργανωτική ταυτότητα, Δέσμευση των εργαζομένων, Εργασιακή ικανοποίηση) παίζουν πιο σημαντικό ρόλο στη διατήρηση των εργαζομένων. Σε χαμηλότερα ποσοστά ακολουθούν οι Συνθήκες Εργασίας (Οργανωτικό κλίμα, Εργασιακό περιβάλλον, Διαθέσιμος εξοπλισμός) και οι πρακτικές διαχείρισης του Ανθρώπινου Δυναμικού (Εκπαίδευση και ανάπτυξη, Αμοιβές και ανταμοιβές, Ευκαιρίες καριέρας, Εκτίμηση απόδοσης, Ενδυνάμωση).

Λέξεις – Κλειδιά
Εργασιακά κίνητρα, Στρατηγικές αποζημίωσης, Μισθολογική ικανοποίηση, Διατήρηση εργαζομένων, Ερευνητές/τριες, Διαχειριστές/τριες Έρευνας.

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PAY SATISFACTION

RETENTION

List of Abbreviations & Acronyms

HEI	Higher Educational Institutes
R&D	Research and Development
RMA	Research Manager and Administrator
RTDI	Research, Technology Development and Innovation
TRS	Teaching and Research Staff

1 Introduction

Researchers and Research Managers and Administrators (RMAs) form a highly educated and specialized employee segment in the Greek Public Sector. This dissertation will attempt to assess the degree of their satisfaction regarding the current compensation framework, as well as of the key motivation factors for pursuing and/or retaining a job placement in this sector.

In the theoritical part of the dissertation, we are going to present the most prominent theories on compensation strategies and on employee motivation. We ‘ll also attempt to amass previous research work on the importance of compensation and other motivation factors to employee retention.

A chapter will be dedicated to the presentation of an analytical map of research performing organisations and institutes of the Public Research ecosystem in Greece and to the definition of this specific working group.

The evolution of the payment methods and salaries since the financial crisis that hit Greece in the late “00s up to the current status will also be presented, in order to set the foundation of our research.

In the last part of this dissertation, the methodology and the results of the research conducted will be presented and discussed. Except from the descriptive statistics for each one of the questionnaire questions, we will attempt to answer 3 basic questions:

a) Are the Researchers and the RMAs satisfied with their pay?
b) How significant is pay satisfaction to the retention of the Researchers and the RMAs?
c) Which are the most significant factors affecting retention of the Researchers and the RMAs?

Even though the negative results about Pay Satisfaction are pretty much expected, it will be interesting to see how much they affect retention. In the case the effect is not that high, what else matters and people continue to work in this sector?

Keep reading and gain some insight in the working reality of the people that work in Research and support Science in the Greek Public Sector!

2 Overview of Compensation Strategies and Motivation Theories

2.1 Compensation Strategies

An important aspect of the relations between an employer and an employee lies on the compensation package that is offered to the employee in exchange for the provision of their time and energy to the employer and it affects significantly the worker's attitude towards their level of work output (Lazear, 2018). Designing a compensation strategy that promotes internal and external equity in an entity prevents the appearance of internal conflict and significant turnover of employees.

As expressed in the equity theory by John Stacey Adams in 1963, all employees tend to compare their personal pay situation in reference to the pay situation of others around them, either within the same organization or within the broader market they are occupied in. Perceived balance of pay vs effort among workers in the same organization (internal equity) reinforces the employees' positive attitude and willingness to work harder, while a compensation package considered as similar to or higher than the market's average (external equity) contributes significantly to the retention and/or attraction of top talent (Mihiotis, 2016, Vol.2). Compensation strategies are formed by the combination of several monetary and non-monetary compensations in various degrees, according to the needs, the stage of business growth and the financial capabilities of an entity.

2.1.1 Monetary compensation

2.1.1.1 Base-pay

Wages and salaries constitute the basic element of monetary compensation. While wages are calculated according to the sum of hours or days spent on the pre-assigned work tasks or the sum of pieces produced, salaries are fixed to a certain amount of pay, usually paid per month, irrespective of the hours or amount of work performed. An important step for every organization when it comes to formulating a compensation strategy is to decide whether salaries and wages are job-based or skill-based: in more traditional environments, the level of contribution of a specific job to the organisation defines its value and concequently the relevant pay, while, in more modern setups, skills and knowledge are the factors that define the levels of pay (Tosi & Tosi, 1986, as cited in Gomez-Mejia & Welbourne, 1988). The evolution of wages and salaries in an organization is another fervent point of discussion, since many employers prefer the seniority-based system over a performance-based system. Seniority-based pay evolution is easily applied and contributes positively to the retention of employees. For a successful performance-based pay advancement, entities should ensure an accurate performance measure, in order to avoid feelings of inequity among the workers (Kerr, 1988, as cited in Gomez-Mejia & Welbourne, 1988).

As part of a compensation package, incentives and rewards come to join base-pay in an employers' effort to attract new talent, retain the existing personnel and increase the overall employee motivation to perform in higher standards (Zhisan Z. et al, 2023). Rewards and incentives usually give an extra push to employees to work harder, since they are based on individual or organisational performance results.

2.1.1.2 Individual rewards and incentives

A favorable evaluation of an individual employee's positive contribution to the entity may be translated into merit pay in the form of an annual increase in their base-pay or a one-off bonus at various intervals. As previously stated, performance-based increases in salaries and wages may ignite resentments among employees or against management, unless thoroughly justified with a proper measurement system. However, a fluctuation in an employees' output may not always be mirrored in their pay; a one-time high performance, translated into merit pay integrated in the salary or wage, stays with the employee through their entire career path in the entity without a guarantee that the employee will maintain the same level of high performance (Appelbaum, S. et al, 1996). Bonuses constitute a more flexible strategy from the employer's perspective, since it may be adjusted each time according to the performance of the employee and the employer's current gains.

Knowledge and skill development-based pay systems also reward individually the employee by fostering the acquisition of new skills and competences that result in permanent additions to the base-pay. Such reward schemes, not only benefit the workers, but the entities as well, since they establish a culture of deep knowledge of the work subject and organizational flexibility.

The basic idea behind individual incentives pay systems is to reward the employees according to the physical output of their work, such as the number of pieces produced or the amount of sales performed. This income is not integrated in the base-pay and is paid in more frequent intervals as an immediate result of the relevant performance. Although such rewards highly motivate the workers to focus on producing measurable outcomes, they do not promote team work or new knowledge acquisition and sometimes endanger the output quality (Noe et al., 2015).

2.1.1.3 Team and group incentive reward systems

Gainsharing constitutes one of the three more common team and group incentive reward systems and has been gradually gaining popularity among organisations (Lawler, E.E. at al, 1992). While many entities build their own gainsharing plans, the Scanlon Plan, Improshare and the Rucker Plan are the most known and implemented gainsharing plans. In contrast to profit sharing systems, gainsharing schemes focus on the cost savings generated by improved performance, involving all levels of employees. A baseline performance (usually a historical standard) is set and the organisation's current performance is compared to that baseline in order to calculate the amount of gains, part of which is then distributed to all workers. The main advantage of gainsharing plans is that they promote a sense of teamwork and cooperation among co-workers and they result in an overall operational improvement

of the organization. However, these plans do not pay better performers more, so they do not necessarily motivate them to stay with the organization (Lawler, E.E. at al, 1992).

Profit sharing is a variable reward system that draws funds from the profits of the entity. Payments to the workers may occur annually in the form of a bonus or they may be deferred to a later stage of a worker's life through a pension fund. Although such systems are widely adopted, it is doubtful that they contribute positively to the worker's motivation, especially in large organisations (Lawler, E.E. at al, 1992). The reinforcement of feelings of actual involvement in the entity's advancement and growth and increased co-operation spirit may be included in the advantages of such schemes, under the condition that there are no large payment discrepancies between the levels of employees. From a financial point of view, profit sharing offers the organizations the flexibility to arrange reward payments according to the profits made in a previous period, since it's not linked nor integrated to base-pay. A good year may yield a substantial amount of profits to distribute, while a not-so-good one will not necessarily jeopardise the status of employment of a worker (Noe et al., 2015).

Employee Stock Ownership Plans (ESOPs) are steadily popular in the USA, rather decline in Europe, while there is a significant increase in Asia, according to the relevant reports by the National Center for Employee Ownership (2021), the European Federation of Employee Share Ownership (2023) and the joint report by Saison Capital, XA Network and carta (2024). These schemes involve the offering of company stocks as a performance reward to employees, belonging not only to the highest levels of hierarchy, but gradulally to middle and lower levels. To the benefit of the organisation, such schemes may bring along tax reliefs (Noe et al., 2015) and help raise capital (Lawler, E.E. at al, 1992). Nevertheless, while these plans may reinforce the feeling of ownership and boost productivity, they may hide great risks at the expense of the employees, due to the volatile nature of the stock market.

2.1.1.4 Benefits

Beam, B. T. & McFadden, J. J. (2001) define broadly the term "employee benefits" as "*all benefits and services, other than wages for time worked, that are provided to employees in whole or in part by their employers".*

Benefits, although provided and implemented quite differently between countries and organisations, may be grouped in the following categories:

Legally required social insurance payments for	Private insurance and retirement plans that cover	Payments for time not worked	Extra cash payments (other than bonuses based on performance)	Cost of services to employees
•Access to medical care for the worker and the dependent members of the family •Workers' compensation insurance in case of accidents •Temporary disability insurance •Unemployment compensation insurance •Maternity or paternity leave •Sick leave •Retirement pensions •Invalidity •Social assistance	•Access to medical care for the worker and the dependent members of the family (mostly in private infrastructures) •Additional pension sums •Liability judgements •Dental expenses •Legal expenses •Disability income •Property damage	•Vacations and holidays •Sabbatical leaves •Jury duty (where applicable)	•Educational expense allowances •Saving plans •Relocation assistance •Profit-sharing payments •Suggestion awards •Student loan repayment	•Employee discounts •Lunch coupons •Subsidised cafeterias •Recreation programs •Wellness programs •Clothing allowances •Day care centers •Financial Counseling •Commuter benefits •Retirement Counseling •Pet care •Technology equipment

Table 1. Examples of benefits and their categories

The list of benefits is definitely not exhaustive and, with the exceptions of legally required benefits, each organization adopts previously tested benefits or establishes new versions, according to its financial capabilities and the needs of its employees. Especially after the Covid-19 pandemic, new kinds of benefits have emerged or have taken priority over the more traditional ones, always with the help of technology advancements. Such benefits include teleworking, flexible working hours and hybrid schedules. Apart from the possible cost savings for the organisation, these benefits represent the outcome of social pressure for a better work-life balance, which appears to be valuable to the newest generations. Benefits constitute a significant part of an employee's compensation package and an increasingly preferred form of compensation (Lester, R., 1967).

2.1.2 Non monetary compensation

A total reward system, including both monetary and non-monetary rewards, seems like a one-way street for many organisations, especially in times of financial crisis (Peluso, A. et al., 2017). Non-monetary compensation may include rewards that appeal to an employee's personal intrinsic needs, such as recognition, working on an interesting and stimulating work subject-matter and a fair and inclusive work environment. In addition, opportunities for training and personal development, career advancement prospects and work-life balance contribute to higher levels of job satisfaction and commitment to the organization on the part of the worker (Peluso, A. et al., 2017). Looking into the non-monetary compensation components, makes one realise that there is abunbdant common ground with the subject of motivation theories, that will be discussed in the next subchapter.

2.2 Motivation Theories

The technological advancements and the Second Industrial Revolution after the mid-19th century brought about new topics and issues concerning the human physical condition and psychology in the work places, the different social interactions, the novel types of economy and the working conditions in industrial environments, thus creating new fields of study for the social scientists. What motivates persons to initiate, choose or persist acting in a certain way in their personal or working environment has been the subject of content, process, reinforcement and social learning motivation theories. Content theories focus on the needs of human beings and how these can be satisfied in a working environment. Process theories try to explain the thought processes behind a certain behavior, while reinforcement theories and social learning shed light to the ways the desired behaviors may be attained at work (Daft, R. L., 2012). For the purpose of this dissertation, the most prominent content theories expressed by Abraham H. Maslow, Clayton Alderfer, David C. McClelland and Frederick Herzberg will be briefly presented below.

2.2.1 A. H. Maslow – Hierarchy of needs theory

Abraham H. Maslow (1943b) laid the foundations of the first motivation theory, which is based on the notion that humans are motivated by five sets of needs or goals, prioritised from basic to higher in a hierarchical structure: physiological, safety, love, esteem, and self-actualization.

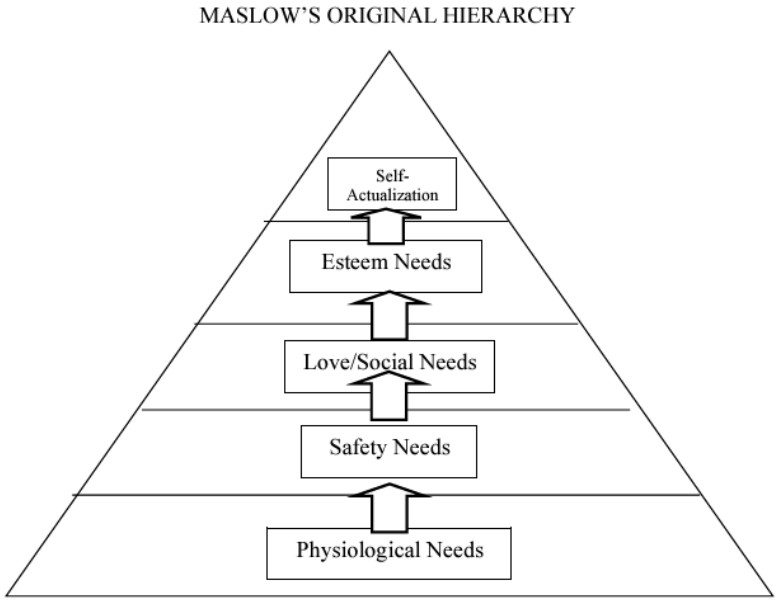


Figure 1. Maslow's hierarchy of needs
Source: Reid-Cunningham, A. R.,. Maslow's theory of motivation and hierarchy of human needs: A critical analysis, 2008, *Unpublished thesis, School of Social Welfare, University of California Berkeley,* p. 79.

Physiological needs on a personal level include the most basic human body needs, such as water, food and sleep, while on a professional level include a basic income, fresh air and protection from harsh weather conditions.

Safety needs reflect the desire of human beings to feel safe and be away from acts of violence, conflicts in war or pollution incidents that may threaten their lives. From a professional point of view, safety translates into job security, benefits and safe working conditions.

Love/social/affiliation needs emerge from the desire of people to belong to a group, to have friends, to be loved by others. In a working environment, these needs are satiated with good relationships with other fellow workers and the sense of belonging to a team with common goals.

Esteem needs derive from the longing of an individual to be recognized as valuable and important by the people surrounding him/her. Feeling appreciated and recognised boosts self-confidence and gives the person a sense of power and control. At work, the respect from peers, the ability to assume more rensponsibilities or being promoted at a higher position are ways to satisfy esteem needs.

The last in Maslow's theory is the self-actualisation need, i.e. to be the most a person can be, to reach one's full potential in matters of creativity, morality or any other higher goal. Offering trainings to employees, presenting them with challenges and empowering them to achieve these goals in the workplace are some tools available to management to help fulfill self-actualisation needs.

Fulfillment off the Job	Needs	Fulffillment on the Job
Education, religion, hobbies, personal growth	Self-actualisation	Opportunities for training, achievement, growth and creativity
Approval of family, friends, community	Esteem	Recognition, high status, increased responsibilities
Family, friends, community groups	Love	Work groups, clients, co-workers, supervisors
Freedom from war, pollution, violence	Safety	Safe work, fringe benefits, job security
Food, water, oxygen	Physiological	Heat, air, base salary

Table 2. Maslow's needs and their fulfillment off and on the Job
Source: Daft, R. L., New era of management, Tenth Edition, 2012, South Western Cencage Learning, p. 468.

Maslow considered that higher needs come to the fore when the lower needs are fullfiled. As an example, a person is motivated to satisfy primarily its physiological needs, such as food and sleep, before seeking higher needs satisfaction such as safety or love, let alone esteem and self-actualisation. It's not unusual for a higher need to emerge even when a lower need has been partially satisfied and behavior may also be affected by a combination of motivation factors.

Maslow categorised the first four lower needs as deficiency needs, because the person feels a deficit when these needs are not met at a satisfactory level. Self-actualisation is considered a growth need and its main difference from deficiency needs is that it continues to motivate behavior even when it's satisfied. Ryan, J. C. (2014) mentions that Kamalanabhan et al. (1999) performed a research based on Maslow's theory with the aim to understand the motivation of scientists and the results showed that scientists are highly motivated by self-actualisation as long as they don't have to be constantly concerned with satisfying their basic needs.

2.2.2 C. Alderfer – E.R.G. Theory

Clayton Alderfer developed and proposed an alternative needs theory, called E.R.G., in an attempt to address several concerns that rose from Maslow's theory, such as the difficulty to scientifically prove it. The initials E.R.G. stand for the three core categories of needs that a human being strives to meet: Existence, Relatedness and Growth (Alderfer, 1969).

These three categories derived from the fusion of Maslow's safety needs with the physiological and the love needs, just like the esteem needs fusioned with the love and self-actualisation needs. According to Alderfer's point of view (1969), physical threats belong together with the physiological needs, while safety issues involving interaction with other people should be included to love needs. Accordingly, esteem seeked from other persons belongs to love needs, while self-esteem and self-confidence issues belong to self-actualisation. As a result of these adjustments, physiological and a subtotal of safety needs formed Alderfer's Existence needs, the remaining safety, love and external esteem needs formed the Relatedness needs and, finally, intrinsic esteem and self-actualisation formed Growth needs.

Alderfer believed that motivation and, subsequently, behavior may be affected simultaneously by needs of more than one category. An example of such a mixture of needs met is that of a job promotion (Alderfer, 1969): a promotion may signify a) a raise in pay that fulfills Existence needs, b) a new social entourage that affects Relatedness and c) new opportunities to unfold one's talents and achieve personal Growth. Alderfer also employed the notion of frustration-regression in his motivation theory. He considered that the movement between needs categories is not restricted to an upward direction: a person may not be successful in its quest for a higher need satisfaction, so it may regress to an already fulfilled need and concentrate its efforts in further fulfilling that lower need that feels safe and familiar.

2.2.3 D. C. McClelland – Acquired needs theory

David McClelland also evolved his motivation theory around human needs that result to certain behavior, but with the significant difference that individuals are not born with those needs, instead they acquire them through their life experience, especially in the early years (Daft, R. L., 2012). Since all individuals experience life in a non-identical manner with each other and are influenced by a variety of circumstances, their needs are forged in a totally different way and in various degrees. The three needs that McClelland distinguished in his theory are the need for Achievement, the need for Affiliation and the need for Power.

The need for Achievement (nACH) is the expression of desire to gain greater knowledge, to perform better than others, to assume greater challenges and to bring them to completion. Persons with a strong need for achievement are frequently entrepreneurs (Daft, R. L., 2012) or make the best leaders (Mihiotis, 2016, Vol.1). "Achievement-motivated people seem more concerned with personal achievement than with the rewards of success" (Mihiotis, 2016, Vol. 1). This notion seems to be relevant to research scientists, according to the study of Jindal-Snape and Snape (2006), where researchers were "typically motivated by the ability to do high-quality, curiosity-driven research", while neither monetary compensation nor a prospect of promotion appeared as significant motivating factors.

The need for Affiliation (nAFF) describes the longing to interact with other persons, to form friendships and other close relationships. A person with intense affiliation needs wishes to be liked by others, to be accepted and to be thought highly of. These qualities in working environments may be an asset for project managers or other coordinating working positions.

