

## Lithuania



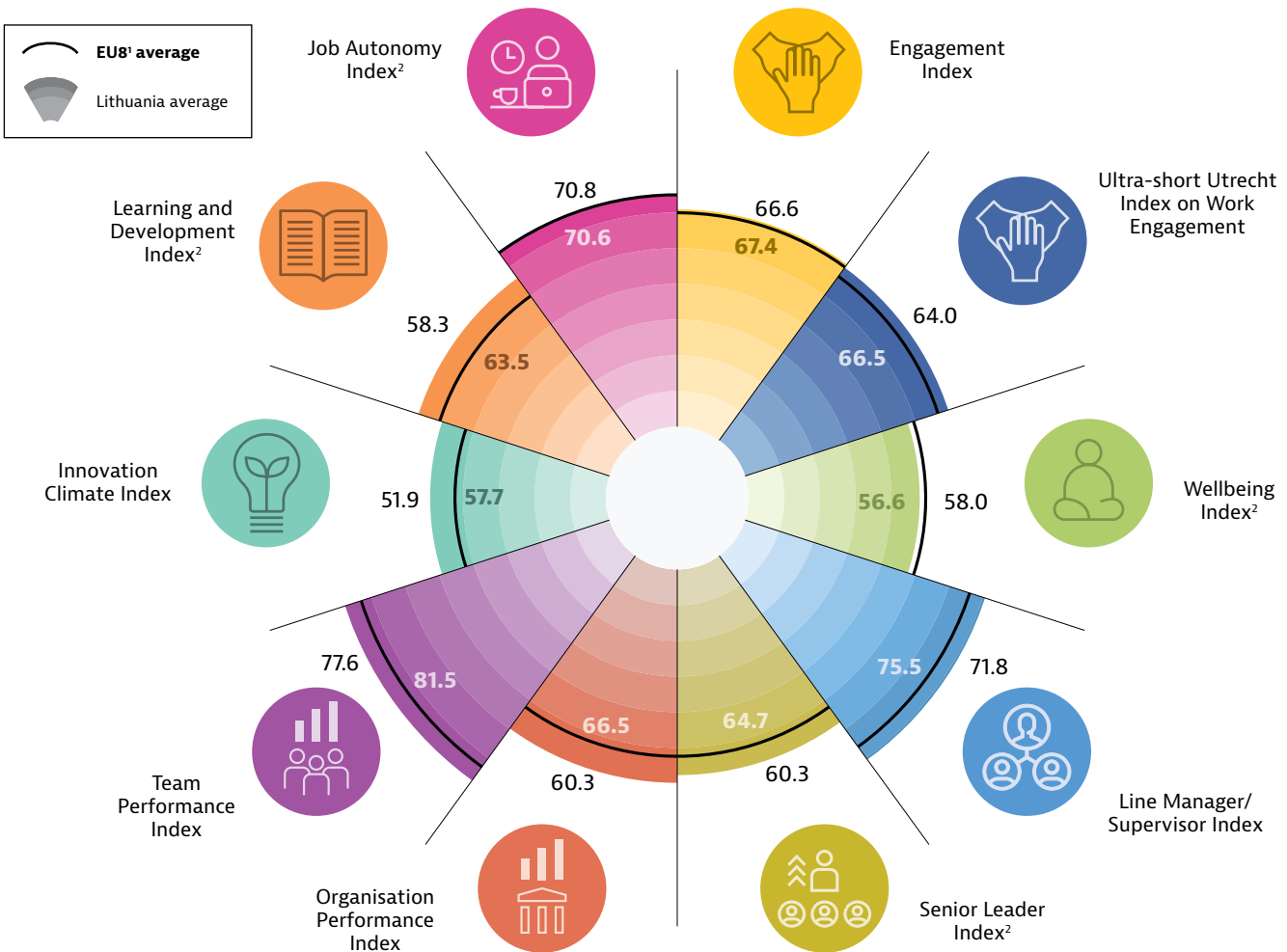
Survey dates	Responses	Response rate	Organisations
20 May–30 Jun	12 521	54.5%	110

The 2024 OECD-EU Survey of Central Government Public Servants enables participating governments to hear directly from their employees on perceptions of their working environment; and it provides relevant and timely information to strengthen people management policies and to improve performance. Through a common periodic survey, countries can compare their results both nationally and internationally, gain greater insights and identify best practices for implementation.