The need for Power (nPOW) is the characteristic of people that wish to have influence over other persons, to assert authority, to have control over people and situations rather in an impactful and active way than in an authoritative one. This drive may be met at people with high management positions in an organization, since they are more frequently attracted to leader roles.

2.2.4 F. Herzberg – Two-factor theory

In the late 1950's, the results of studies and interviews with a significant number of workers in various working fields led Frederick Herzberg to develop his two-factor theory related to the satisfaction and dissatisfaction at work. Hygiene factors and Motivators are the two distinct elements that produce feelings of dissatisfaction or satisfaction in the workplace.

According to Herzberg, the Hygiene factors include the working conditions, salary and job security, company policies, status, personal life, supervision and the interpersonal relations within the organization (Mihiotis, 2016, Vol.1). The absence or poor presence of these Hygiene factors in a professional environment may provoke dissatisfaction at various degrees, while their presence leaves the employees neutral in regard to job satisfaction.

What makes the employees feel satisfied and motivates them to excel in their work is the presence of Motivators or growth factors. These factors are intrinsic to the job and reflect the needs of employees for achievement, recognition, personal growth, increased responsibilities, as well as the need to be involved in an interesting work subject.

The following figure depicts Herzberg's two-factor theory:

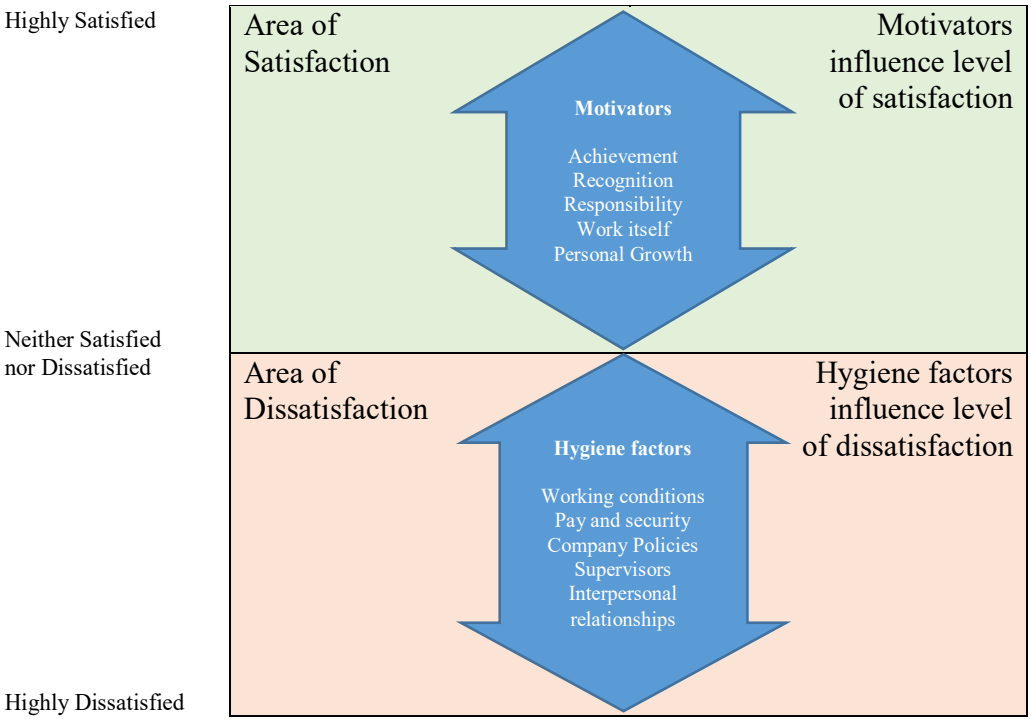


Figure 2. Herzberg's Two-Factor Theory
Source: Daft, R. L., New era of management, Tenth Edition, 2012, South Western Cencage Learning, p. 471.

2.3 Importance of compensation and other motivation factors to employee retention

All kinds of operational entities consist of a variety of people, whose abilities and characters form an ensemble, the so-called human capital, that contributes to the advancement of the entity, especially if the match between the worker and the company is successful. In the current rapidly changing economic environment and amidst harsh competing conditions, voluntary turnover and skilled-employee poaching is a trend around the world, making retention of employees a headache-triggering puzzle for managers and human resources departments.

Forming long-lasting working relationships within an organization is positive and important for an entity. The hiring procedure of a new employee is usually time and money consuming, just as the training and the integration of the new hire to the existing team is. Retaining a skilled and cooperative employee turns the time and money investment into gain for the entity. Retention also contributes to the organisation's productivity, since experienced and committed workers manage more effectively the workload in contrast to new hires. Productivity is also positively affected when co-workers spend enough time together to form a team and share experiences. From a negative point of view, a dissatisfied employee is more likely to join a competitor, taking away valuable knowledge and experience, that may be used for the advancement of the new employer and jeopardize the former employer's market position (Rakha, H., 2018). In addition, high turnover hurts the reputation and good name of the organization and gives away negative signals to potential new employees.

Several studies have shown that compensation and other motivation factors play a significant role to employee retention:

Samuel M. and Chipunza C. (2009) researched for the most significant motivational variables to employee retention in public and private organisations in Africa and came to the conclusion that *"training and development, challenging/interesting work, freedom for innovative thinking, and job security"* were the most influential factors for employee retention in both types of organisations.

Das B. and Baruah M. (2013) performed an extensive literature review in the area of employee retention, in order to highlight the various factors that affect retention and their relation with job satisfaction. Their work resulted in an Employee Retention and Job Satisfaction model, which depicted the retention factors that have a direct relationship with job satisfaction and whose presence averts high turnover and favors retention: compensation, reward and recognition, promotion and opportunity for growth, participation in decision-making, work-life balance, good work environment, training and development, proper leadership and job security.

Shakeel N. and Butt S. (2015) studied broadly on literature from 1947 to 2014 and attempted to incorporate the results of several studies into an integrated conceptual model. After having identified twenty factors that are important to retain employees, they performed interviews with experienced employees of the private and public sector. Private sectors employees ranked career development, respect, financial factors, autonomy and employee involvement in decision making as the top five factors for staying in an organization. In contrast, the public sector employees mentioned job security, career development, financial needs, respect and prestige as the top five factors in ascending order.

Singh D. (2019) not only did he try to compile a literature review on employee retention, he also tried to highlight the recent trends followed by companies to retain employees, such as paying extra attention on sustainable Human Resources Management, on Corporate Social Initiatives, on understanding generational preferences and on the employee lifecycle.

Amoo A.A. et al. (2020) examined the correlation between compensation strategies and employee retention in the banking sector of Nigeria and concluded that, while there is a strong relationship between compensation strategies and employee retention, other factors that promote retention such as the creative autonomy and flexible working conditions are quite important.

Chatzoudes D. and Chatzoglou P. (2022) explored the most significant determinants of employee retention in European countries and, based on previous empirical works, developed an original conceptual framework over the matter. Collected data from employees of various business sectors in five European countries led them to the conclusion that *"retention in the European continent depends upon supportive working relationships, good organizational climate, and carefully planned HR practices"*.

Sorn et al (2023) drafted a review article about the effectiveness of compensation strategies in maintaining employee retention and drew conclusions from various studies that adequate compensation is one of the most important factors affecting employee retention, while work-life balance, employee engagement – recognition - development and communication also bear their weight. Job satisfaction, company culture and leadership are also significant to employee retention.

Kathun M. et al (2023) performed a comparative study on the banking sector of Bangladesh regarding the impact of development opportunities and compensation on employee retention and, based on statistical methods, found that, while both determinants are significantly correlated to employee retention, compensation is more significant than development opportunities.

Chepkurui, C.C. et al. (2024) studied the case of Unclaimed Financial Assets Authority in Kenya relating to the effects of staff benefits on employee retention and found that the presence of extended health insurance benefits and transferable retirement plans were positive factors for an employee to continue working in this organization.

Closer to the current dissertation employee segment, i.e. Research Scientists and Research Managers and Administrators, a few works regarding employee retention have been identified:

Van Assche, A. (1999) wrote a journal article about the factors influencing recruitment and retention of academic staff in the European Union. Focusing mostly on academic obstetricians-gynaecologists, he highlighted their need for a perspective for the future. He also stressed the financial satisfaction as a significant factor, along with academic freedom and development.

Selesho J. and Naile I. (2014) examined the factors that influence the poor retention rate of academic staff at selected universities in South Africa. *"The survey discovered job satisfaction as the main factor keeping academic staff in their profession. However, job satisfaction was also linked with career growth and academic development. The study could not rule out the probabilities of working conditions as a factor influencing retention."*

Jongbloed, B. (2015) published an article titled "Academic Pay in Western Europe" where he comments the results of the report "Paying the Professoriate: A Global Comparison of Compensation and Contracts", (Altbach et al, 2012) and underlines not only the importance of proper academic payment, but also that of career prospects and academic autonomy.

Bibi P. et al (2016) selected data from faculty members working in public sector universities in Pakistan and the results from their survey revealed that there is a significant and positive relationship between compensation, job security, working environment and employee retention.

Ikram A. et al (2021) examined the underlying associations among internal branding, employee retention and internal Corporate Social Responsibility (CSR) in Pakistani Higher Education Institutions. The results showed that internal branding is significant to employee retention, while CSR was not found as an important factor.

Welch L. and Brantmeier N. (2021) examined employee retention and motivation trends in Research Administration and the responses from RMAs to their questionnaire highlighted *"support from supervisor and upper management, adequate compensation and benefits, good work/life balance and positive relationships with coworkers"* as the four most selected motivation factors for remaining with their current employer. Other emerging themes cited for retention were Location, Good supervisor, Age, Benefits, Allegiance to Institution, Recognition and Workload.

Henning, J. (2024) explored the relationships between pay satisfaction, organizational commitment, turnover intention, and seniority among faculty and staff at a private university in Missouri, USA and her findings indicate that pay satisfaction is positively correlated with higher organizational commitment and reduced turnover

intention. Nevertheless, pay is not the only factor that affects retention: The participants of the survey *"expressed that satisfaction with pay, a sense of community, and opportunities for professional growth significantly influenced their organizational commitment and retention"*.

This dissertation will try to fill in a gap and add to the existing literature, by focusing on this special employee segment of Research Scientists and Research Managers and Administrators in the Public Research Sector of Greece and by investigating if the current compensation scheme is considered adequate and satisfying and if there are other factors that affect the attraction and/or retention of employees in this specific sector.

3 The Public Research ecosystem in Greece

Research in the Greek Public sector is conducted in the Higher Educational Institutions, the Supreme Military Educational Institutions and the Research Centers by highly qualified scientists: 11 universities, 10 institutions and 17 scientists from the Greek Public Research Ecosystem rank in the first 1000 of their peers in global scale, according to the AD Scientific Index 2025, which is an independent, international ranking system that evaluates the academic impact of scientists and institutions. Currently, the supervision of these research performing bodies is allocated to the Ministry of Education, Religious Affairs and Sports, the Ministry of National Defence, the Ministry of Development and the Ministry of Digital Governance.

The Ministry of Education, Religious Affairs and Sports is responsible for the design and implementation of the education policy and manages all the sectors, services and levels of the education system. The administration of higher education is conducted by the General Directorate for Higher Education. The Higher Educational Institutions, yet autonomous regarding their development potential, activities and institutional goals, are governed by national regulations that prescribe multiple aspects of their organization and operation.

The Ministry of National Defence is the governmental institution that coordinates the command of the Hellenic Armed Forces. The Hellenic Army General Staff, the Hellenic Navy General Staff and the Hellenic Air Force are entrusted with the safeguard of the Greek territory. Each Staff runs its respective Academy, which is academically equivalent to the civil Higher Educational Institutions.

The Ministry of Development comprises the General Secretariat for Commerce, the General Secretariat for Industry, the General Secretariat for Private Investments and the General Secretariat for Research and Innovation (GSRI). The latter is the "*public service responsible for planning and coordinating the implementation of the policy for Research, Technological Development and Innovation (RTDI)*" (source: https://gsri.gov.gr). Among other significant actions, GSRI supervises a plethora of research centres and technological bodies.

The Ministry of Digital Governance is the public administration unit, which brings together all the critical IT and telecommunications structures related to the provision of electronic services to citizens and the broader digital transformation of the country.

Below follows an analytical map of research performing organisations and institutes of the Public Research ecosystem in Greece. The map was amassed through own research in various public websites and the National Printing House, which is the unit responsible for publishing and distributing the government gazette (the Official Journal of the Hellenic Republic).

3.1 Higher Educational Institutions

Supervised by the Ministry of Education, Religious Affairs and Sports

- School of Fine Arts

- School of Pedagogical and Technological Education
- Aristotle University of Thessaloniki
  - Interdisciplinary Centre for Aristotle Studies
  - 'Manolis Andronikos' Interdisciplinary Centre for Archaeological Studies
  - Institute of Modern Greek Studies [Manolis Triandaphyllidis Foundation]
  - Centre for Byzantine Research
  - Centre for Integrated Water Resources Management
  - Complexity Center
- Agricultural University of Athens
  - Institute for Design and Analysis of Experiments (IDAE)
  - Institute for Agriculture and Food
  - Institute of Price Analysis and Marketing of Agricultural and Food Products (IPAMA)
  - Institute for Innovative and Sustainable Applications of Agricultural Sciences
  - Institute for Cellular Technologies Applications
  - Institute of Plant Nutrition and Soil Quality
  - Bioeconomy
  - Institute for the Study and Promotion of Medicinal and Aromatic Plants
  - Institute of Plant Genetic Resources
- Democritus University of Thrace
  - Institute of Agroecology and Digital Agriculture
  - Institute of Applied Bioarchaeological Research
- International Hellenic University
  - Institute of Life Sciences
  - Institute of Petroleum
  - Institute of Tourism and Hospitality
  - Institute of Urban Environment
  - Institute of Social and Solidarity Economy
  - Institute for Refugee Flow and Crisis Management
  - Institute of Agro-Industry
  - Institute for Industrial Innovation and Digital Agriculture
  - Institute for Sustainable Development and Circular Economy
- National and Kapodistrian University of Athens
  - Institute of Data Science and Smart Technologies
  - Institute of Biosciences
  - Institute for Development and Business Research
  - Institute of Contemporary Legal Issues
  - Institute of Greek and European Letters, History, Culture and Arts
  - Institute of Biotechnology, Circular Bio-Economy - Sustainable Development
  - Institute of Multilingualism and Language Policy
  - Institute of Humanitarian Medicine and Field Management
  - Institute for Digital Humanities
  - Institute of Education in the Sciences
  - Institute of Philosophical Research

  - Institute for Blue Development and Marine Research
  - Institute of Energy-Renewable Forms and Transport
  - Institute of Bioactive Natural Products
  - Institute of Ethnopharmacological Studies and Phytotherapy
  - Institute of Biostatistics, Bioinformatics and Health Data Science
  - Institute for Qualitative Research: Applications in Social Sciences and Humanities and in Education and Health Sciences
  - Institute of New Biotechnologies and Precision Medicine
  - Institute of Clinical and Translational Research – Clinical Studies
  - Institute of Physical and Computational Studies
  - Institute of Applied Molecular Biology – Biomarkers and Omics Technologies
  - Institute of Applied and Translational Oncology
  - Institute for Environment, Climate Change and Quality of Life: Research and Education
  - Institute of Maternal and Child Health and Precision Medicine
  - Institute of Mental Health
- National Technical University of Athens
  - Institute of Communication and Computer Systems
  - Institute of Accelerating Systems and Applications
- Hellenic Open University
- Hellenic Mediterranean University
  - The Institute of Emerging Technologies (i-EMERGE)
  - The Institute of Plasma Physics and Lasers (IPPL)
  - The Institute of Energy, Environment & Climate Change (IEECC)
  - The Institute of Physics the Earth's Interior & Geohazards (IFEGG)
  - The Institute of Financial Analysis, Business Administration and Tourism
  - The Institute of Agri-Food and Life Science
- Ionian University
  - Institute of Biosciences, Biotechnology, Food Science and Environment
  - Institute of Music and Artistic Creation
  - Institute of Historical Studies
  - Institute of Linguistic Studies and Translation and Interpretation Sciences
  - Institute of Digital Biomedicine
  - Institute of Digital Humanities
  - Institute of Mechanics of Natural Hazards
- Athens University of Economics and Business (AUEB)
- University of the Aegean
- University of West Attica
- University of Western Macedonia
  - Institute of Audiovisual Arts
  - Institute of Civil Protection
  - Institute of Educational Astronomical Park Orliaka
  - Institute of Energy Development and Transition in the Post-Lignite Era
  - Institute of Greek Language
  - Institute of Economic Analysis and Entrepreneurship

  - Institute of Humanitarian research
  - Institute of Sustainable Development and Management of Natural Resources
  - Institute of Traditional Architecture and Cultural Heritage
- University of Thessaly
  - Intelligent Production Systems and Smart Cities Institute
  - Digital Culture and Communication and Education Technologies Institute
  - Agricultural Development Institute
  - Genetic Enhancement of Animals Institute
  - Institute of Kinesiology
  - Systems Security and Data Science Institute
  - Institute for the Diagnosis and Treatment of Cancer
  - Rehabilitation and Wellness Institute
  - Didactics and Teacher Training Institute
  - Entrepreneurship and Innovation Institute
  - Wood-Furniture and Wooden Packaging Institute
  - Medicinal and Aromatic Plants Institute
- University of Ioannina
  - Institute of Biosciences (I.BS.)
  - Institute of Economic Analysis and Solidarity Economy
  - Institute of Environment and Sustainable Development (I.E.S.D.)
  - Institute of Humanities and Social Studies (I.H.S.S.)
  - Institute of Materials Science and Computing (I.M.S.C.)
  - Institute of Digital Innovation (I.D.I.)
- University of Crete
  - Institute of Theoretical and Computational Physics (ITCP)
- University of Macedonia
  - University Research Institute of Applied Economics and Social Sciences
- University of Patras
  - Artificial Intelligence Institute (AII)
  - Institute of Chemical Biology
  - Institute of Ancient Theatre
  - Institute of Circular Economy and Environment (ICEE)
  - Hydrocarbon Research Institute
  - Institute of Precision Medicine
  - Research Institute of Advanced Technologies for Prevention and Mitigation of Hazards
  - Institute of Marine Sciences
  - Institute of Cell Therapy
- University of Piraeus
- University of Peloponnese
  - Institute of Biotechnological Applications in Agriculture, Food and the Environment
  - Institute of Applied Modeling
  - Institute of Computing and Telecommunications Systems
  - Institute of Informatics Applications in Art and Culture
  - Institute of New Technologies for Entrepreneurship and Production

  - Institute of Financial Analysis and Quantitative Methods in Economics
  - Institute of Mediterranean Nutrition and Functional Foods
  - Migration Policy Institute
  - Institute of Demographic Aging
  - Institute of Technology Governance and Digital Transformation
  - Institute of Micro-Nano-Electronics Embedded Systems and Applications
  - Institute of Energy Systems and Advanced Materials
  - Institute of Computational Engineering and Research and Applications in Mechatronics
  - Olive and Olive Oil Institute
- Panteion University of Social and Political Sciences
  - Institute of International Relations (IDIS)
  - Institute of Urban Environment and Human Resources (UEHR)
  - Regional Development Institute
- Technical University of Crete
  - Telecommunication Systems Institute (TSI)
- Harokopio University of Athens
  - European center for obesity prevention

3.2 Supreme Military Educational Institutions

Supervised by the Ministry of National Defence

Hellenic Army Academy
Hellenic Air Force Academy
Hellenic Naval Academy

3.3 Research Centers

Supervised by the Ministry of Development

- ATHENA – Research and Innovation Center in Information, Communication and Knowledge Technologies
  - Institute of Language and Speech Processing
  - Industrial Systems Institute
  - Information Management Systems Institute
  - Institute of Robotics
  - Corallia - Hellenic Technology Cluster Initiative
  - Space Programmes Unit
  - Environmental and Networking Technologies and Applications Unit (ENTA)
  - Pharma Informatics Unit
  - Sustainable Development Unit

    - Archimedes Unit
    - Innovation Unit for Women
- National Observatory of Athens
    - Institute for Astronomy, Astrophysics, Space Applications and Remote Sensing (IAASARS)
    - Institute for Environmental Research and Sustainable Development
    - Geodynamic Institute
- National Hellenic Research Foundation
    - Institute of Historical Research (IHR)
    - Institute of Biology, Medicinal Chemistry and Biotechnology (IBMCB)
    - Institute of Theoretical and Physical Chemistry (TPCI)
- Centre for Research & Technology Hellas
    - Chemical Process & Energy Resources Institute (CPERI)
    - Information Technologies Institute (ITI)
    - Hellenic Institute of Transport (HIT)
    - Institute of Applied Biosciences (INAB)
    - Institute for Bio-Economy and Agri-Technology (iBO)
- National Centre for Scientific Research "DEMOKRITOS"
    - Institute of Informatics & Telecommunications
    - Institute of Biosciences & Applications
    - Institute of Nuclear & Radiological Sciences and Technology, Energy & Safety
    - Institute of Nanoscience and Nanotechnology
    - Institute of Nuclear and Particle Physics
- National Centre for Social Research
    - Institute of Social Research
    - Institute of Political Research
- Hellenic Pasteur Institute
- Hellenic Centre for Marine Research
    - Institute of Marine Biology, Biotechnology and Aquaculture (IMBBC)
    - Institute of Marine Biological Resources and Inland Waters (IMBRIW)
    - Institute of Oceanography (IO)
- Biomedical Sciences Research Center "ALEXANDER FLEMING"
    - Institute for Fundamental Biomedical Research (IFBR)
    - Institute for Bioinnovation (IBI)
- Foundation for Research and Technology – Hellas
    - Institute of Electronic Structure and Laser (IESL)
    - Institute of Molecular Biology and Biotechnology (IMBB)
    - Institute of Computer Science (ICS)
    - Institute of Applied and Computational Mathematics (IACM)
    - Institute of Astrophysics (IA)

  - Institute for Mediterranean Studies (IMS)
  - Institute of Geoenergy (IG)
  - Institute of Chemical Engineering Sciences (ICE-HT)
  - Biomedical Research Institute
  - Greek Institute of Human Genomics
- Biomedical Research Foundation Academy of Athens

Supervised by the Ministry of Digital Governance:

- National Documentation Centre of Greece (EKT)

Supervised by the Ministry of Education, Religious Affairs and Sports

- Academy of Athens:
  - Research Center for Modern Greek Dialects - I.L.N.E.
  - Research Centre for Medieval and Modern Hellenism
  - Research Center for the History of Greek Law
  - Research Center for the History of Modern Hellenism
  - Research Center for the Greek and Latin Literature
  - Research Center for Astronomy and Applied Mathematics
  - Research Center for Greek Philosophy
  - Research Centre for Scientific Terms and Neologisms
  - Atmospheric Physics and Climatology Research Center
  - Antiquity Research Center
  - Research Center of Greek Society
  - Research Center of Byzantine and Post-Byzantine Art
  - Mathematics Research Center
  - Center for Research and Education in Public Health
  - Center for Research of Space and Technology

3.4 Research personnel and RMAs – definitions – distinctions

A significant point in this dissertation lies on the definition of the professionals that consist its research subject: Who are defined as Research personnel and as Research Managers and Administrators in Greece and how are they categorized?

According to Law 4310/2014, the Research personnel that is employed in Research Centers comprises the permanent personnel (Researchers, Teaching and Research Staff of the Universities, Staff Scientists) and the temporary research personnel, such as visiting researchers, post-doctoral researchers and postgraduate research fellows. For the purpose of this dissertation, focus will be directed to the permanent research personnel.

For the definition of the Researchers, info was retrieved from the Law 4310/2014, which is in accordance to the Frascati Manual (OECD, 2015). "*Researchers are scientists with high*

scientific training and experience and hold a doctoral degree. They work autonomously and independently to produce or improve knowledge and its application for the production of products, devices, processes, methods and systems, while they can also provide educational and administrative work." The title of researcher is held exclusively by scientists who fill predefined positions in the organizational chart of research centers and who have been elected at a level proportional to their qualifications and required experience. Researchers are classified in three seniority grades/levels (A, B, C), depending on their research work, their international recognition and their contribution to the exploitation of scientific and technological knowledge.

Teaching and research work at HEIs is carried out by professors who are divided into first-level professors (Professors), Associate Professors and Assistant Professors (Law 4009/2011). These classification levels correspond to the respective levels of the Researchers (Law 4310/2014):

Level	Researcher	TRS
A	**Research Director**	**Professor**
B	**Principal Investigator**	**Associate Professor**
C	**Assistant Researcher**	**Assistant Professor**

Table 3. Classification of Researchers and TRS, Law 4310/2014

Staff Scientists (Ειδικοί Λειτουργικοί Επιστήμονες - ΕΛΕ in Greek) hold a PhD or a postgraduate degree or postgraduate specialization in a specific scientific field from a research institution in Greece or abroad and have experience in the design or implementation of scientific and technological programs and projects. Staff Scientists participate in scientific and technological research projects and provide support to special technological activities of the research center or autonomous research institute. They are also classified in three distinct levels: A & B (with doctoral degrees) and C (with a university and postgraduate degree or special knowledge and experience in matters of research support) (Law 4310/2014).

The Research Managers and Administrators are the *Professionals at the Interface of Science* (Agostihno et al., 2020). Merging input from (Langley, 2012), (Agostihno et al., 2020 & 2021), (Alongi, 2024) and the "Report from the 2nd co-creation session of the RM Roadmap project: Who are Research Managers, Skills and Competences" (September 2024), the functions that RMAs perform in research and funding organisations include indicatively, but are not limited to,

- the set up of funding strategies and programmes for research & development (R&D) projects
- the provision of tailored information and training in order to participate in and implement a R&D project
- the technical support and maintenance of research infrastructures
- the administrative support for the implementation of the project (HR, procurement, budget monitoring, compliance with the funding rules, reporting)

- the technology & knowledge transfer and the commercialization of research results
- the communication and dissemination of research results

In Greece, RMAs are mainly dispersed in the Specialized scientific and technical personnel and the Administrative and support staff categories, as defined in Law 4310/2014. Their duties are sometimes performed by the researchers and/or doctoral students, due to the lack of available properly formed employees.

In order to assume a more formal and institutional role as a distinct profession in Europe, there's an ongoing process for the better definition of the functions that the RMAs perform in the research ecosystem and the necessary qualifications and qualities they must possess. Apart from several national initiatives in various countries, like the UK (Langley, 2012) or Portugal (Agostihno et al., 2020), the European Commission has funded in 2022 the following two, still ongoing, pilot projects, RM-Roadmap (Creating Framework Conditions for Research Management to Strengthen the European Research Area) and CARDEA (Career Acknowledgement for Research Managers Delivering for the European Area), with the aim to contribute to the improvement of the European Research and Innovation system across the entire European Research Area, by strengthening the capacity for research management in Europe's public research performing & funding organisations.

4 Evolution of salaries and benefits for Researchers and RMAs (~2010-now)

4.1 Teaching and Research Staff[1]

The starting point of the evolution of the salaries and main benefits for the Teaching and Research Staff (TRS) in the last 15 years is Law 3205/2003. The law identified the salary of a lecturer (level of TRS that was later annulled with Law 4009/2011) as the base of all TRS salaries and set the coefficients that would serve for the calculation of the higher TRS levels. The following years, new laws that defined the income policy for various employees of the Public Sector raised gradually the base salary of the lecturer and consequently those of the other TRS, always based in the provisions of L.3205/2003. By the time the international financial crisis hit Greece in 2009, the salaries of the TRS were adjusted by Law 3670/2008.

Status in 2008

	L. 3205/2003, art. 36		**…**	**L. 3670/2008, art. 5**
	Coefficient	**Salary**		**Salary**
Professor	1,5	1538		1774,5
Associate Professor	1,3	1333		1537,9
Assistant Professor	1,1	1128		1301,3
Lecturer	1	1025		1183

Table 4. TRS Salaries, Law 3670/2008

Apart from the salaries, a number of allowances and benefits were provided to the TRS, such as the:

- **Years of Service Allowance**, set at a rate of four percent (4%) upon completion of one (1) year of service, subsequently increased every two years from the granting of this rate and up to fourteen (14) two-years by four (4) percentage points and up to a total rate of sixty percent (60%).
- **Allowance for teaching preparation and extracurricular university employment within the Universities**

	L. 3205/2003

[1] To enable possible comparisons and due to length restrictions, this subchapter will present only the data that concern the TRS in the oldest HEIs and will not delve into specific salary subcategories, such as the ones that occurred after the merger of Technological Educational Institutes with some HEIs or the creation of new HEIs after the years 2018-2019 or the Supreme Military Educational Institutions. For the same reasons, only the basic benefits will be presented without entering into full details and specific subcases.

Professor	587 (+117 € after 25 years of service)
Associate Professor	528
Assistant Professor	470
Lecturer	411

Table 5. TRS allowance for teaching preparation and extracurricular university employment within the Universities, Law 3205/2003

- **Fixed compensation for creating and updating a library and participating in conferences**

	L. 3205/2003
Professor	411 (+117 € after 25 years of service)
Associate Professor	264
Assistant Professor	176
Lecturer	176

Table 6. TRS fixed compensation for creating and updating a library and participating in conferences, Law 3205/2003

- **Special research allowance for the execution of postdoctoral research and the faster and more effective promotion of research programs**

	L. 3205/2003
Professor	426 (+117 € after 25 years of service)
Associate Professor	386
Assistant Professor	351
Lecturer	316

Table 7. TRS Special research allowance for the execution of postdoctoral research and the faster and more effective promotion of research programs, Law 3205/2003

- **Family allowance**

	Law 3336/2005, art.2
Family Status	**Family allowance in €**
Married employee, without or with adult children	35 (basic amount)
Employee with 1 child	53 (35+18)
Employee with 2 children	71 (35+18+18)
Employee with 3 children	118 (35+18+18+47)
Employee with 4 children	165 (35+18+18+47+47)
Employee with 5 children	238 (35+18+18+47+47+73)
Employee with 6 children	311 (35+18+18+47+47+73+73)
For every additional child	+73

Table 8. Family allowance, Law 3336/2005

- **Holiday and Personal Time Off (PTO) allowances**

	L. 3205/2003, art. 31
Christmas	Equals a monthly salary, including the Years of Service Allowance
Easter	Equals half a monthly salary, including the Years of Service Allowance
PTO	Equals half a monthly salary, including the Years of Service Allowance

Table 9. Holiday and Personal Time Off (PTO) allowances, Law 3205/2003

In **2009** the dark clouds of the recession made their appearance and no salary raises were foreseen. A one-time emergency financial aid of 500 € was given to employees whose gross salary was up to 1500 €/month (no family allowance included) on 31/12/2008, while a similar aid of 300 € was given to employees whose gross salary was up to 1700 €/month (no family allowance included) on 31/12/2008.

As Tsiatsou et al. (2024) describe in detail, in **2010** "*with the article 1, paragraphs 2 and 3 of the Law 3833/2010, Gazette 40/A/15-03-2010, all the allowances, compensations and salaries of the officials and employees of the Public Law Legal Entities were decreased by 12%. Also, special holiday allowances were reduced by 30%.*

*With the article 3 of the Law **3845/2010**, Gazette A' 65/06-05-2010, the allowances and salaries were reduced by 8%. The christmas holiday allowance was set at 500€, the easter allowance at 250€ and the leave allowance at 150€. These allowances were paid only if the monthly salaries of the employees did not exceed the amount of 3.000€ per month."*

With Law **3986/2011** the Years of Service Allowance was suspended from 1/7/2011, as well as any salary advancements until the establishment of Single Payroll schemes. In addition, a special solidarity levy was imposed.

*"With the Law **4002/2011**, Gazette A' 180/22-08-2011, the special research allowance for post-doctoral studies of the article 36, Law 3205/2003, was reduced by 20%."* Tsiatsou et al. (2024)

The **Law 4009/2011**, art. 23, stated the cases where TRS could receive additional income from, such as the participation in research projects, the exploitation of Intellectual Property Rights etc.

Law **4024/2011,** art. 17 introduced a new version of family allowance, applicable to all public employees:

	Law 4024/2011, art.17
Family Status	**Family allowance in €**
Employee with 1 child	50
Employee with 2 children	70
Employee with 3 children	120
Employee with 4 children	170
Employee with 5 children	240 (170+70)
Employee with 6 children	310 (240+70)
For every additional child	+70

Table 10. Family allowance, Law 4024/2011

Source: "Instructions for the implementation of the provisions of Law 4024/2011, Chapter 2 (National Gazette 226, A'), Diavgeia ref. nr 4577H-5ET.

Status in 2012

With the Law 4093/**2012**, the salaries of TRS were once again changed with retroactive effect from 1/8/2012.

	L. 4093/2012, art. 1	
	Coefficient	**Salary**
Professor	1,37	1460
Associate Professor	1,25	1330
Assistant Professor	1,08	1150
Lecturer	1	1065

Table 11. TRS Salaries, Law 4093/2012

- **Allowance for teaching preparation and extracurricular university employment within the Universities**

	L. 4093/2012, art. 1
Professor	390 (+70 € after 25 years of service)
Associate Professor	368
Assistant Professor	335
Lecturer	300

Table 12. TRS Allowance for teaching preparation and extracurricular university employment within the Universities, Law 4093/2012

- **Fixed compensation for creating and updating a library and participating in conferences**

	L. 4093/2012, art. 1
Professor	273 (+70 € after 25 years of service)
Associate Professor	184
Assistant Professor	128
Lecturer	128

Table 13. TRS Fixed compensation for creating and updating a library and participating in conferences, Law 4093/2012

- **Special research allowance for the execution of postdoctoral research and the faster and more effective promotion of research programs**

	L. 4093/2012, art. 1
Professor	226 (+70 € after 25 years of service)
Associate Professor	215
Assistant Professor	200
Lecturer	184

Table 14. TRS Special research allowance for the execution of postdoctoral research and the faster and more effective promotion of research programs, Law 4093/2012

The family allowance remained intact since Law 4024/2011, art.17 (see Table 10).

The Holiday and Personal Time Off (PTO) allowances, as lowered by Law 3845/2010, were still provided for the year 2012 and were totally annulled from 1/1/2013 with Law 4093/2012.

In **2015** the Law 4354/2015 prolonged the halt in the advancement of the public sector employees salaries for the following two years, until the end of December 2017. Changes in the family allowance were made in favor of the employees.

	4354/2015, art. 15
Family Status	**Family allowance in €**
Employee with 1 child	50
Employee with 2 children	70
Employee with 3 children	120
Employee with 4 children	170
Employee with 5 children	240 (170+70)
Employee with 6 children	310 (240+70)
For every additional child	+ 70

Table 15. Family allowance, Law 4354/2015

Status in 2017

With the Law 4472/**2017** a new salary classification with 16 salary scales was introduced. For salary advancement, one (1) year of service is required in the first salary scale (Μισθολογικό Κλιμάκιο - M.K.1) and two (2) years for each subsequent one.

Art. 130 of this Law stipulates that the monthly basic salary of the M.K. 1 of the rank of University Professor (First-level Professor) is set at the amount of 2.122€. The basic salary of the following salary scales is formed by adding to the immediately preceding salary scale the amount of 60 euros. It also stipulates that the monthly basic salary of the other grades of TRS is formed as a percentage of the corresponding Professor's salary, as follows: Associate Professor: 85%, Assistant Professor 75%, Lecturer 70%.

Salary scale	Years	Professor	Associate Professor	Assistant Professor	Lecturer
MK 1	0-1	2122	1804	1592	1485
MK2	1-3	2182	1855	1637	1527
…	…+2	…+60	…+51	…+45	…+42
MK 16	29+	3022	2569	2267	2115

Table 16. TRS Salary scales, Law 4472/2017

Source: "Instructions for the implementation of the provisions of Law 4472/2017, Part 6 (National Gazette 74, A'), Diavgeia ref. nr ΨΜΦ2Η-Β2Φ.

The additional allowances were defined as well:

- **Special allowance for teaching and research**

	L. 4472/2017, art. 131
Professor	500
Associate Professor	450
Assistant Professor	400
Lecturer	250

Table 17. TRS Special allowance for teaching and research, Law 4472/2017

- **Family allowance (see Table 15. Family allowance, Law 4354/2015)**

The right to receive additional income from participation to research projects or other permitted activities, as stated in Law 4009/2011, remained in force.

From **1/1/2018**, the salary advancement suspension that was imposed with the Law 4354/2015 was lifted and the excess time calculated during the initial classification without the period from 1/1/2016 till 31/12/2017 was taken into account. (Tsiatsiou et al., 2024). Later this year and *"in accordance with the Law 4575/2018, art.12, a lump sum payment was given to the TRS members that belonged to the University and Technological Institutions, as well as, to the other staff, for as long as they were on duty from 1 January 2015 till 31 December 2016. Specifically, this amount represented the difference between the monthly salaries, that the members were about to receive according to the provisions of the salaries, which were in force on 31 July 2012, and the monthly salaries that they actually received in accordance with the provisions of the Law 4093/2012. The provisions that were currently in force did not affect the salaries of the TRS. These salaries were taken into account before the implementation of the provisions of the article 155, Law 4472/2017. The referred sum of money was calculated from 1 January 2015 till 31 December 2016."* (Tsiatsiou et al., 2024)

Status in 2023 – 2024 - currently

In July **2023**, the Law 5045/2023 was published and brought about new changes in the TRS salaries with retroactive effect from 7/10/2022. Art. 31 of this Law stipulates that the monthly basic salary of the first salary scale (M.K. 1) of the rank of University Professor (First-level Professor) is set at the amount of 2.228€. The basic salary of the following salary scales is formed by adding to the immediately preceding salary scale the amount of 63 euros. It also stipulates that the monthly basic salary of the other grades of TRS is formed as a percentage of the corresponding Professor's salary, as follows: Associate Professor: 85%, Assistant Professor 75%, Lecturer 70%. In addition, an horizontal raise of 70€ was foreseen for all public sector employees, taking effect from 1/1/24.