### Index Scores for Lithuania in comparison to the EU8 average

Survey questions related to the same concept have been combined into individual Index Scores, to help facilitate the analysis and interpretation of results. Index Scores represent the average of total country responses and range from 0 to 100. They measure the extent to which employees hold positive perceptions across key aspects of their working environment. The below figure presents Lithuania's average Index Scores in relation to the full sample of participating countries. The indices with the highest scores include Team Performance, Line Manager and Job Autonomy. Lithuania scores are higher than the average of participating countries, except for Wellbeing and Job Autonomy. For these indices, Lithuania scores are lower or similar than the average.



Notes:  
<sup>1</sup> The EU8 average includes Belgium, Bulgaria, Croatia, Latvia, Lithuania, Netherlands, Slovakia and Slovenia.  
<sup>2</sup> The EU8 average excludes the Netherlands.

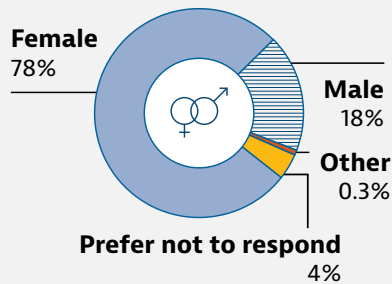
### Top 10 organisations in Lithuania, average of all Index Scores\*

- |   |   |
|---|---|
| 1 Lietuvos Respublikos konkurencijos taryba <b>75.0</b>   | 6 Lietuvos bankas <b>70.7</b>   |
| 2 Lietuvos Respublikos energetikos ministerija <b>74.6</b>  | 7 Lietuvos Respublikos teisingumo ministerija <b>70.6</b>                                   |
| 3 Radiacinės saugos centras <b>74.2</b>   | 8 Lietuvos transporto saugos administracija <b>70.1</b>                                     |
| 4 Valstybinė ligonių kasa prie Sveikatos apsaugos ministerijos <b>73.3</b>                                | 9 Viešojo valdymo agentūra <b>70.0</b>  |
| 5 Socialinių paslaugų priežiūros departamentas prie Socialinės apsaugos ir darbo ministerijos <b>71.6</b> | 10 Valstybės dokumentų technologinės apsaugos tarnyba prie Finansų ministerijos <b>70.0</b> |

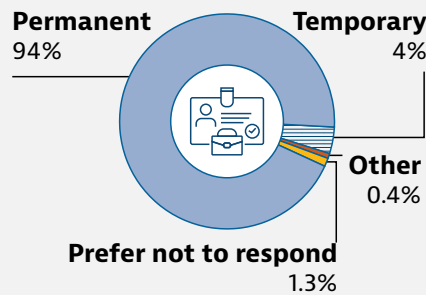
\*Only organisations with more than 30 observations were considered in calculating the average across all indices.