Salary scale	Years	Professor		Associate Professor		Assistant Professor		Lecturer	
		Until 31/12/23	From 1/1/24	Until 31/12/23	From 1/1/24	Until 31/12/23	From 1/1/24	Until 31/12/23	From 1/1/24
MK 1	0-1	2228	2298	1894	1964	1671	1741	1560	1630
MK2	1-3	2291	2361	1947	2017	1718	1788	1604	1674
…	…+2	…+63	…+63	…+53	…+53	…+47	…+47	…+44	…+44
MK 16	29+	3173	3243	2697	2767	2380	2450	2221	2291

Table 18. TRS Salary scales, Law 5045/2023
Source: "Instructions for the implementation of the provisions of Law 5045/2023, Part C (National Gazette 136, A'), Diavgeia ref. nr Ψ167Η-Θ16

The additional allowances were redefined as well:

- **Special allowance for teaching and research**

	L. 5045/2023, art. 32
Professor	500
Associate Professor	450
Assistant Professor	400
Lecturer	250

Table 19. TRS Special allowance for teaching and research, Law 5045/2023

- **Special library allowance**

	L. 5045/2023, art. 32
Professor	200
Associate Professor	170
Assistant Professor	150
Lecturer	120

Table 20. TRS Special library allowance, Law 5045/2023

- **Family allowance**

	Until 31/12/23, as stipulated in Law 4354/2015, art. 15	**From 1/1/24, as stipulated in Law 5045/2023, art. 21**
Family Status	**Family allowance in €**	**Family allowance in €**
Employee with 1 child	50	70
Employee with 2 children	70	120
Employee with 3 children	120	170
Employee with 4 children	170	220
Employee with 5 children	240 (170+70)	290 (220+70)
Employee with 6 children	310 (240+70)	360 (290+70)
For every additional child	+ 70	+70

Table 21. Family allowance, Law 5045/2023

Source: "Instructions for the implementation of the provisions of Law 5045/2023, Part C (National Gazette 136, A'), Diavgeia ref. nr Ψ167Η-Θ16

The salary schemes of TRS in the Supreme Military Educational Institutions or in the former Technological Educational Institutions followed parallel routes with the above described schemes. The upward trend of salaries in the 2000s was abruptly interrupted at the end of the decade by the financial crisis and followed a downward route due to the austerity measures for almost another one. A rebound in the salaries is slowly trending in all TRS payrolls since 2018, after the completion of obligations imposed by the Memoranda of Economic and Financial Policy signed with Greece's creditors.

4.2 Researchers and Staff Scientists

Parallel to the TRS salary and benefits designation, Law 3205/2003 served as the basis for the salaries and benefits of the Researchers and the Staff Scientists. The law identified the salary of a Grade D Researcher or Staff Scientist (level of staff that was later annulled with Law 4310/2014) as the base of all other level salaries and set the coefficients that would serve for the calculation of the higher staff levels.The income policy laws that were voted in the following years added a small raise each year to the salaries, up until the year 2008.

Status in 2008

	L. 3205/2003, art. 38		**…**	**L. 3670/2008, art. 5**
	Coefficient	**Salary**		**Salary**
Researcher A	1,5	1472		1698
Researcher B	1,3	1275		1472
Researcher C	1,1	1079		1245
Researcher D	1	981		1132
Staff Scientist A	1,4	1285		1483
Staff Scientist B	1,3	1193		1377
Staff Scientist C	1,08	991		1144
Staff Scientist D	1	918		1059

Table 22. Research & Staff Scientists salary scales, Law 3670/2008

Allowances and benefits were also provided:

- **Years of Service Allowance**, set at a rate of four percent (4%) upon completion of one (1) year of service, subsequently increased every two years from the granting of this rate and up to fourteen (14) two-years by four (4) percentage points and up to a total rate of sixty percent (60%).

- **Fixed compensation for creating and updating a library and participating in conferences**

L. 3205/2003		
	Researchers	**Staff Scientists**
Grade A	411 (+117 € after 25 years of service)	396
Grade B	264	205
Grade C	176	103
Grade D	176	103

Table 23. Research & Staff Scientists Fixed compensation for creating and updating a library and participating in conferences, Law 3205/2003

- **Special research allowance for the execution of postdoctoral research and the faster and more effective promotion of research programs**

L. 3205/2003		
	Researchers	**Staff Scientists**
Grade A	388 (+117 € after 25 years of service)	327
Grade B	354	251
Grade C	319	187
Grade D	288	140

Table 24. Research & Staff Scientists Special research allowance for the execution of postdoctoral research and the faster and more effective promotion of research programs, Law 3205/2003

- **Family allowance (see Table 8. Family allowance, Law 3336/2005)**

- **Personal Time Off (PTO) allowance (see Table 9. Holiday and Personal Time Off (PTO) allowances, Law 3205/2003)**

Researchers and Staff Scientists had the right to receive additional payments for services provided for the implementation of research projects or for royalties. They were also entitled to receive a yearly Performance Pay that could rise up to 120% of their total earnings, depending on the funds that flowed into their research centre from research projects or from the exploitation of research results.

Between the years **2009-2012**, the horizontal measures of austerity, described earlier in the TRS subchapter, affected the Researchers and the Staff Scientists as much as everyone else working in the Public Sector.

Status in 2012

Law 4093/**2012**, with retroactive effect from 1/8/2012, changed the coefficients and the base salary for the calculation of salaries of the Researchers and the Staff Scientists.

L. 4093/2012, art. 1		
	Researchers	**Staff Scientists**

	Coefficient	Salary	Coefficient	Salary
Grade A	1,37	1397	1,28	1210
Grade B	1,25	1275	1,16	1096
Grade C	1,08	1102	1,06	1002
Grade D	1	1020	1	945

Table 25. Research and Staff Scientists Salaries, Law 4093/2012

- **Fixed compensation for creating and updating a library and participating in conferences**

L. 4093/2012		
	Researchers	**Staff Scientists**
Grade A	273 (+70 € after 25 years of service)	263
Grade B	184	143
Grade C	128	75
Grade D	128	75

Table 26. Research and Staff Scientists Fixed compensation for creating and updating a library and participating in conferences, Law 4093/2012

- **Special research allowance for the execution of postdoctoral research and the faster and more effective promotion of research programs**

L. 4093/2012		
	Researchers	**Staff Scientists**
Grade A	226 (+70 € after 25 years of service)	190
Grade B	215	152
Grade C	200	117
Grade D	184	90

Table 27. Research and Staff scientists Special research allowance for the execution of postdoctoral research and the faster and more effective promotion of research programs, Law 4093/2012

- **Family allowance (see Table 10. Family allowance, Law 4024/2011)**

The Holiday and Personal Time Off (PTO) allowances, as lowered by Law 3845/2010, were still provided for the year 2012 and were totally annulled from 1/1/2013 with Law 4093/2012.

Researchers and Staff Scientists were still entitled to receive additional payments for services provided for the implementation of research projects or for royalties, as well as the yearly Performance Pay.

In **2015**, the halt in the advancement of the public sector employees salaries for the following two years, until the end of December 2017, introduced with Law 4354/2015, affected the Research and Staff Scientists as well. Changes in the family allowance were made in favor of the employees (see Table 15. Family allowance, Law 4354/2015).

Status in 2017

With the Law 4472/**2017** a new salary classification with 16 salary scales was introduced. For salary advancement, one (1) year of service is required in the first salary scale (Μισθολογικό Κλιμάκιο - M.K.1) and two (2) years for each subsequent one.

Art. 134 of this Law stipulates that the monthly basic salary of the M.K. 1 of the rank of Researcher Grade A is set at the amount of 1.670 €. The basic salary of the following salary scales is formed by adding to the immediately preceding salary scale the amount of 56 euros. It also stipulates that the monthly basic salary of the other grades of Researchers and Staff Scientists is formed as a percentage of the Researcher Grade A's salary, as follows: Researcher Grade B 85%, Researcher Grade C 75%, Researcher Grade D 70%, Staff Scientist Grade A 85%, Staff Scientist Grade B 73%, Staff Scientist Grade C 63%, Staff Scientist Grade D 60%.

Salary scale	Years	Researcher A	Researcher B	Researcher C	Researcher D
MK 1	0-1	1670	1420	1253	1169
MK2	1-3	1726	1467	1295	1208
…	…+2	…+56	…+47	…+42	…+39
MK 16	29+	2510	2134	1883	1757

Table 28. Researchers salary scales, Law 4472/2017
Source: "Instructions for the implementation of the provisions of Law 4472/2017, Part 6 (National Gazette 74, A'), Diavgeia ref. nr ΨΜΦ2Η-Β2Φ.

Salary scale	Years	Staff Scientist A	Staff Scientist B	Staff Scientist C	Staff Scientist D
MK 1	0-1	1420	1219	1052	1002
MK2	1-3	1467	1260	1087	1036
…	…+2	…+47	…+41	…+35	…+34
MK 16	29+	2134	1832	1581	1506

Table 29. Staff scientists salary scales, Law 4472/2017
Source: "Instructions for the implementation of the provisions of Law 4472/2017, Part 6 (National Gazette 74, A'), Diavgeia ref. nr ΨΜΦ2Η-Β2Φ.

The additional allowances were defined as well:

- **Special research allowance**

L. 4472/2017, art. 135		
	Researchers	**Staff Scientists**
Grade A	500	350
Grade B	450	320
Grade C	400	290
Grade D	250	270

Table 30. Research & Staff scientists Special research allowance, Law 4472/2017

- **Family allowance (see Table 15. Family allowance, Law 4354/2015)**

Researchers and Staff Scientists were still permitted to receive additional payments for:

- services provided for the implementation of research projects and/or
- royalties and/or
- intellectual property rights and/or
- provision of educational services (p.ex. teaching in a HEI)

The Performance Pay was reduced to a month's salary in maximum, paid once a year, based on the amounts of funds received by the research institution over the past three years from programs or projects financed exclusively by European or international funds or from surpluses derived from sales of products or provision of services.

From **1/1/2018**, the salary advancement suspension that was imposed with the Law 4354/2015 was lifted and the excess time calculated during the initial classification without the period from 1/1/2016 till 31/12/2017 was taken into account. (Tsiatsiou et al., 2024).

Status in 2024 and currently

In July **2023**, the Law 5045/2023 was published and introduced an horizontal raise of 70€ for all the Public Sector employees with effect from 1/1/2024.

Salary scale	Years	Researcher A	Researcher B	Researcher C	Researcher D
MK 1	0-1	1740	1490	1323	1239
MK2	1-3	1796	1537	1365	1278
…	…+2	…+56	…+47	…+42	…+39
MK 16	29+	2580	2204	1953	1827

Table 31. Researchers salary scales, Law 5045/2023
Source: "Instructions for the implementation of the provisions of Law 5045/2023, Part C (National Gazette 136, A'), Diavgeia ref. nr Ψ167Η-Θ16

Salary scale	Years	Staff Scientist A	Staff Scientist B	Staff Scientist C	Staff Scientist D
MK 1	0-1	1490	1289	1122	1072
MK2	1-3	1537	1330	1157	1106
…	…+2	…+47	…+41	…+35	…+34
MK 16	29+	2204	1902	1651	1576

Table 32. Staff Scientists salary scales, Law 5045/2023
Source: "Instructions for the implementation of the provisions of Law 5045/2023, Part C (National Gazette 136, A'), Diavgeia ref. nr Ψ167Η-Θ16

Some additional allowances remained the same, while others were reinstated:

- **Special research allowance (see Table 30. Research & Staff scientists Special research allowance, Law 4472/2017)**

- **Special library allowance (in effect from 1/1/24)**

L. 5045/23, art. 23		
	Researchers	**Staff Scientists**
Grade A	150	100
Grade B	150	100
Grade C	120	100
Grade D	120	100

Table 33. Research & Staff Scientists Special library allowance, Law 5045/2023

- **Family allowance (see Table 21. Family allowance, Law 5045/2023)**

Researchers and Staff Scientists are still permitted to receive additional payments for:

- services provided for the implementation of research projects and/or
- royalties and/or
- intellectual property rights and/or
- provision of educational services (p.ex. teaching in a HEI)

and are entitled to the annual Performance Pay, which is limited to a month's salary in maximum, based on the amounts of funds received by the research institution over the past three years from programs or projects financed exclusively by European or international funds or from surpluses derived from sales of products or provision of services.

The plunge of salaries and benefits that was caused by the financial crisis in Greece led to a wave of economic refugees who seeked better life standards in other countries. Greek scientists were no exception, intensifying the "brain drain" phenomenon (Christopoulos et al., 2014). Recent raises in the salaries and benefits of scientists are part of an effort to reverse the phenomenon and result to a "brain gain".

4.3 Research Managers and Administrators

Research Managers and Administrators are reimbursed in various scales, depending on their employement contract and working relationship, their education level and their acknowledged service in the field. They may be Civil servants, Employees under private law work contract of indefinite duration (ΙΔΑΧ), Employees under private law work contract of fixed-term (ΙΔΟΧ) or Natural persons under direct contract (Σύμβαση έργου).

Natural persons under direct contract are often hired to perform certain tasks in the framework of a research or research-related project in a specified time frame. They are considered as free-lancers rather than employees and they enjoy some relative flexibility in the contracts they negotiate. Nevertheless, the project funding authorities may impose certain limitations and, for example, demand that, for the personnel cost to be eligible, the persons should work under similar conditions to those of an employee (European Commision, Annotated Grant Agreement, v.1/5/2024) or that their pay does not exceed a certain amount (Hellenic Foundation for Research and Innovation, calls for proposals).

Spinthiropoulos et al. (2021) performed an extensive literature review of the sequence of events and laws that affected the income of Public Sector employees during the time of the financial crisis in the decade 2009-2019 and also presented a series of cases with actual payroll routes regarding employees of a Greek University.

One of the major challenges for the Greek State at the beginning of the crisis was to make an Employee Census and unify all employees under a single payroll in an attempt to control the personnel expenditure. With Law 3845/2010 the Single Payment Authority was introduced and all payments had to be channeled through it. As inferred from the previous subchapters, separate payrolls were in effect for special categories of employees, such as the TRS, the Researchers, the Staff Scientists or the Armed Forces.

Status in 2011

With Law **4024/2011** (in effect from 1/11/2011) the Single Payroll was introduced for the mainstream public sector employees that were not included in special payrolls. Employees were categorized in grades according to their educational level and years of service. The salaries of university degree holders ranged from 1092 € (introductory level) to 2409 € (final level), while those of technological university degree holders ranged from 1037 € (introductory level) to 2243 € (final level). Allowances for postgraduate (45 €) and doctoral degrees (75 €) were maintained from Law 3205/2003. Family allowance was provided (see Table 10. Family allowance, Law 4024/2011) starting from 50 € for the first child and 70 € for any additional child. The Holiday and Personal Time Off (PTO) allowances were still provided for the year 2012 and then were totally annulled from 1/1/2013 with Law 4093/2012.[2]

Status in 2015

With the Law 4354/2015 a new salary classification system with 19 salary scales (MK) for the holders of university and technical university degrees was introduced.[3] A university degree holder with no previous relevant working experience in the Public Sector would start at the first salary rank. Only previous acknowledged working experience in the Public sector could classify the worker in another salary rank. For salary advancement, two (2) years of service are required in every salary rank. A Master or PhD degree could advance a salary two or six salary ranks respectively, provided that the degree is relevant to the job title. The basic salary of the following salary scales is formed by adding to the immediately preceding salary scale the amount of 59 or 55 euros, respectively.

Salary scale	Years	Higher Educational Institute degree holders salary	Technical Educational Institute degree holders salary
MK 1	0-2	1092	1037
MK2	2-4	1151	1092

[2] Any other allowances that were provided for special working conditions and positions of responsibility will not be cited.
[3] Salaries for lower educational degrees will not be cited.

…	…+2	…+59	…+55
MK 19	36-38	2154	2027

Table 34. RMAs salary scales, Law 4354/2015.

Family allowance was provided to employees with under-aged children, children with special needs or adult children who were attending higher educational schools or universities.[4] (see Table 15. Family allowance, Law 4354/2015)

Status in 2024-currently

Law 5045/2023 provided a horizontal raise of 70 € to all public sector employees:

Salary scale	Years	Higher Educational Institute degree holders salary	Technical Educational Institute degree holders salary
MK 1	0-2	1162	1107
MK2	2-4	1221	1162
…	…+2	…+59	…+55
MK 19	36-38	2224	2097

Table 35. RMAs salary scales, Law 5045/2023

The same law introduced some favorable changes to the family allowance[5] (see Table 21. Family allowance, Law 5045/2023).

With Law 5019/2023, the weekly working hours of the permanent Specialized scientific and technical personnel who support research carried out in research institutions, were reduced to at least 26, offering them some space to participate in additional research projects and receive additional pay. Efforts are being made to extend this advantage to the administrative personnel as well.

[4] Any other allowances that were provided for special working conditions and positions of responsibility will not be cited.

[5] Any other allowances that were provided for special working conditions and positions of responsibility will not be cited.

5 Research Methodology

5.1 Aim and method

The aim of this study is to assess the pay satisfaction of the Researchers and the Research Managers and Administrators (RMAs) in the Greek Public Research sector and to gain some insight on the key motivation and retention factors. In addition, we will examine if there is a link between pay satisfaction and retention.

The research method that will be applied in this study is quantitative with the use of a questionnaire. This method offers some advantages, since it may handle a large number of participants, the data received are easily measured and they are more reliable due to the absence of the researcher's bias. The sample used will be a non-probability sample and in particular a convenience sample, whose members are more easily to be reached by the researcher due to limited resources.

Apart from the descriptive statistics that will be presented and analysed for the results of each one of the questions included in the questionnaire, we will examine the basic research questions of this dissertation:

a) Are the Researchers and the RMAs satisfied with their pay?
b) How significant is pay satisfaction to the retention of the Researchers and the RMAs?
c) Which are the most significant factors affecting retention of the Researchers and the RMAs?

To answer and analyse the above mentioned questions we will use the EXCEL Programme from the Microsoft Office Suite.

To answer **research question a)**, we are going to begin with a Cronbach's Alpha calculation to assess the internal consistency of the 10 Pay Satisfaction questions in the first section of the questionnaire. Then, we will calculate an overall Pay Satisfaction Score by a) summing up the scores from the 10 Pay Satisfaction questions for each respondent and by b) dividing the sums by 10 which equals the number of questions. Finally, we will find the average of all scores. (results in page 85)

To answer **research question b)** we are going to perform a Regression analysis, using the Analysis Toolpak. We will create a Pay Satisfaction Score by averaging the responses from the 10 questions from the Pay Satisfaction section of the questionnaire. Then, we will examine the relationship between pay satisfaction (X Variable 1) and retention (dependent variable) for 130 participants, based on the answers to Retention Question 29 of the questionnaire (I plan to stay in this organisation to develop my career for a long time). (results in page 86)

To answer **research question c)** we are going to categorise 24 questions that affect retention into 3 separate groups: HR Practices, Working conditions and Work Attitudes. This

classification is based on Chatzoudes, D. and Chatzoglou, P. (2022). Questions 1-10, found on the Retention part of the questionnaire, will be in the HR Practices group. Questions 11-18 will be in the Working conditions group, while questions 19-24 will form the Work Attitudes group. We will use Cronbach's Alpha calculation to assess the internal concistency of the questions of each group. We will calculate average scores for every participant for each group of questions and then perform regression analysis against Retention Question 29 of the questionnaire (I plan to stay in this organisation to develop my career for a long time). (results in page 87)

5.2 Questionnaire development and data collection

The questionnaire used for this study (see Appendix A) had two separate sections, addressed on the one hand to the TRS, the Researchers and Staff Scientists and, on the other hand, to the Research Managers and Administrators. While the two sections shared many common questions, the division in sections was intentional, in order to grasp the fine details of each profession. Some clarifications in Greek were provided in various questions, in order to avoid confusions and to facilitate the response to the questionnaire.

The questionnaire was drafted on the Google Forms application. The first page included an introductory note for the purpose of this questionnaire and the anonymity provisions of the survey. It concluded with a consent request, in order to proceed to the next parts of the questionnaire.

The first question led the participant to the appropriate section, according to their professional occupation. The **first part of the questionnaire** consisted of the **demographical data**. Common questions addressed to all participants included data about:

- Age
- Gender
- Years of Acknowledged Service (optional)
- Gross monthly income (μικτές αποδοχές) from salary and, if applicable, additional payments for the participation in research projects
- Name of Institution they work for (optional)

Additionally, the statement of the grade of Professor/Researcher and Staff Scientist was requested in the first section, while the statement of the educational level and the employee status of RMAs was requested in the second.

The **second part of the questionnaire** consisted of 10 closed-type Likert questions, it had common questions in both sections and was meant to measure the **pay satisfaction**. The questions were a selection from those included in the "Comprehensive model and measure of compensation satisfaction, Williams, M. L. et al. (2008)", part of which were based on the "Pay satisfaction: Its multidimensional nature and measurement, Heneman III, H. G., & Schwab, D. P. (1985)" (PSQ) and on the "Revision of the Heneman and Schwab Pay Satisfaction Questionnaire (PSQ): Altered factor structure and psychometric properties, Ash R. and Dreher G., (1990)" (RSPQ).

Heneman III, H. G., & Schwab, D. P. (1985) (PSQ):

- My take-home pay (καθαρά)
- My current salary (μισθός)
- My overall level of pay (όλες οι αποδοχές)
- How my raises are determined
- My benefit package (family allowance, other allowances, personal time off, health insurance, etc)

Ash R. and Dreher G., (1990) (RSPQ):

- The pay differences between my job and jobs one level above mine in the pay hierarchy
- The pay differences between my job and jobs one level below mine in the pay hierarchy
- The size of my most recent raise

Williams, M. L. et al. (2008):

- The procedures and criteria used in determining forms of pay such as bonuses and incentives
- How my bonuses are determined

The respondents had to choose an answer between the 5 following options:

- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied

The **third part of the questionnaire** consisted of 29 closed-type Likert questions, it had common questions in both sections and was meant to measure the **retention factors**. The questions were selected from the questionnaire included in the journal article "Factors Affecting Employee Retention: Proposing an Original Conceptual Framework, Chatzoudes, D. and Chatzoglou, P. (2022), pages 73-76.". The two authors had adapted questions from several studies, after an extensive literature review.

Six **original questions** were also included in the questionnaire:

- The funding provided by the state to my organisation is adequate
- I have to participate to research projects to secure adequate funding for my lab/department

(Addressed only to TRS, Researchers, Staff Scientists)	(Addressed only to RMAs)
• The research infrastructure in my organisation is adequate • The research infrastructure in my organisation is modern	• My organisation provides adequate equipment for my job • My job equipment is modern

The respondents had to choose an answer between the 5 following options:

- I strongly disagree
- I disagree
- I'm neutral
- I agree
- I strongly agree

The questionnaire was actively distributed for 3 weeks, starting on the 7th of February 2025. E-mail messages welcoming answers to the questionnaire were send to university departments secretariats for distribution, to lists of individual faculty members, to research institutes, to individual researchers and staff scientists, as well as to RMAs in Special Research Funds Account in universities, to Technology Transfer Offices and other research departments. The distribution of the questionnaire was intented to create a mild "snowball effect", since the participants were kindly asked to forward to the questionnaire to other potential responders. Due to this effect, it is not possible to determine the response rate to the survey.

6 Results and research analysis

130 responses in total were collected through the online form: 69 from TRS, researchers & staff scientists and 61 from RMAs.

The respondents originated from a variety of organisations. For anonymity reasons, answering this question was optional. 110 out of 130 responents mentioned their organization of origin.

TRS, researchers & staff scientists	RMAs
Agricultural University of Athens (5)	Agricultural University of Athens (2)
Aristotle University of Thessaloniki (3)	Athena RC (1)
Athena RC (3)	BSRC "Alexandros Fleming" (1)
BRFAA (3)	BRFAA (10)
CERTH (2)	CERTH (1)
FORTH (5)	FORTH (27)
Hellenic Air Force Academy (1)	HCMR (1)
Hellenic Army Academy (1)	National Hellenic Research Foundation (1)
Hellenic Naval Academy (2)	NCSR Demokritos (1)
Hellenic Pasteur Institute (2)	University of Crete (4)
HCMR (1)	University of Western Macedonia (1)
Ionian University (1)	
National Hellenic Research Foundation (8)	
NCSR Demokritos (7)	
University of Athens (1)	
Technical University of Crete (1)	
University of Crete (3)	
University of the Peloponnese (11)	

6.1 Demographical data

Regarding the TRS, Researchers and Staff Scientists grade, at least one person per grade answered the questionnaire. Almost half of the respondents belong to the Research Director – Professor A grade.

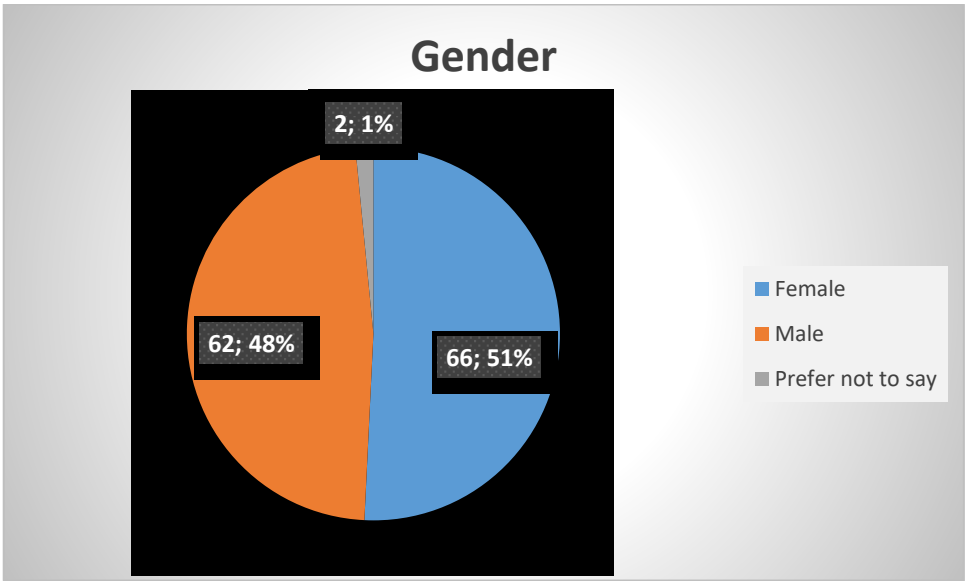
TRS, Researchers and Staff Scientists work position and grade	Count
Research Scientist in a Public Research Center in Greece / Staff Scientist (ΕΛΕ)	36
A Grade - Research Director - Professor	17
B Grade - Principal Investigator - Associate Professor	8
C Grade - Assistant Researcher - Assistant Professor	4
B Grade - Staff Scientist (ΕΛΕ)	5
C Grade - Staff Scientist (ΕΛΕ)	2
Teaching and Research Staff (TRS) in a Greek University	33
A Grade - Research Director - Professor	15
B Grade - Principal Investigator - Associate Professor	7

C Grade - Assistant Researcher - Assistant Professor	10
A Grade - Staff Scientist (ΕΛΕ)	1
Grand Total	69

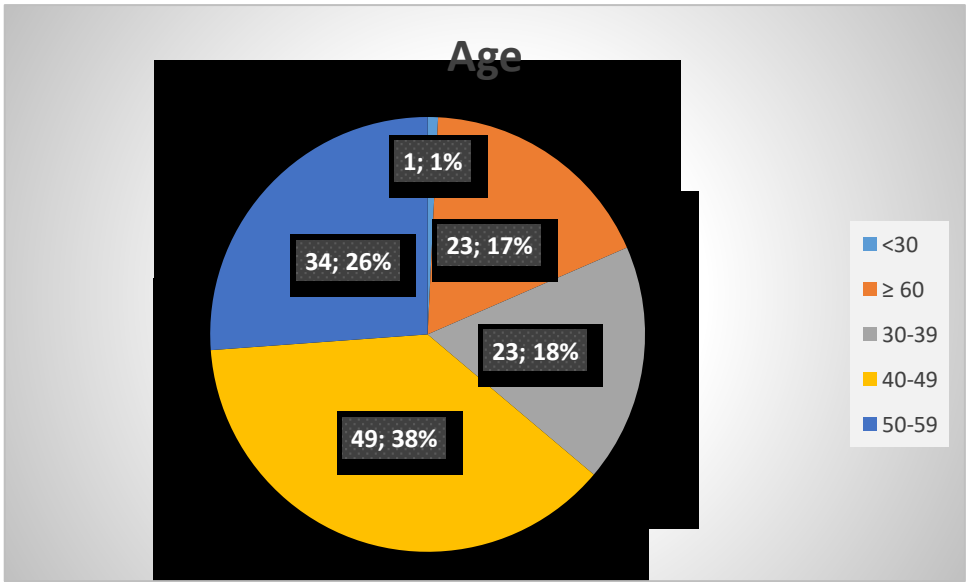
Regarding the employee status and educational level of RMAs, the results depicted that the majority of participants work under a private law work contract, while their educational level is very high (51/61 respondents have a master's degree and above).

RMA Employee status and educational level	Count
Civil servant (Δημόσιος Υπάλληλος)	3
Doctoral Degree	3
Employee under private law work contract of fixed-term (ΙΔΟΧ)	24
Doctoral Degree	5
Master's Degree	17
University Degree	2
Employee under private law work contract of indefinite duration (ΙΔΑΧ)	22
Doctoral Degree	2
Master's Degree	14
University Degree	6
Natural person under direct contract (Σύμβαση έργου)	12
Doctoral Degree	4
Master's Degree	6
University Degree	2
Grand Total	61

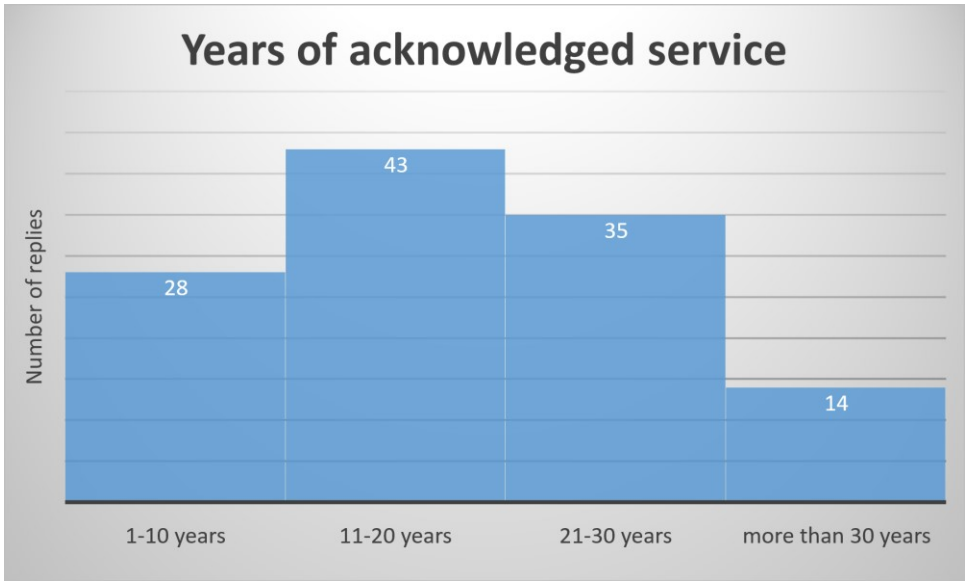
66 respondents were identified as female, 62 as male and 2 prefered not to reveal their gender. The percentages between male and female were quite close to balance.



The respondents were almost all over 30 years of age and the decade between 40-49 years of age had a lead among the other groups.

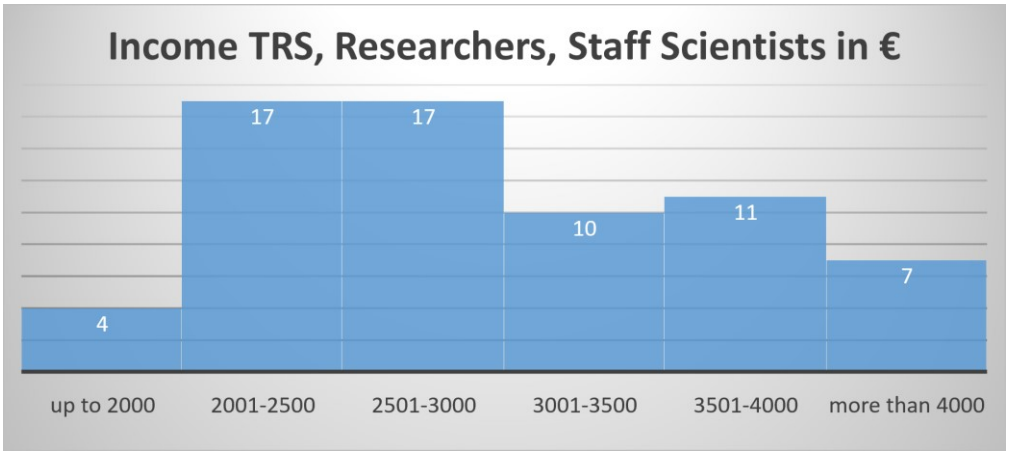


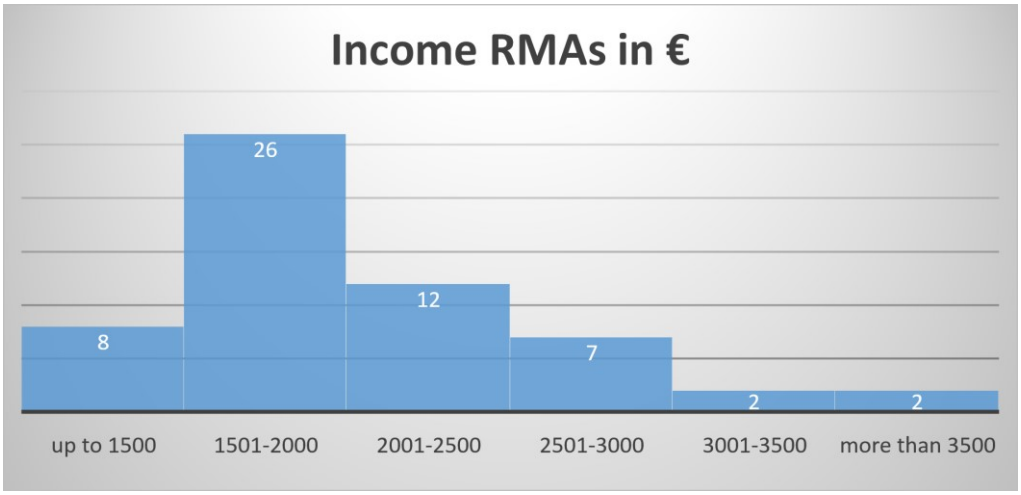
Another optional question was the one referring to the years of acknowledged service in the public sector, as it is a factor that currently determines the height of one's salary in the sector. 43 of the respondents had 11 to 20 years of acknowledged service, while 35 respondents had 21 to 30 years.

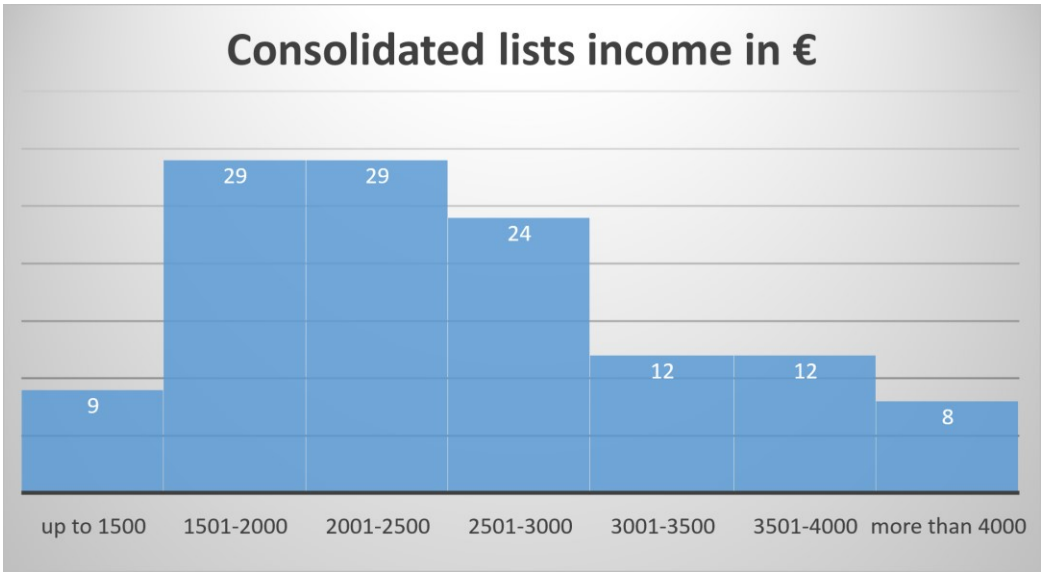


While the answer to the question regarding the gross monthly income was mandatory, some participants chose not to answer it, propably for privacy issues. 66 out of 69 TRS,

Researchers & Staff Scientists and 57 out of 61 RMAs answered this question in the correct format.







6.2 Pay satisfaction – Descriptive statistics

Pay Satisfaction Question 1 - My take-home pay (καθαρά)

TRS, Researchers and Staff Scientists

Mean	2,4202899
Standard Deviation	0,9456681
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	9	13,04%	13,04%
Dissatisfied	34	49,28%	62,32%
Neither satisfied nor dissatisfied	15	21,74%	84,06%
Satisfied	10	14,49%	98,55%
Very satisfied	1	1,45%	100,00%

RMAs

Mean	2,7540984
Standard Deviation	1,1641268
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	11	18,03%	18,03%
Dissatisfied	15	24,59%	42,62%
Neither satisfied nor dissatisfied	15	24,59%	67,21%
Satisfied	18	29,51%	96,72%
Very satisfied	2	3,28%	100,00%

Consolidated tables

Mean	2,5769231
Standard Deviation	1,0628715
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	20	15,38%	15,38%
Dissatisfied	49	37,69%	53,08%
Neither satisfied nor dissatisfied	30	23,08%	76,15%
Satisfied	28	21,54%	97,69%
Very satisfied	3	2,31%	100,00%

The mean in all the groups is between “Dissatisfied” and “Neither satisfied nor dissatisfied”.

Pay Satisfaction Question 2 - My current salary (μισθός)

TRS, Researchers and Staff Scientists

Mean	2,376812
Standard Deviation	0,940923
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	11	15,94%	15,94%
Dissatisfied	32	46,38%	62,32%
Neither satisfied nor dissatisfied	15	21,74%	84,06%
Satisfied	11	15,94%	100,00%
Very satisfied	0	0,00%	100,00%

RMAs

Mean	2,819672
Standard Deviation	1,10315
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	7	11,48%	11,48%
Dissatisfied	19	31,15%	42,62%
Neither satisfied nor dissatisfied	16	26,23%	68,85%
Satisfied	16	26,23%	95,08%
Very satisfied	3	4,92%	100,00%

Consolidated tables

Mean	2,584615
Standard Deviation	1,04016
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	18	13,85%	13,85%
Dissatisfied	51	39,23%	53,08%
Neither satisfied nor dissatisfied	31	23,85%	76,92%
Satisfied	27	20,77%	97,69%
Very satisfied	3	2,31%	100,00%

77% of the respondents chose an answer between “Very dissatisfied” and “Neither satisfied nor dissatisfied”. The TRS, Researchers and Staff Scientists group has an even higher percentage.

Pay Satisfaction Question 3 - My overall level of pay (όλες οι αποδοχές)

TRS, Researchers and Staff Scientists

Mean	2,637681
Standard Deviation	0,938883
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	5	7,25%	7,25%
Dissatisfied	31	44,93%	52,17%
Neither satisfied nor dissatisfied	18	26,09%	78,26%
Satisfied	14	20,29%	98,55%
Very satisfied	1	1,45%	100,00%

RMAs

Mean	2,852459
Standard Deviation	1,180905
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	8	13,11%	13,11%
Dissatisfied	18	29,51%	42,62%
Neither satisfied nor dissatisfied	15	24,59%	67,21%
Satisfied	15	24,59%	91,80%
Very satisfied	5	8,20%	100,00%

Consolidated tables

Mean	2,738462
Standard Deviation	1,060597
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	13	10,00%	10,00%
Dissatisfied	49	37,69%	47,69%
Neither satisfied nor dissatisfied	33	25,38%	73,08%
Satisfied	29	22,31%	95,38%
Very satisfied	6	4,62%	100,00%

Only 1 out of 4 people feel satisfied or very satisfied with their overall pay.