### Respondent demographics

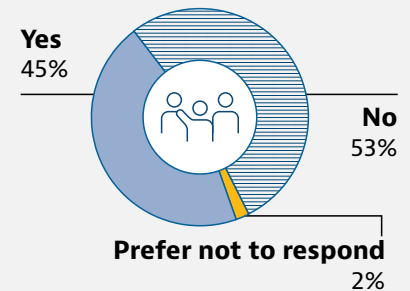
#### Gender



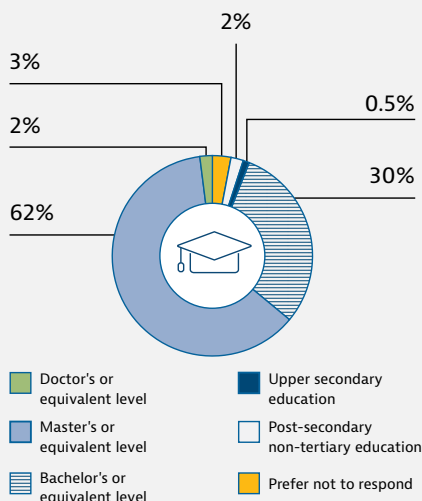
#### Employment status



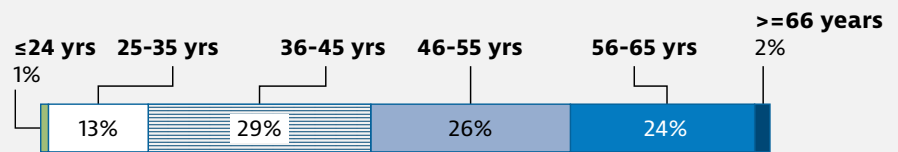
#### Citizen contact at work



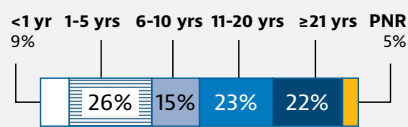
#### Highest educational qualification



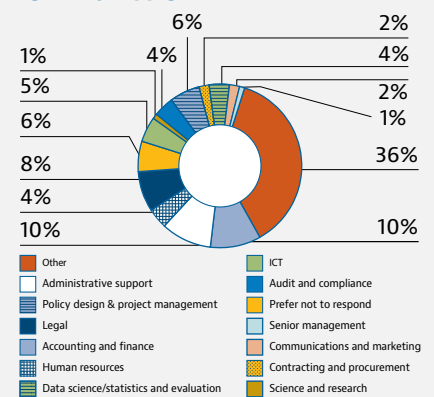
#### Age groups



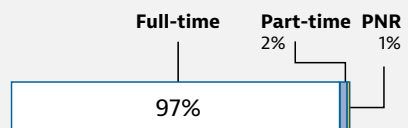
#### Time at current organisation



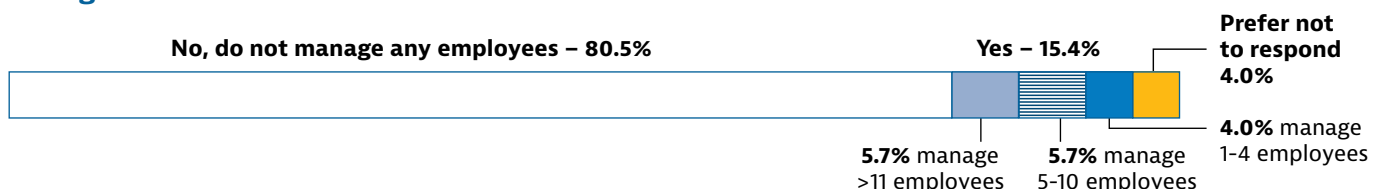
#### Work function



#### Working pattern



#### Managerial status



Note: Percentages may not add up to 100% due to rounding adjustments.



## Distribution of Index Scores by managerial status

The following violin plot graphs represent the distribution of Index Scores for managers and non-managers for each index score. They provide more information than simply the mean, since the graphs reflect distinct "peaks" whereby sub-groups within managers and non-managers populations are clustering. Thicker or wider portions of the graph indicate a greater proportion of employees taking on that value, while thinner portions indicate a smaller proportion of employees taking on that value. Managers tend to provide higher scores than non-managers.

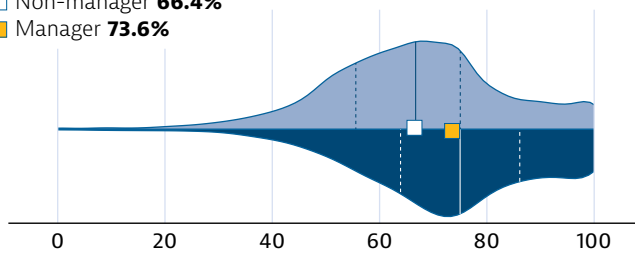
- Non-managers      ----- represent 25th and 75th percentile
- Managers            — represent 50th percentile



### Engagement Index

**Country mean average**

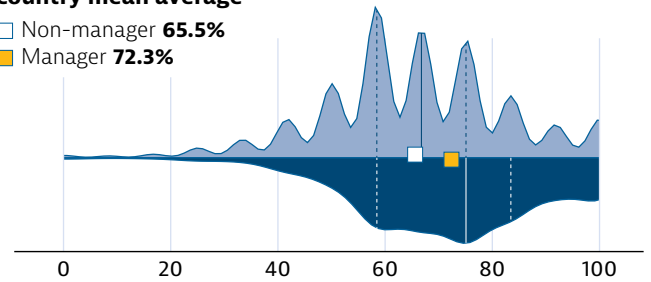
- Non-manager **66.4%**
- Manager **73.6%**



### Ultra-short Utrecht Index on Work Engagement

**Country mean average**

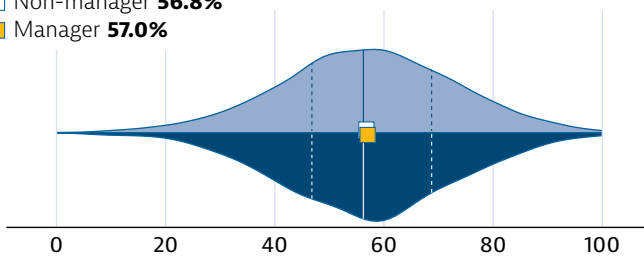
- Non-manager **65.5%**
- Manager **72.3%**