Pay Satisfaction Question 4 - The pay differences between my job and jobs one level above mine in the pay hierarchy

TRS, Researchers and Staff Scientists

Mean	2,84058
Standard Deviation	0,884893
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	4	5,80%	5,80%
Dissatisfied	20	28,99%	34,78%
Neither satisfied nor dissatisfied	29	42,03%	76,81%
Satisfied	15	21,74%	98,55%
Very satisfied	1	1,45%	100,00%

RMAs

Mean	2,655738
Standard Deviation	0,946665
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	7	11,48%	11,48%
Dissatisfied	19	31,15%	42,62%
Neither satisfied nor dissatisfied	24	39,34%	81,97%
Satisfied	10	16,39%	98,36%
Very satisfied	1	1,64%	100,00%

Consolidated tables

Mean	2,753846
Standard Deviation	0,915513
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	11	8,46%	8,46%
Dissatisfied	39	30,00%	38,46%
Neither satisfied nor dissatisfied	53	40,77%	79,23%
Satisfied	25	19,23%	98,46%
Very satisfied	2	1,54%	100,00%

4 out of 5 people do not exceed in their answers the “Neither satisfied nor dissatisfied” level.

Pay Satisfaction Question 5 - The pay differences between my job and jobs one level below mine in the pay hierarchy

TRS, Researchers and Staff Scientists

Mean	2,855072
Standard Deviation	0,827387
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	4	5,80%	5,80%
Dissatisfied	16	23,19%	28,99%
Neither satisfied nor dissatisfied	36	52,17%	81,16%
Satisfied	12	17,39%	98,55%
Very satisfied	1	1,45%	100,00%

RMAs

Mean	2,786885
Standard Deviation	0,933002
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	7	11,48%	11,48%
Dissatisfied	12	19,67%	31,15%
Neither satisfied nor dissatisfied	30	49,18%	80,33%
Satisfied	11	18,03%	98,36%
Very satisfied	1	1,64%	100,00%

Consolidated tables

Mean	2,823077
Standard Deviation	0,875731
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	11	8,46%	8,46%
Dissatisfied	28	21,54%	30,00%
Neither satisfied nor dissatisfied	66	50,77%	80,77%
Satisfied	23	17,69%	98,46%
Very satisfied	2	1,54%	100,00%

Half the respondents are “Neither satisfied nor dissatisfied” with a tendency to dissatisfaction.

Pay Satisfaction Question 6 - The size of my most recent raise

TRS, Researchers and Staff Scientists

Mean	2,246377
Standard Deviation	0,945668
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	16	23,19%	23,19%
Dissatisfied	28	40,58%	63,77%
Neither satisfied nor dissatisfied	17	24,64%	88,41%
Satisfied	8	11,59%	100,00%
Very satisfied	0	0,00%	100,00%

RMAs

Mean	2,508197
Standard Deviation	1,233193
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	18	29,51%	29,51%
Dissatisfied	11	18,03%	47,54%
Neither satisfied nor dissatisfied	18	29,51%	77,05%
Satisfied	11	18,03%	95,08%
Very satisfied	3	4,92%	100,00%

Consolidated tables

Mean	2,369230769
Standard Deviation	1,093592767
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	34	26,15%	26,15%
Dissatisfied	39	30,00%	56,15%
Neither satisfied nor dissatisfied	35	26,92%	83,08%
Satisfied	19	14,62%	97,69%
Very satisfied	3	2,31%	100,00%

More than half of the respondents feel dissatisfied with the size of their most recent raise.

Pay Satisfaction Question 7 - How my raises are determined

TRS, Researchers and Staff Scientists

Mean	2,202898551
Standard Deviation	0,932733335
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	17	24,64%	24,64%
Dissatisfied	28	40,58%	65,22%
Neither satisfied nor dissatisfied	17	24,64%	89,86%
Satisfied	7	10,14%	100,00%
Very satisfied	0	0,00%	100,00%

RMAs

Mean	2,262295082
Standard Deviation	1,063040284
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	18	29,51%	29,51%
Dissatisfied	18	29,51%	59,02%
Neither satisfied nor dissatisfied	17	27,87%	86,89%
Satisfied	7	11,48%	98,36%
Very satisfied	1	1,64%	100,00%

Consolidated tables

Mean	2,230769231
Standard Deviation	0,992518225
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	35	26,92%	26,92%
Dissatisfied	46	35,38%	62,31%
Neither satisfied nor dissatisfied	34	26,15%	88,46%
Satisfied	14	10,77%	99,23%
Very satisfied	1	0,77%	100,00%

Only 10% of the people feel satisfied with the way their raises are determined.

Pay Satisfaction Question 8 - My benefit package (family allowance, other allowances, personal time off, health insurance, etc)

TRS, Researchers and Staff Scientists

Mean	2,043478261
Standard Deviation	0,930445539
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	22	31,88%	31,88%
Dissatisfied	28	40,58%	72,46%
Neither satisfied nor dissatisfied	13	18,84%	91,30%
Satisfied	6	8,70%	100,00%
Very satisfied	0	0,00%	100,00%

RMAs

Mean	2,295081967
Standard Deviation	1,069957356
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	17	27,87%	27,87%
Dissatisfied	19	31,15%	59,02%
Neither satisfied nor dissatisfied	16	26,23%	85,25%
Satisfied	8	13,11%	98,36%
Very satisfied	1	1,64%	100,00%

Consolidated tables

Mean	2,161538462
Standard Deviation	1,002352629
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	39	30,00%	30,00%
Dissatisfied	47	36,15%	66,15%
Neither satisfied nor dissatisfied	29	22,31%	88,46%
Satisfied	14	10,77%	99,23%
Very satisfied	1	0,77%	100,00%

The mean is closer to dissatisfaction than neutral.

Pay Satisfaction Question 9 - The procedures and criteria used in determining forms of pay such as bonuses and incentives

TRS, Researchers and Staff Scientists

Mean	2,057971014
Standard Deviation	0,968383401
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	25	36,23%	36,23%
Dissatisfied	20	28,99%	65,22%
Neither satisfied nor dissatisfied	19	27,54%	92,75%
Satisfied	5	7,25%	100,00%
Very satisfied	0	0,00%	100,00%

RMAs

Mean	2,06557377
Standard Deviation	1,014377518
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	22	36,07%	36,07%
Dissatisfied	19	31,15%	67,21%
Neither satisfied nor dissatisfied	15	24,59%	91,80%
Satisfied	4	6,56%	98,36%
Very satisfied	1	1,64%	100,00%

Consolidated tables

Mean	2,061538462
Standard Deviation	0,98637105
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	47	36,15%	36,15%
Dissatisfied	39	30,00%	66,15%
Neither satisfied nor dissatisfied	34	26,15%	92,31%
Satisfied	9	6,92%	99,23%
Very satisfied	1	0,77%	100,00%

The vast majority lies between the neutral and very dissatisfied position.

Pay Satisfaction Question 10 - How my bonuses are determined

TRS, Researchers and Staff Scientists

Mean	2,144927536
Standard Deviation	1,00404128
Count	69

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	23	33,33%	33,33%
Dissatisfied	20	28,99%	62,32%
Neither satisfied nor dissatisfied	19	27,54%	89,86%
Satisfied	7	10,14%	100,00%
Very satisfied	0	0,00%	100,00%

RMAs

Mean	2,016393443
Standard Deviation	1,008163401
Count	61

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	23	37,70%	37,70%
Dissatisfied	20	32,79%	70,49%
Neither satisfied nor dissatisfied	13	21,31%	91,80%
Satisfied	4	6,56%	98,36%
Very satisfied	1	1,64%	100,00%

Consolidated tables

Mean	2,084615385
Standard Deviation	1,004135753
Count	130

	Frequency	*Percentage*	*Cumulative %*
Very dissatisfied	46	35,38%	35,38%
Dissatisfied	40	30,77%	66,15%
Neither satisfied nor dissatisfied	32	24,62%	90,77%
Satisfied	11	8,46%	99,23%
Very satisfied	1	0,77%	100,00%

This question also assembles a large number of dissatisfied respondents.

6.3 Retention – Descriptive statistics

Retention Question 1 - In this organisation I have many opportunities for training and development

TRS, Researchers and Staff Scientists

Mean	3,057971014
Standard Deviation	1,027333183
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	5	7,25%	7,25%
I disagree	16	23,19%	30,43%
I'm neutral	21	30,43%	60,87%
I agree	24	34,78%	95,65%
I strongly agree	3	4,35%	100,00%

RMAs

Mean	2,885245902
Standard Deviation	1,081640123
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	7	11,48%	11,48%
I disagree	15	24,59%	36,07%
I'm neutral	20	32,79%	68,85%
I agree	16	26,23%	95,08%
I strongly agree	3	4,92%	100,00%

Consolidated tables

Mean	2,976923077
Standard Deviation	1,052611257
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	12	9,23%	9,23%
I disagree	31	23,85%	33,08%
I'm neutral	41	31,54%	64,62%
I agree	40	30,77%	95,38%
I strongly agree	6	4,62%	100,00%

The respondents gather around the neutral position.

Retention Question 2 - The rewards and recognition I receive from this job are attractive

TRS, Researchers and Staff Scientists

Mean	2,971014493
Standard Deviation	1,042776476
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	5	7,25%	7,25%
I disagree	19	27,54%	34,78%
I'm neutral	22	31,88%	66,67%
I agree	19	27,54%	94,20%
I strongly agree	4	5,80%	100,00%

RMAs

Mean	2,590163934
Standard Deviation	1,08592586
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	14	22,95%	22,95%
I disagree	10	16,39%	39,34%
I'm neutral	25	40,98%	80,33%
I agree	11	18,03%	98,36%
I strongly agree	1	1,64%	100,00%

Consolidated tables

Mean	2,792307692
Standard Deviation	1,07614121
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	19	14,62%	14,62%
I disagree	29	22,31%	36,92%
I'm neutral	47	36,15%	73,08%
I agree	30	23,08%	96,15%
I strongly agree	5	3,85%	100,00%

The respondents gather around the neutral position with a slight tendency to disagreement.

Retention Question 3 - The remuneration and rewards are fair

TRS, Researchers and Staff Scientists

Mean	2,550724638
Standard Deviation	0,883446325
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	7	10,14%	10,14%
I disagree	27	39,13%	49,28%
I'm neutral	26	37,68%	86,96%
I agree	8	11,59%	98,55%
I strongly agree	1	1,45%	100,00%

RMAs

Mean	2,344262295
Standard Deviation	0,892286312
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	12	19,67%	19,67%
I disagree	21	34,43%	54,10%
I'm neutral	23	37,70%	91,80%
I agree	5	8,20%	100,00%
I strongly agree	0	0,00%	100,00%

Consolidated tables

Mean	2,453846154
Standard Deviation	0,890183662
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	19	14,62%	14,62%
I disagree	48	36,92%	51,54%
I'm neutral	49	37,69%	89,23%
I agree	13	10,00%	99,23%
I strongly agree	1	0,77%	100,00%

Only 10% agree that the remuneration and rewards are fair.

Retention Question 4 - I receive reasonable pay, when compared to similar positions at private R&D organizations in Greece

TRS, Researchers and Staff Scientists

Mean	2,31884058
Standard Deviation	0,977583359
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	13	18,84%	18,84%
I disagree	33	47,83%	66,67%
I'm neutral	11	15,94%	82,61%
I agree	12	17,39%	100,00%
I strongly agree	0	0,00%	100,00%

RMAs

Mean	2,393442623
Standard Deviation	1,053228189
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	13	21,31%	21,31%
I disagree	23	37,70%	59,02%
I'm neutral	14	22,95%	81,97%
I agree	10	16,39%	98,36%
I strongly agree	1	1,64%	100,00%

Consolidated tables

Mean	2,353846154
Standard Deviation	1,010499443
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	26	20,00%	20,00%
I disagree	56	43,08%	63,08%
I'm neutral	25	19,23%	82,31%
I agree	22	16,92%	99,23%
I strongly agree	1	0,77%	100,00%

6 out of 10 people disagree with the statement of the question.

Retention Question 5 - I receive reasonable pay, when compared to similar positions at other public research organizations abroad

TRS, Researchers and Staff Scientists

Mean	1,768115942
Standard Deviation	1,072996458
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	41	59,42%	59,42%
I disagree	11	15,94%	75,36%
I'm neutral	9	13,04%	88,41%
I agree	8	11,59%	100,00%
I strongly agree	0	0,00%	100,00%

RMAs

Mean	2,196721311
Standard Deviation	1,10784584
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	21	34,43%	34,43%
I disagree	17	27,87%	62,30%
I'm neutral	14	22,95%	85,25%
I agree	8	13,11%	98,36%
I strongly agree	1	1,64%	100,00%

Consolidated tables

Mean	1,969230769
Standard Deviation	1,106278499
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	62	47,69%	47,69%
I disagree	28	21,54%	69,23%
I'm neutral	23	17,69%	86,92%
I agree	16	12,31%	99,23%
I strongly agree	1	0,77%	100,00%

There is a strong disagreement with the statement of the question.

Retention Question 6 - I have sufficient career development opportunities

TRS, Researchers and Staff Scientists

Mean	2,666666667
Standard Deviation	1,120224067
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	13	18,84%	18,84%
I disagree	17	24,64%	43,48%
I'm neutral	21	30,43%	73,91%
I agree	16	23,19%	97,10%
I strongly agree	2	2,90%	100,00%

RMAs

Mean	2,508196721
Standard Deviation	1,026692924
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	13	21,31%	21,31%
I disagree	15	24,59%	45,90%
I'm neutral	22	36,07%	81,97%
I agree	11	18,03%	100,00%
I strongly agree	0	0,00%	100,00%

Consolidated tables

Mean	2,592307692
Standard Deviation	1,07614121
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	26	20,00%	20,00%
I disagree	32	24,62%	44,62%
I'm neutral	43	33,08%	77,69%
I agree	27	20,77%	98,46%
I strongly agree	2	1,54%	100,00%

1 in 4 people disagree that they have sufficient career development opportunities, while1 in 5 strongly disagree.

Retention Question 7 - In this organization, performance is measured by quantifiable output or results-oriented measures

TRS, Researchers and Staff Scientists

Mean	2,666666667
Standard Deviation	1,107018607
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	14	20,29%	20,29%
I disagree	14	20,29%	40,58%
I'm neutral	23	33,33%	73,91%
I agree	17	24,64%	98,55%
I strongly agree	1	1,45%	100,00%

RMAs

Mean	2,31147541
Standard Deviation	1,057370695
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	16	26,23%	26,23%
I disagree	19	31,15%	57,38%
I'm neutral	19	31,15%	88,52%
I agree	5	8,20%	96,72%
I strongly agree	2	3,28%	100,00%

Consolidated tables

Mean	2,5
Standard Deviation	1,094383122
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	30	23,08%	23,08%
I disagree	33	25,38%	48,46%
I'm neutral	42	32,31%	80,77%
I agree	22	16,92%	97,69%
I strongly agree	3	2,31%	100,00%

The vast majority of respondents move between strong disagreement and neutrality.

Retention Question 8 - I am evaluated fairly, based on my performance

TRS, Researchers and Staff Scientists

Mean	3,101449275
Standard Deviation	1,016697762
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	6	8,70%	8,70%
I disagree	11	15,94%	24,64%
I'm neutral	25	36,23%	60,87%
I agree	24	34,78%	95,65%
I strongly agree	3	4,35%	100,00%

RMAs

Mean	2,62295082
Standard Deviation	1,127887914
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	12	19,67%	19,67%
I disagree	15	24,59%	44,26%
I'm neutral	21	34,43%	78,69%
I agree	10	16,39%	95,08%
I strongly agree	3	4,92%	100,00%

Consolidated tables

Mean	2,876923077
Standard Deviation	1,092719987
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	18	13,85%	13,85%
I disagree	26	20,00%	33,85%
I'm neutral	46	35,38%	69,23%
I agree	34	26,15%	95,38%
I strongly agree	6	4,62%	100,00%

While the TRS, Researchers and Staff Scientists group gathers significant neutral and positive responses, the RMAs group ranges mainly from strong disagreement to neutrality.

Retention Question 9 - My organization gives me the chance to make use of my best abilities

TRS, Researchers and Staff Scientists

Mean	2,898550725
Standard Deviation	1,189969445
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	10	14,49%	14,49%
I disagree	18	26,09%	40,58%
I'm neutral	14	20,29%	60,87%
I agree	23	33,33%	94,20%
I strongly agree	4	5,80%	100,00%

RMAs

Mean	2,754098361
Standard Deviation	1,105376824
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	10	16,39%	16,39%
I disagree	13	21,31%	37,70%
I'm neutral	23	37,70%	75,41%
I agree	12	19,67%	95,08%
I strongly agree	3	4,92%	100,00%

Consolidated tables

Mean	2,830769231
Standard Deviation	1,148902149
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	20	15,38%	15,38%
I disagree	31	23,85%	39,23%
I'm neutral	37	28,46%	67,69%
I agree	35	26,92%	94,62%
I strongly agree	7	5,38%	100,00%

Most of the responses gather around the mean.

Retention Question 10 - My organization gives me the chance to develop new and better ways to do my job

TRS, Researchers and Staff Scientists

Mean	2,724637681
Standard Deviation	1,174283987
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	13	18,84%	18,84%
I disagree	17	24,64%	43,48%
I'm neutral	18	26,09%	69,57%
I agree	18	26,09%	95,65%
I strongly agree	3	4,35%	100,00%

RMAs

Mean	2,819672131
Standard Deviation	1,176268064
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	11	18,03%	18,03%
I disagree	12	19,67%	37,70%
I'm neutral	18	29,51%	67,21%
I agree	17	27,87%	95,08%
I strongly agree	3	4,92%	100,00%

Consolidated tables

Mean	2,769230769
Standard Deviation	1,171618251
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	24	18,46%	18,46%
I disagree	29	22,31%	40,77%
I'm neutral	36	27,69%	68,46%
I agree	35	26,92%	95,38%
I strongly agree	6	4,62%	100,00%

6 out of 10 respondents chose between neutrality and positive responses.

Retention Question 11 - My organisation's management is open, supportive and considerate

TRS, Researchers and Staff Scientists

Mean	3,014492754
Standard Deviation	1,230647291
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	11	15,94%	15,94%
I disagree	11	15,94%	31,88%
I'm neutral	20	28,99%	60,87%
I agree	20	28,99%	89,86%
I strongly agree	7	10,14%	100,00%

RMAs

Mean	2,540983607
Standard Deviation	1,218930822
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	15	24,59%	24,59%
I disagree	17	27,87%	52,46%
I'm neutral	13	21,31%	73,77%
I agree	13	21,31%	95,08%
I strongly agree	3	4,92%	100,00%

Consolidated tables

Mean	2,792307692
Standard Deviation	1,24325251
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	26	20,00%	20,00%
I disagree	28	21,54%	41,54%
I'm neutral	33	25,38%	66,92%
I agree	33	25,38%	92,31%
I strongly agree	10	7,69%	100,00%

While the TRS, Researchers and Staff Scientists group are rather positive to their responses, the RMAs are rather negative.