### Wellbeing Index

**Country mean average**

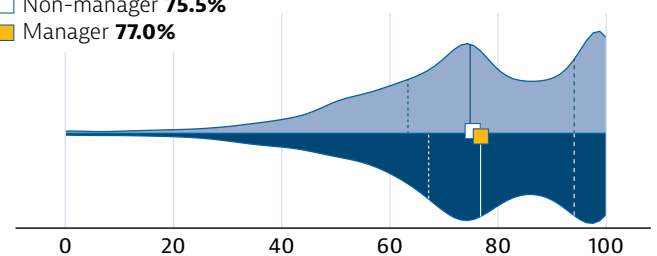
- Non-manager **56.8%**
- Manager **57.0%**



### Line Manager Index

**Country mean average**

- Non-manager **75.5%**
- Manager **77.0%**





## Distribution of Index Scores by managerial status

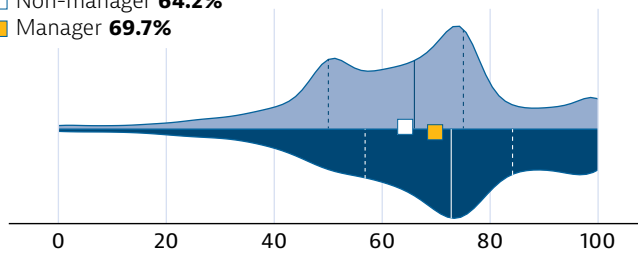
■ Non-manager      ..... represent 25th and 75th percentile  
■ Manager              — represent 50th percentile



### Senior Leader Index

**Country mean average**

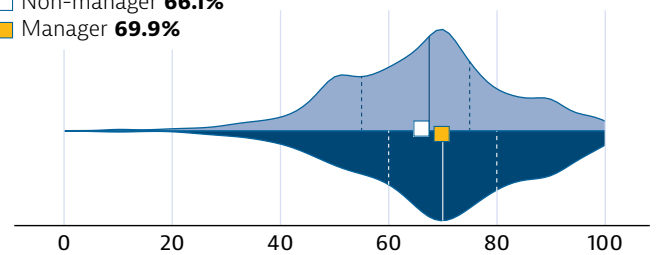
■ Non-manager **64.2%**  
■ Manager **69.7%**



### Organisation Performance Index

**Country mean average**

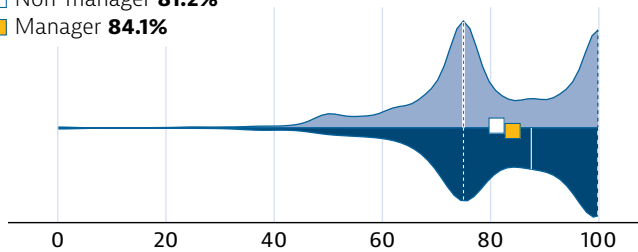
■ Non-manager **66.1%**  
■ Manager **69.9%**



### Team Performance Index

**Country mean average**

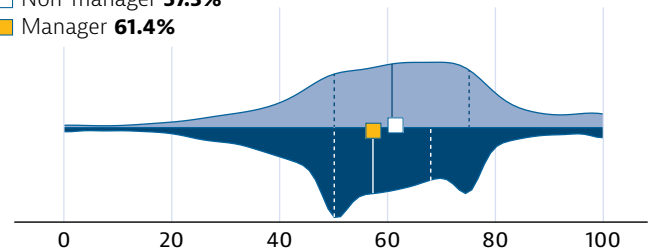
■ Non-manager **81.2%**  
■ Manager **84.1%**



### Innovation Climate Index

**Country mean average**

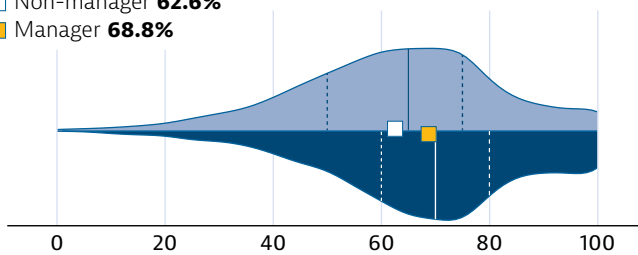
■ Non-manager **57.3%**  
■ Manager **61.4%**



### Learning Development Index

**Country mean average**

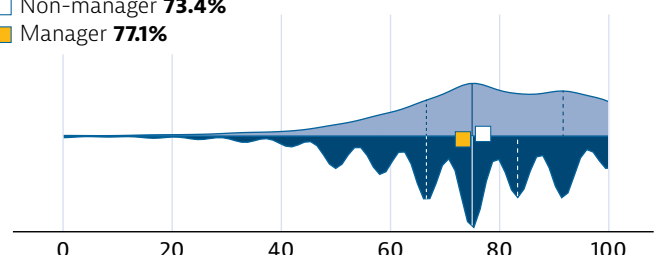
■ Non-manager **62.6%**  
■ Manager **68.8%**



### Job Autonomy Index

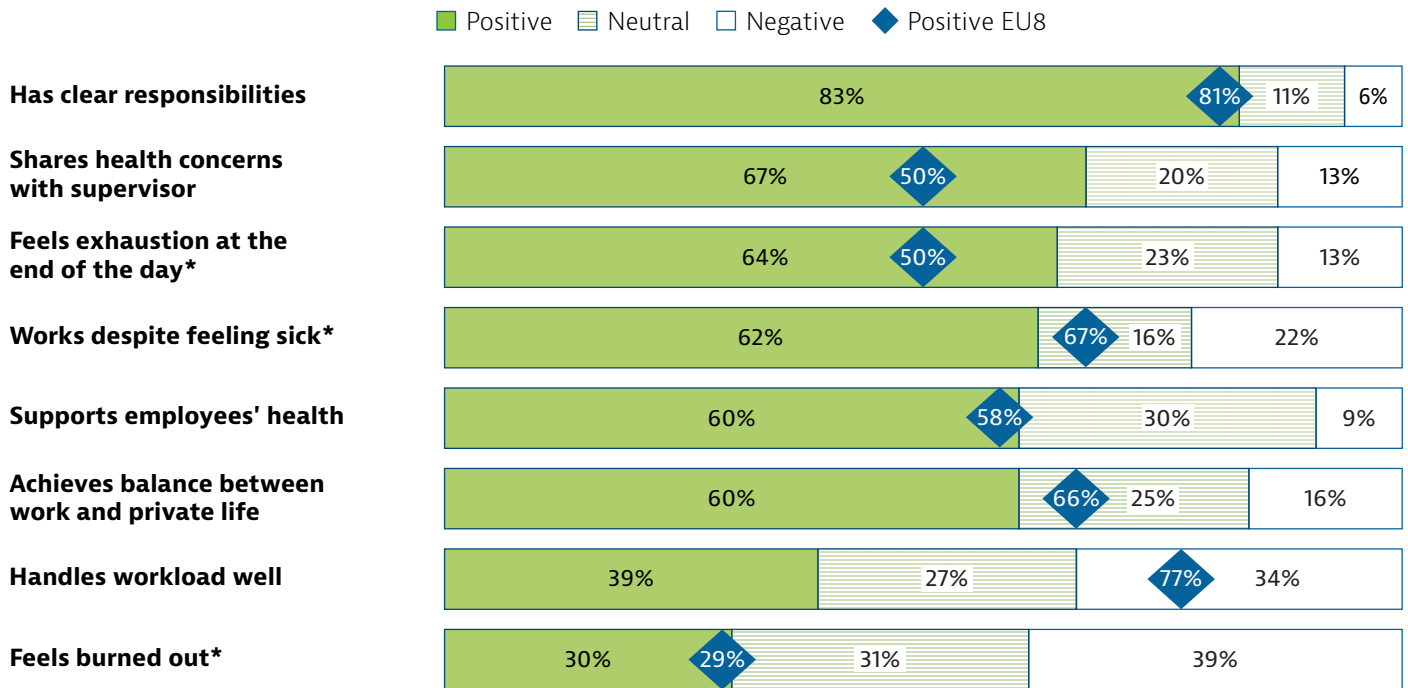
**Country mean average**

■ Non-manager **73.4%**  
■ Manager **77.1%**





## Responses to employee wellbeing questions



Notes:

Results correspond to questions in the Wellbeing Index Score.