Retention Question 12 - Employees show concern for their work, try to get ahead and are involved in their work

TRS, Researchers and Staff Scientists

Mean	3,057971014
Standard Deviation	1,083079188
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	9	13,04%	13,04%
I disagree	8	11,59%	24,64%
I'm neutral	25	36,23%	60,87%
I agree	24	34,78%	95,65%
I strongly agree	3	4,35%	100,00%

RMAs

Mean	2,950819672
Standard Deviation	1,007078771
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	8	13,11%	13,11%
I disagree	6	9,84%	22,95%
I'm neutral	30	49,18%	72,13%
I agree	15	24,59%	96,72%
I strongly agree	2	3,28%	100,00%

Consolidated tables

Mean	3,007692308
Standard Deviation	1,045449007
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	17	13,08%	13,08%
I disagree	14	10,77%	23,85%
I'm neutral	55	42,31%	66,15%
I agree	39	30,00%	96,15%
I strongly agree	5	3,85%	100,00%

3 out of 4 people move between neutral and positive responses.

Retention Question 13 - Rewards such as promotions and salary increases are based on performance, rather than other considerations, such as favoritism

TRS, Researchers and Staff Scientists

Mean	2,84057971
Standard Deviation	1,106440881
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	10	14,49%	14,49%
I disagree	14	20,29%	34,78%
I'm neutral	26	37,68%	72,46%
I agree	15	21,74%	94,20%
I strongly agree	4	5,80%	100,00%

RMAs

Mean	2,295081967
Standard Deviation	1,005721338
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	16	26,23%	26,23%
I disagree	18	29,51%	55,74%
I'm neutral	21	34,43%	90,16%
I agree	5	8,20%	98,36%
I strongly agree	1	1,64%	100,00%

Consolidated tables

Mean	2,584615385
Standard Deviation	1,091081644
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	26	20,00%	20,00%
I disagree	32	24,62%	44,62%
I'm neutral	47	36,15%	80,77%
I agree	20	15,38%	96,15%
I strongly agree	5	3,85%	100,00%

While the TRS, Researchers and Staff Scientists group move around the neutral, the RMAs are rather negative.

Retention Question 14 - I am satisfied with the working conditions of my job

TRS, Researchers and Staff Scientists

Mean	2,971014493
Standard Deviation	1,042776476
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	4	5,80%	5,80%
I disagree	21	30,43%	36,23%
I'm neutral	22	31,88%	68,12%
I agree	17	24,64%	92,75%
I strongly agree	5	7,25%	100,00%

RMAs

Mean	3
Standard Deviation	1,183215957
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	10	16,39%	16,39%
I disagree	8	13,11%	29,51%
I'm neutral	19	31,15%	60,66%
I agree	20	32,79%	93,44%
I strongly agree	4	6,56%	100,00%

Consolidated tables

Mean	2,984615385
Standard Deviation	1,106601862
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	14	10,77%	10,77%
I disagree	29	22,31%	33,08%
I'm neutral	41	31,54%	64,62%
I agree	37	28,46%	93,08%
I strongly agree	9	6,92%	100,00%

Responses are gathered around the mean, with a slight positive tendency.

Retention Question 15 - The research infrastructure in my organisation is adequate (Researchers)- My organisation provides adequate equipment for my job (RMAs)

The research infrastructure in my organisation is adequate

TRS, Researchers and Staff Scientists

Mean	2,710144928
Standard Deviation	1,099484495
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	9	13,04%	13,04%
I disagree	25	36,23%	49,28%
I'm neutral	14	20,29%	69,57%
I agree	19	27,54%	97,10%
I strongly agree	2	2,90%	100,00%

Almost half of the respondents have a definite negative opinion.

My organisation provides adequate equipment for my job

RMAs

Mean	3,475409836
Standard Deviation	1,058403788
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	3	4,92%	4,92%
I disagree	9	14,75%	19,67%
I'm neutral	13	21,31%	40,98%
I agree	28	45,90%	86,89%
I strongly agree	8	13,11%	100,00%

More than half of the respondents have a definite positive opinion.

Retention Question 16 - The research infrastructure in my organisation is modern (Researchers)- My job equipment is modern (RMAs)

The research infrastructure in my organisation is modern

TRS, Researchers and Staff Scientists

Mean	2,68115942
Standard Deviation	1,036009789
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	9	13,04%	13,04%
I disagree	23	33,33%	46,38%
I'm neutral	19	27,54%	73,91%
I agree	17	24,64%	98,55%
I strongly agree	1	1,45%	100,00%

Almost 3 out of 4 people chose between negative to neutral responses.

My job equipment is modern

RMAs

Mean	3,360655738
Standard Deviation	1,140654591
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	4	6,56%	6,56%
I disagree	10	16,39%	22,95%
I'm neutral	17	27,87%	50,82%
I agree	20	32,79%	83,61%
I strongly agree	10	16,39%	100,00%

More than 3 out of 4 people chose between neutral to positive responses.

Retention Question 17 - The funding provided by the state to my organisation is adequate

TRS, Researchers and Staff Scientists

Mean	1,579710145
Standard Deviation	0,829702234
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	40	57,97%	57,97%
I disagree	22	31,88%	89,86%
I'm neutral	3	4,35%	94,20%
I agree	4	5,80%	100,00%
I strongly agree	0	0,00%	100,00%

RMAs

Mean	2,147540984
Standard Deviation	1,077590918
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	21	34,43%	34,43%
I disagree	20	32,79%	67,21%
I'm neutral	10	16,39%	83,61%
I agree	10	16,39%	100,00%
I strongly agree	0	0,00%	100,00%

Consolidated tables

Mean	1,846153846
Standard Deviation	0,991917245
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	61	46,92%	46,92%
I disagree	42	32,31%	79,23%
I'm neutral	13	10,00%	89,23%
I agree	14	10,77%	100,00%
I strongly agree	0	0,00%	100,00%

The majority of respondents disagree that the funding provided by the state to their organisation is adequate.

Retention Question 18 - I have to participate to research projects to secure adequate funding for my lab/department

TRS, Researchers and Staff Scientists

Mean	4,231884058
Standard Deviation	0,842700972
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	0	0,00%	0,00%
I disagree	4	5,80%	5,80%
I'm neutral	6	8,70%	14,49%
I agree	29	42,03%	56,52%
I strongly agree	30	43,48%	100,00%

RMAs

Mean	3,344262295
Standard Deviation	1,138496756
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	5	8,20%	8,20%
I disagree	8	13,11%	21,31%
I'm neutral	18	29,51%	50,82%
I agree	21	34,43%	85,25%
I strongly agree	9	14,75%	100,00%

Consolidated tables

Mean	3,815384615
Standard Deviation	1,08395354
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	5	3,85%	3,85%
I disagree	12	9,23%	13,08%
I'm neutral	24	18,46%	31,54%
I agree	50	38,46%	70,00%
I strongly agree	39	30,00%	100,00%

The majority of responses to this question are found between neutrality and strong agreement.

Retention Question 19 - I experience a strong sense of belonging to this organization

TRS, Researchers and Staff Scientists

Mean	3,637681159
Standard Deviation	0,856995684
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	1	1,45%	1,45%
I disagree	4	5,80%	7,25%
I'm neutral	24	34,78%	42,03%
I agree	30	43,48%	85,51%
I strongly agree	10	14,49%	100,00%

RMAs

Mean	3,213114754
Standard Deviation	1,112276256
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	7	11,48%	11,48%
I disagree	6	9,84%	21,31%
I'm neutral	20	32,79%	54,10%
I agree	23	37,70%	91,80%
I strongly agree	5	8,20%	100,00%

Consolidated tables

Mean	3,438461538
Standard Deviation	1,003898186
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	8	6,15%	6,15%
I disagree	10	7,69%	13,85%
I'm neutral	44	33,85%	47,69%
I agree	53	40,77%	88,46%
I strongly agree	15	11,54%	100,00%

More than half of the respondents agree that they experience a strong sense of belonging to their organization.

Retention Question 20 - I feel proud to work for this organization

TRS, Researchers and Staff Scientists

Mean	3,666666667
Standard Deviation	0,851757123
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	1	1,45%	1,45%
I disagree	4	5,80%	7,25%
I'm neutral	22	31,88%	39,13%
I agree	32	46,38%	85,51%
I strongly agree	10	14,49%	100,00%

RMAs

Mean	3,475409836
Standard Deviation	1,07403534
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	5	8,20%	8,20%
I disagree	5	8,20%	16,39%
I'm neutral	14	22,95%	39,34%
I agree	30	49,18%	88,52%
I strongly agree	7	11,48%	100,00%

Consolidated tables

Mean	3,576923077
Standard Deviation	0,963403082
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	6	4,62%	4,62%
I disagree	9	6,92%	11,54%
I'm neutral	36	27,69%	39,23%
I agree	62	47,69%	86,92%
I strongly agree	17	13,08%	100,00%

The vast majority of respondents has chosen between the neutral and the positive agreement options.

Retention Question 21 - I am sufficiently acknowledged in my current organization

TRS, Researchers and Staff Scientists

Mean	3,507246377
Standard Deviation	0,868114732
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	1	1,45%	1,45%
I disagree	6	8,70%	10,14%
I'm neutral	27	39,13%	49,28%
I agree	27	39,13%	88,41%
I strongly agree	8	11,59%	100,00%

RMAs

Mean	3,049180328
Standard Deviation	0,920619891
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	4	6,56%	6,56%
I disagree	10	16,39%	22,95%
I'm neutral	28	45,90%	68,85%
I agree	17	27,87%	96,72%
I strongly agree	2	3,28%	100,00%

Consolidated tables

Mean	3,292307692
Standard Deviation	0,918763526
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	5	3,85%	3,85%
I disagree	16	12,31%	16,15%
I'm neutral	55	42,31%	58,46%
I agree	44	33,85%	92,31%
I strongly agree	10	7,69%	100,00%

At least 4 out of 5 respondents chose an option between neutrality and positive agreement.

Retention Question 22 - I would feel guilty if I left my organization now

TRS, Researchers and Staff Scientists

Mean	2,826086957
Standard Deviation	1,110862433
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	9	13,04%	13,04%
I disagree	17	24,64%	37,68%
I'm neutral	25	36,23%	73,91%
I agree	13	18,84%	92,75%
I strongly agree	5	7,25%	100,00%

RMAs

Mean	2,508196721
Standard Deviation	1,233193021
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	17	27,87%	27,87%
I disagree	13	21,31%	49,18%
I'm neutral	18	29,51%	78,69%
I agree	9	14,75%	93,44%
I strongly agree	4	6,56%	100,00%

Consolidated tables

Mean	2,676923077
Standard Deviation	1,176088542
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	26	20,00%	20,00%
I disagree	30	23,08%	43,08%
I'm neutral	43	33,08%	76,15%
I agree	22	16,92%	93,08%
I strongly agree	9	6,92%	100,00%

3 out of 4 respondents would be neutral or would not feel guilty to leave their organization at the present moment.

Retention Question 23 - I feel fairly well satisfied with my present job

TRS, Researchers and Staff Scientists

Mean	3,333333333
Standard Deviation	0,965076447
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	3	4,35%	4,35%
I disagree	10	14,49%	18,84%
I'm neutral	22	31,88%	50,72%
I agree	29	42,03%	92,75%
I strongly agree	5	7,25%	100,00%

RMAs

Mean	2,918032787
Standard Deviation	1,069191002
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	7	11,48%	11,48%
I disagree	13	21,31%	32,79%
I'm neutral	22	36,07%	68,85%
I agree	16	26,23%	95,08%
I strongly agree	3	4,92%	100,00%

Consolidated tables

Mean	3,138461538
Standard Deviation	1,03244908
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	10	7,69%	7,69%
I disagree	23	17,69%	25,38%
I'm neutral	44	33,85%	59,23%
I agree	45	34,62%	93,85%
I strongly agree	8	6,15%	100,00%

3 out of 4 people feel neutral or satisfied with their present job.

Retention Question 24 - I get a feeling of accomplishment from my job

TRS, Researchers and Staff Scientists

Mean	3,449275362
Standard Deviation	1,118510458
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	6	8,70%	8,70%
I disagree	7	10,14%	18,84%
I'm neutral	15	21,74%	40,58%
I agree	32	46,38%	86,96%
I strongly agree	9	13,04%	100,00%

RMAs

Mean	2,901639344
Standard Deviation	1,150433513
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	11	18,03%	18,03%
I disagree	8	13,11%	31,15%
I'm neutral	20	32,79%	63,93%
I agree	20	32,79%	96,72%
I strongly agree	2	3,28%	100,00%

Consolidated tables

Mean	3,138461538
Standard Deviation	1,03244908
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	10	7,69%	7,69%
I disagree	23	17,69%	25,38%
I'm neutral	44	33,85%	59,23%
I agree	45	34,62%	93,85%
I strongly agree	8	6,15%	100,00%

3 out of 4 people are neutral or rather positive about having feelings of accomplishment from their job.

Retention Question 25 - I may leave this organisation and work for a private company in Greece or abroad in the next year

TRS, Researchers and Staff Scientists

Mean	2,086956522
Standard Deviation	1,121174941
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	27	39,13%	39,13%
I disagree	20	28,99%	68,12%
I'm neutral	13	18,84%	86,96%
I agree	7	10,14%	97,10%
I strongly agree	2	2,90%	100,00%

RMAs

Mean	2,540983607
Standard Deviation	1,218930822
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	14	22,95%	22,95%
I disagree	18	29,51%	52,46%
I'm neutral	16	26,23%	78,69%
I agree	8	13,11%	91,80%
I strongly agree	5	8,20%	100,00%

Consolidated tables

Mean	2,3
Standard Deviation	1,185506793
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	41	31,54%	31,54%
I disagree	38	29,23%	60,77%
I'm neutral	29	22,31%	83,08%
I agree	15	11,54%	94,62%
I strongly agree	7	5,38%	100,00%

The majority of respondents do not intent to leave their organisation and work for a private company in Greece or abroad in the next year.

Retention Question 26 - I may leave this organisation and work for another Greek public research organisation in the next year

TRS, Researchers and Staff Scientists

Mean	2,057971014
Standard Deviation	1,096572977
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	29	42,03%	42,03%
I disagree	16	23,19%	65,22%
I'm neutral	16	23,19%	88,41%
I agree	7	10,14%	98,55%
I strongly agree	1	1,45%	100,00%

RMAs

Mean	2,491803279
Standard Deviation	1,134650472
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	13	21,31%	21,31%
I disagree	19	31,15%	52,46%
I'm neutral	19	31,15%	83,61%
I agree	6	9,84%	93,44%
I strongly agree	4	6,56%	100,00%

Consolidated tables

Mean	2,261538462
Standard Deviation	1,131328684
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	42	32,31%	32,31%
I disagree	35	26,92%	59,23%
I'm neutral	35	26,92%	86,15%
I agree	13	10,00%	96,15%
I strongly agree	5	3,85%	100,00%

The majority of respondents do not intent to leave their organisation and work for another Greek public research organisation in the next year.

Retention Question 27 - I may leave this organisation and work for another research organisation abroad in the next year

TRS, Researchers and Staff Scientists

Mean	2,086956522
Standard Deviation	1,067420343
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	26	37,68%	37,68%
I disagree	20	28,99%	66,67%
I'm neutral	15	21,74%	88,41%
I agree	7	10,14%	98,55%
I strongly agree	1	1,45%	100,00%

RMAs

Mean	2,147540984
Standard Deviation	1,180904534
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	23	37,70%	37,70%
I disagree	18	29,51%	67,21%
I'm neutral	11	18,03%	85,25%
I agree	6	9,84%	95,08%
I strongly agree	3	4,92%	100,00%

Consolidated tables

Mean	2,115384615
Standard Deviation	1,118100655
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	49	37,69%	37,69%
I disagree	38	29,23%	66,92%
I'm neutral	26	20,00%	86,92%
I agree	13	10,00%	96,92%
I strongly agree	4	3,08%	100,00%

The majority of respondents do not intent to leave their organisation and work for another research organisation abroad in the next year.

Retention Question 28 - I will not change this organization easily

TRS, Researchers and Staff Scientists

Mean	3,652173913
Standard Deviation	0,936609765
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	1	1,45%	1,45%
I disagree	8	11,59%	13,04%
I'm neutral	16	23,19%	36,23%
I agree	33	47,83%	84,06%
I strongly agree	11	15,94%	100,00%

RMAs

Mean	3,114754098
Standard Deviation	1,239601558
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	9	14,75%	14,75%
I disagree	10	16,39%	31,15%
I'm neutral	13	21,31%	52,46%
I agree	23	37,70%	90,16%
I strongly agree	6	9,84%	100,00%

Consolidated tables

Mean	3,4
Standard Deviation	1,117860637
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	10	7,69%	7,69%
I disagree	18	13,85%	21,54%
I'm neutral	29	22,31%	43,85%
I agree	56	43,08%	86,92%
I strongly agree	17	13,08%	100,00%

3 out of 4 people are neutral or positively agree that they would not change their organization easily.

Retention Question 29 - I plan to stay in this organisation to develop my career for a long time

TRS, Researchers and Staff Scientists

Mean	3,434782609
Standard Deviation	0,915202659
Count	69

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	1	1,45%	1,45%
I disagree	8	11,59%	13,04%
I'm neutral	29	42,03%	55,07%
I agree	22	31,88%	86,96%
I strongly agree	9	13,04%	100,00%

RMAs

Mean	2,885245902
Standard Deviation	1,22608266
Count	61

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	11	18,03%	18,03%
I disagree	12	19,67%	37,70%
I'm neutral	15	24,59%	62,30%
I agree	19	31,15%	93,44%
I strongly agree	4	6,56%	100,00%

Consolidated tables

Mean	3,176923077
Standard Deviation	1,102958563
Count	130

	Frequency	*Percentage*	*Cumulative %*
I strongly disagree	12	9,23%	9,23%
I disagree	20	15,38%	24,62%
I'm neutral	44	33,85%	58,46%
I agree	41	31,54%	90,00%
I strongly agree	13	10,00%	100,00%

The majority of respondents are neutral or positive about their plans to stay in their organisation to develop their career for a long time.

6.4 Analysis of the research questions

6.4.1 Are the Researchers and the RMAs satisfied with their pay?

The respondents had to choose an answer between the 5 options, when answering the Pay Satisfaction section of the questionnaire. For the statistical analysis, these answers were assigned to a number:

- Very dissatisfied → 1
- Dissatisfied → 2
- Neither satisfied nor dissatisfied → 3
- Satisfied → 4
- Very satisfied→ 5

For the Cronbach's Alpha calculation, the formula (10/(10-1))*(1-10,10853/58,53309) was used, where

- 10 is the number of questions
- 10,10853 is the sum of variances of the responses to the 10 questions
- 58,53309 is the variance of the total score of each respondent to all 10 questions

The result was 0,92, which means that there was excellent reliability to the set of questions.

Calculating the Average Pay Satisfaction Score, we conclude to the number 2,44, which means that the Reseachers and the RMAs are closer to being dissatisfied with their pay than neutral.

6.4.2 How significant is pay satisfaction to the retention of the Researchers and the RMAs?

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0,316157127
R Square	0,099955329
Adjusted R Square	0,09292373
Standard Error	1,050463821
Observations	130

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	15,6860667	15,6860667	14,21516349	0,000247936
Residual	128	141,2447025	1,103474238		
Total	129	156,9307692			

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	2,065505297	0,308844412	6,687850639	6,34041E-10
X Variable 1	0,455786471	0,120888642	3,770300185	0,000247936

Interpretation of the findings:

R^2 = 0,0999 means that pay satisfaction explains about 10% of the variance in retention. The model has a weak explanatory power, suggesting that also other factors influence retention.

F-statistic = 14,21 and p-value = 0,00025 show that the model is statistically significant, meaning pay satisfaction has a real effect on retention at a 99,97% confidence level.