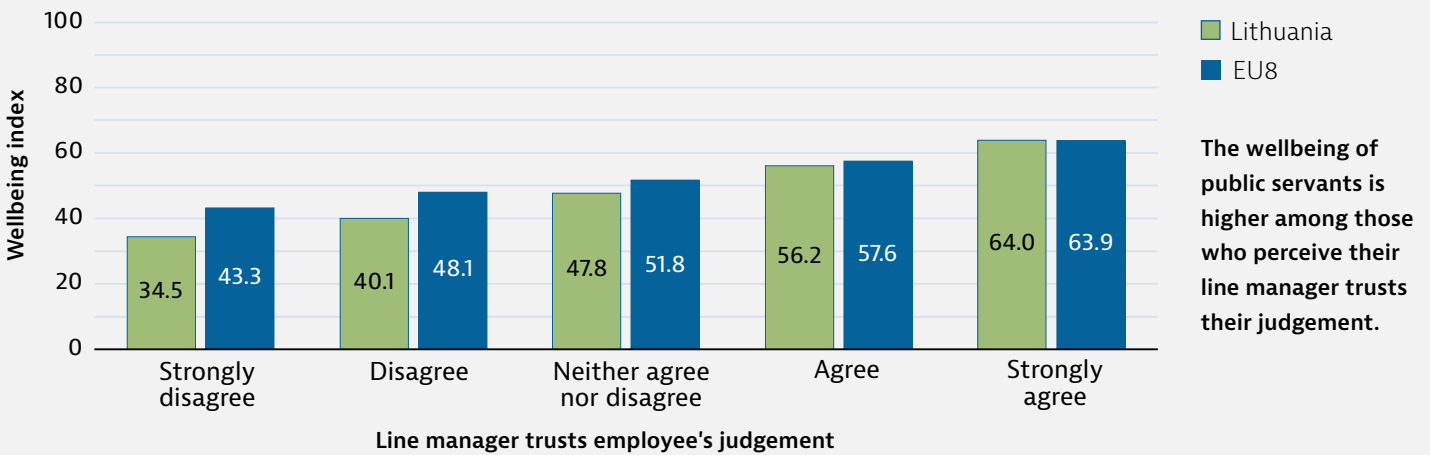
Positive represents the % of respondents that answered agree or strongly agree. Neutral represents the % of respondents that answered neither agree nor disagree. Negative represents the % of respondents that answered disagree or strongly disagree. Positive EU8 represents the average % of respondents in the EU8 countries that answered agree or strongly agree.

Items are sorted in descending order of positive responses.

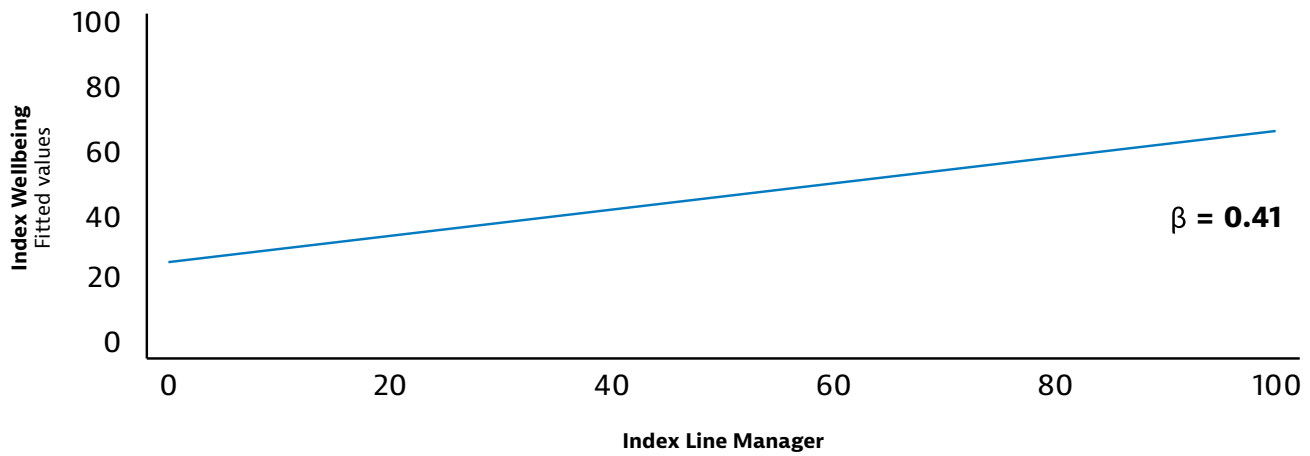
EU8 does not include the Netherlands.

\* Negatively worded items have been reversed such that positive scores reflect absence of issue (e.g. burnout).

## Wellbeing varies according to employee's perception of line manager's trust