X Variable 1 (Pay Satisfaction) = 0,456. The positive coefficient means that higher pay satisfaction increases retention. It is also statistically significant (p = 0,00025), fact that provides strong evidence that this relationship is not random**.**

6.4.3 Which are the most significant factors affecting retention of the Researchers and the RMAs?

HR Practices

The Cronbach's a for questions 1-10 of the Retention section was 0,9052, which means that there was excellent reliability to the set of questions.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0,455785366
R Square	0,2077403
Adjusted R Square	0,201550771
Standard Error	0,985559502
Observations	130

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	32,60084512	32,60084512	33,56318445	5,06197E-08
Residual	128	124,3299241	0,971327532		
Total	129	156,9307692			

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	1,513059875	0,299926989	5,044760661	1,5199E-06
X Variable 1	0,636744823	0,109909148	5,793374185	5,06197E-08

Interpretation of the findings:

R^2 = 0,208, meaning that about 20,8% of the variance in retention intent is explained by HR practices. While this is not a very high value, it indicates that HR practices have a notable effect.

F-statistic = 33,56 and p-value = 5,06E-08. The very low p-value (< 0,001) confirms that the regression model as a whole is statistically significant. HR practices significantly predict retention intent.

HR Practices Coefficient = 0,637. This means that for every 1-unit increase in HR practices, retention intent increases by 0,637 units on average.

Working conditions

The Cronbach's a for questions 11-18 of the Retention section was 0,8112, which means that there was very good reliability to the set of questions.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0,487763521
R Square	0,237913253
Adjusted R Square	0,23195945
Standard Error	0,966609973
Observations	130

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	37,33590977	37,33590977	39,95988182	3,95768E-09
Residual	128	119,5948595	0,93433484		
Total	129	156,9307692			

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	1,042182845	0,348180222	2,993228163	0,003313639
X Variable 1	0,739550247	0,116991845	6,321382904	3,95768E-09

Interpretation of the findings:

R^2 = 0,2379, meaning that about 23,79% of the variance in retention can be explained by working conditions. This percentage suggests a moderate relationship.

F-Statistic = 39,96 and p-value = extremely low. The very low p-value (< 0,001) confirms that the regression model as a whole is statistically significant.

Working conditions Coefficient = 0,74, meaning that for every 1-unit increase in working conditions, retention intent increases by 0,74. This indicates a strong positive effect.

Work attitudes

The Cronbach's a for questions 19-24 of the Retention section was 0,8762, which means that there was very good reliability to the set of questions.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0,704116039
R Square	0,495779397
Adjusted R Square	0,491840173
Standard Error	0,786247651
Observations	130

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	77,80304208	77,80304208	125,8571394	9,20928E-21
Residual	128	79,12772715	0,618185368		
Total	129	156,9307692			

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	0,139414507	0,279399804	0,498978544	0,618650973
X Variable 1	0,943551049	0,084105902	11,21860684	9,20928E-21

Interpretation of the findings:

R^2 = 0,4958, meaning that about 49,58% of the variance in retention can be explained by work attitudes. This percentage suggests a quite strong relationship.

F-value = 125,86 and p-value = 9,20928E-21 (extremely low). The very low p-value (< 0,001) confirms that the regression model as a whole is statistically significant.

Work attitudes coefficient = 0,94, meaning that for every 1-unit increase in X Variable 1, retention is expected to increase by 0,94 units. This is a fairly large effect.

Comparing the 3 regression models, we may conclude that, in this sample of researchers and RMAs, work attitudes that include organizational identification, employee commitment and job satisfaction have the most significant effect over retention, followed by the working conditions and the HR practices in descending order.

7 Discussion - Conclusions

In this dissertation, we tried to assess how satisfied are the Researchers and the Research Managers and Administrators (RMAs) in the Greek Public Research sector regarding the current payment reality and discover what weighs on their decision to continue working in the specific sector. With the use of a rather extensive questionnaire, that 130 persons honored us with their response to it, we got a glimpse of the current situation regarding the payment satisfaction, its relation to the retention of the specific sample and the other factors that affect retention the most.

The answers to the first ten questions of the questionnaire about Pay Satisfaction revealed that the majority of this sample of Researchers and RMAs feel dissatisfied not only with their actual amounts of pay or their benefit package, but also with the procedures that are followed for determining forms of pay such as bonuses, incentives and even their raises. With a view to the answers of questions 2, 3 and 13 (Retention Section of the questionnaire), we may see that a) the respondents take a neutral position with a slight tendency to disagreement regarding the attractiveness of the rewards and recognition they receive from their job, b) only 1 out of 10 agree that their remuneration and rewards are fair and c) they are rather skeptical to whether their promotions and salary increases are based on performance, rather than other considerations, such as favoritism. The last comment may be reinforced by the responses in question 7 (Retention section), where the vast majority of respondents are placing themselves between strong disagreement and neutrality about the measurement of their performance by quantifiable output or results-oriented measures. However, when asked in question 8 if they are evaluated fairly based on their performance, the TRS, Researchers and Staff Scientists group gathers significant neutral and positive responses, while the RMAs group ranges mainly from strong disagreement to neutrality.

When the participants were asked in questions 4 and 5 (Retention Section) to comment the receipt of reasonable pay, compared to similar positions at private R&D organizations in Greece or at public research organizations abroad, they expressed a vivid disagreement. However, based on the answers in questions 25, 26 and 27 (Retention section), the majority of respondents do not intent to leave their organisation and work for a private company or for another Greek public research organisation in Greece or abroad in the next year. This result leads us to the conclusion that pay is not the only factor that affects retention.

Even though the responses to question 1 (Retention Section) about having ample opportunities for training and development were dispersed around the neutral, the majority of responders to question 6 (Retention Section) about having sufficient career development opportunities did not exceed the neutral position. It was interesting to see that the opinions expressed in question 9 regarding the chance given to the participants by their organization to make use of their best abilities did not reveal a definite negative or positive tendency, while the majority of respondents chose between neutral and positive responses to question 10 that measured the opportunities given to the employees to develop new and better ways to do their job.

Question 11 regarding the relationship with the organisation's management produced slightly conflicting results: the TRS, Researchers and Staff Scientists group were more positive to the statement that their organisation's management is open, supportive and considerate, while the RMAs group expressed a more negative opinion. When combining the groups, negative to neutral answers prevail. As to the view of the respondents about their coworkers, 3 out of 4 people gave neutral to positive responses to the statement of question 12 that employees show concern for their work, try to get ahead and are involved in their work. Question 14 did not produce a conclusive result, since the answers gathered around the neutral, with a slight positive tendency.

The answers to question 15 asking for the adequacy of the research infrastructure in their organisation revealed that almost half of the researchers had a definite negative opinion over the matter. As to the modernity of this infrastructure (question 16), almost 74% of the researchers chose between negative to neutral responses. In the corresponding questions 15 and 16, more than 50% of the RMAs agreed that their organisation provides adequate equipment for their job and more than 3 out of 4 RMAs chose between neutral to positive responses about the modernity of this equipment.

The statement that scored the lowest mean and gathered the most negative answers was that of question 17 (Retention section) regarding the adequacy of the funding provided by the state. In contrast, the highest mean scored and the more positive responses provided were those for question 18 that stated the need to participate to research projects in order to secure adequate funding for their labs/departments. These results concur with the observations of Stamatakis A. et al. (2024) about the inadequate funding of research centers by the state and the inevitable concequence of researchers seeking additional funding from EU projects, sometimes even out of their research interests, just out of necessity.

Despite the difficulties they may face, more than half of the respondents agree that they experience a strong sense of belonging to their organization (question 19) and the vast majority has chosen between the neutral and the positive agreement options when asked in question 20 if they feel proud to work in their organization.

The scales are leaning towards the positive agreement of the respondents about being sufficiently acknowledged in their current organization (question 21). Similar neutral to positive responses were gathered in questions 23 and 24 about the satisfaction and the feelings of accomplishment they get from their present job.

3 out of 4 people were neutral or positively agreed that they would not change their organization easily (question 28). In fact, the majority of respondents were either neutral or positive about their plans to stay in their organisation to develop their career for a long time (question 29). However, 75% of the respondents would be neutral or would not feel guilty to leave their organization at the present moment (question 22).

The responses to the questionnaire helped us answer the basic research questions of this dissertation about pay satisfaction, its significance to the retention of the surveyed work group and the detection of most significant factors affecting retention of the Researchers and the RMAs.

A Pay Satisfaction average score of 2,44 out of 5 in a Likert scale, indicating dissatisfaction among the participants, was rather expected, since the country recently exited a very turbulent period, where intense austerity measures were enforced, especially to the Public Sector. The outcome reflects the remarks made by Stamatakis A. et al. (2024) that the Researchers consider their salaries very low and are not happy with the limits imposed by the state to the Research Centres in offering, at least, additional fringe benefits to their employees, covered by overheads. However, this survey revealed that Pay Satisfaction does not affect retention at a great extent and that other factors play an important part.

Based on the work of Chatzoudes, D. and Chatzoglou, P. (2022), we categorized the questions that affect retention into the three following groups:

HR Practices (Q1-10)	Working conditions (Q11-18)	Work attitudes (Q19-24)
Training and development	Organisational climate	Organizational identification
Remuneration and rewards	Work environment	Employee commitment
Career opportunities	Available equipment	Job satisfaction
Performance appraisal		
Empowerment		

With the use of statistical methods, the results highlighted that Work attitudes exert the highest effect in retention. For this group of employees, the perception of belongingness, the commitment to their organization and the level of job satisfaction seem more important to retention than pay. Working conditions and HR practices also affect retention, but at a lower level.

Brain drain has intensified in the last 40 years with an abrupt ascent during the years of the financial crisis in Greece in the late ‘00s, which lasted for almost a decade. Since 2019, a change in the flow towards other developed and innovative countries has been observed and a small portion of specialized and highly educated workforce is starting slowly to return to their home country. As we can see in the video from the event “ Brain Gain – Brain Drain: Research Data, Experiences, Strategies”, organized by the Hellenic Foundation for Research and Innovation on the 7th of November 2024, the matter of the repatriation of researchers and academics is drawing the attention of top government and research funding institutions and perhaps will lead to more initiatives that will reverse or counterpoise the brain drain phenomenon.

As for a future research topic, it would be interesting to see how upper management’s decisions and dynamics affect the advancement or the stagnation of a public research organization in Greece in academic, financial and HR issues and why some research institutions are considered more prominent and successful than others.

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Appendix A: Questionnaire

Survey for the assessment of the degree of satisfaction of the Researchers and the Research Managers and Administrators (RMAs) in the Greek Public Research sector regarding the current compensation framework, as well as of the key motivation factors for pursuing and/or retaining a job placement in this sector

1. My Work position

☐ Teaching and Research Staff (TRS) in a Greek University

☐ Research Scientist in a Public Research Center in Greece / Staff Scientist (ΕΛΕ)

☐ Research Manager and Administrator (= technical and administrative staff, supporting research activities, e.g. Special Account for Research Funds personnel, Technology Transfer Office staff, special scientific and technical personnel, etc)

Section for the Teaching and Research Staff (TRS) and the Research or Staff Scientists (ΕΛΕ)

Demographical Data

2. Gender

☐ Male
☐ Female
☐ Prefer not to say
☐ Other

3. Age

☐ <30
☐ 30-39
☐ 40-49
☐ 50-59
☐ ≥ 60

4. Researcher or Functional Scientific Personnel (ΕΛΕ) Grade

☐ A Grade - Research Director - Professor
☐ B Grade - Principal Investigator - Associate Professor
☐ C Grade - Assistant Researcher - Assistant Professor
☐ A Grade - Staff Scientist (ΕΛΕ)
☐ B Grade - Staff Scientist (ΕΛΕ)

☐ C Grade - Staff Scientist (ΕΛΕ)

5. **Years of Acknowledged Service (optional)**
   (Number)

6. **Gross monthly income (μικτές αποδοχές) from salary and, if applicable, additional payments for the participation in research projects**
   (Number)

7. **Name of Institution I work for (optional)**
   (Text)

Pay satisfaction

		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
1	My take-home pay (καθαρά)	☐	☐	☐	☐	☐
2	My current salary (μισθός)	☐	☐	☐	☐	☐
3	My overall level of pay (όλες οι αποδοχές)	☐	☐	☐	☐	☐
4	The pay differences between my job and jobs one level above mine in the pay hierarchy	☐	☐	☐	☐	☐
5	The pay differences between my job and jobs one level below mine in the pay hierarchy	☐	☐	☐	☐	☐
6	The size of my most recent raise	☐	☐	☐	☐	☐
7	How my raises are determined	☐	☐	☐	☐	☐
8	My benefit package (family allowance, other allowances, personal time off, health insurance, etc)	☐	☐	☐	☐	☐
9	The procedures and criteria used in determining forms of pay such as bonuses and incentives	☐	☐	☐	☐	☐
10	How my bonuses are determined	☐	☐	☐	☐	☐

Retention

		I strongly disagree	I disagree	I'm neutral	I agree	I strongly agree
1	In this organisation I have many opportunities for training and development	☐	☐	☐	☐	☐
2	The rewards and recognition I receive from this job are attractive	☐	☐	☐	☐	☐
3	The remuneration and rewards are fair	☐	☐	☐	☐	☐
4	I receive reasonable pay, when compared to similar positions at private R&D organizations in Greece	☐	☐	☐	☐	☐
5	I receive reasonable pay, when compared to similar positions at other public research organizations abroad	☐	☐	☐	☐	☐
6	I have sufficient career development opportunities	☐	☐	☐	☐	☐
7	In this organization, performance is measured by quantifiable output or results-oriented measures	☐	☐	☐	☐	☐
8	I am evaluated fairly, based on my performance	☐	☐	☐	☐	☐
9	My organization gives me the chance to make use of my best abilities	☐	☐	☐	☐	☐
10	My organization gives me the chance to develop new and better ways to do my job	☐	☐	☐	☐	☐
11	My organisation's management is open, supportive, and considerate	☐	☐	☐	☐	☐
12	Employees show concern for their work, try to get ahead and are involved in their work	☐	☐	☐	☐	☐
13	Rewards such as promotions and salary increases are based on performance, rather than other considerations, such as favoritism	☐	☐	☐	☐	☐

14	I am satisfied with the working conditions of my job	☐	☐	☐	☐	☐
15	The research infrastructure in my organisation is adequate	☐	☐	☐	☐	☐
16	The research infrastructure in my organisation is modern	☐	☐	☐	☐	☐
17	The funding provided by the state to my organisation is adequate	☐	☐	☐	☐	☐
18	I have to participate to research projects to secure adequate funding for my lab	☐	☐	☐	☐	☐
19	I experience a strong sense of belonging to this organization	☐	☐	☐	☐	☐
20	I feel proud to work for this organization	☐	☐	☐	☐	☐
21	I am sufficiently acknowledged in my current organization	☐	☐	☐	☐	☐
22	I would feel guilty if I left my organization now	☐	☐	☐	☐	☐
23	I feel fairly well satisfied with my present job	☐	☐	☐	☐	☐
24	I get a feeling of accomplishment from my job	☐	☐	☐	☐	☐
25	I may leave this organisation and work for a private company in Greece or abroad in the next year	☐	☐	☐	☐	☐
26	I may leave this organisation and work for another Greek public research organisation in the next year	☐	☐	☐	☐	☐
27	I may leave this organisation and work for another research organisation abroad in the next year	☐	☐	☐	☐	☐
28	I will not change this organization easily	☐	☐	☐	☐	☐
29	I plan to stay in this organisation to develop my career for a long time	☐	☐	☐	☐	☐

Section for the Research Managers and Administrators

Demographical Data

2. Gender

☐ Male
☐ Female
☐ Prefer not to say
☐ Other

3. Age

☐ <30
☐ 30-39
☐ 40-49
☐ 50-59
☐ ≥ 60

4. Educational level

☐ Secondary Education Degree
☐ University Degree
☐ Master's Degree
☐ Doctoral Degree

5. Employee status

☐ Civil servant (Δημόσιος Υπάλληλος)
☐ Employee under private law work contract of indefinite duration (ΙΔΑΧ)
☐ Employee under private law work contract of fixed-term (ΙΔΟΧ)
☐ Natural person under direct contract (Σύμβαση έργου)

6. Years of Acknowledged Service (optional)
(Number)

7. Gross monthly income (μικτές αποδοχές) from salary and, if applicable, additional payments for the participation in research projects
(Number)

8. Name of Institution I work for (optional)
(Text)

Pay satisfaction

		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
1	My take-home pay (καθαρά)	☐	☐	☐	☐	☐
2	My current salary (μισθός)	☐	☐	☐	☐	☐
3	My overall level of pay (όλες οι αποδοχές)	☐	☐	☐	☐	☐
4	The pay differences between my job and jobs one level above mine in the pay hierarchy	☐	☐	☐	☐	☐
5	The pay differences between my job and jobs one level below mine in the pay hierarchy	☐	☐	☐	☐	☐
6	The size of my most recent raise	☐	☐	☐	☐	☐
7	How my raises are determined	☐	☐	☐	☐	☐
8	My benefit package (family allowance, other allowances, personal time off, health insurance, etc)	☐	☐	☐	☐	☐
9	The procedures and criteria used in determining forms of pay such as bonuses and incentives	☐	☐	☐	☐	☐
10	How my bonuses are determined	☐	☐	☐	☐	☐

Retention

		I strongly disagree	I disagree	I'm neutral	I agree	I strongly agree
1	In this organisation I have many opportunities for training and development	☐	☐	☐	☐	☐
2	The rewards and recognition I receive from this job are attractive	☐	☐	☐	☐	☐
3	The remuneration and rewards are fair	☐	☐	☐	☐	☐
4	I receive reasonable pay, when compared to similar positions at private R&D organizations in Greece	☐	☐	☐	☐	☐
5	I receive reasonable pay, when compared to similar positions at other public research organizations abroad	☐	☐	☐	☐	☐
6	I have sufficient career development opportunities	☐	☐	☐	☐	☐
7	In this organization, performance is measured by quantifiable output or results-oriented measures	☐	☐	☐	☐	☐
8	I am evaluated fairly, based on my performance	☐	☐	☐	☐	☐
9	My organization gives me the chance to make use of my best abilities	☐	☐	☐	☐	☐
10	My organization gives me the chance to develop new and better ways to do my job	☐	☐	☐	☐	☐
11	My organisation's management is open, supportive, and considerate	☐	☐	☐	☐	☐
12	Employees show concern for their work, try to get ahead and are involved in their work	☐	☐	☐	☐	☐
13	Rewards such as promotions and salary increases are based on performance, rather than other considerations, such as favoritism	☐	☐	☐	☐	☐

14	I am satisfied with the working conditions of my job	☐	☐	☐	☐	☐
15	My organisation provides adequate equipment for my job	☐	☐	☐	☐	☐
16	My job equipment is modern	☐	☐	☐	☐	☐
17	The funding provided by the state to my organisation is adequate	☐	☐	☐	☐	☐
18	I have to participate to research or other projects to secure adequate funding for my department	☐	☐	☐	☐	☐
19	I experience a strong sense of belonging to this organization	☐	☐	☐	☐	☐
20	I feel proud to work for this organization	☐	☐	☐	☐	☐
21	I am sufficiently acknowledged in my current organization	☐	☐	☐	☐	☐
22	I would feel guilty if I left my organization now	☐	☐	☐	☐	☐
23	I feel fairly well satisfied with my present job	☐	☐	☐	☐	☐
24	I get a feeling of accomplishment from my job	☐	☐	☐	☐	☐
25	I may leave this organisation and work for a private company in Greece or abroad in the next year	☐	☐	☐	☐	☐
26	I may leave this organisation and work for another Greek public research organisation in the next year	☐	☐	☐	☐	☐
27	I may leave this organisation and work for another research organisation abroad in the next year	☐	☐	☐	☐	☐
28	I will not change this organization easily	☐	☐	☐	☐	☐
29	I plan to stay in this organisation to develop my career for a long time	☐	☐	☐	☐	☐

Author's Statement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations.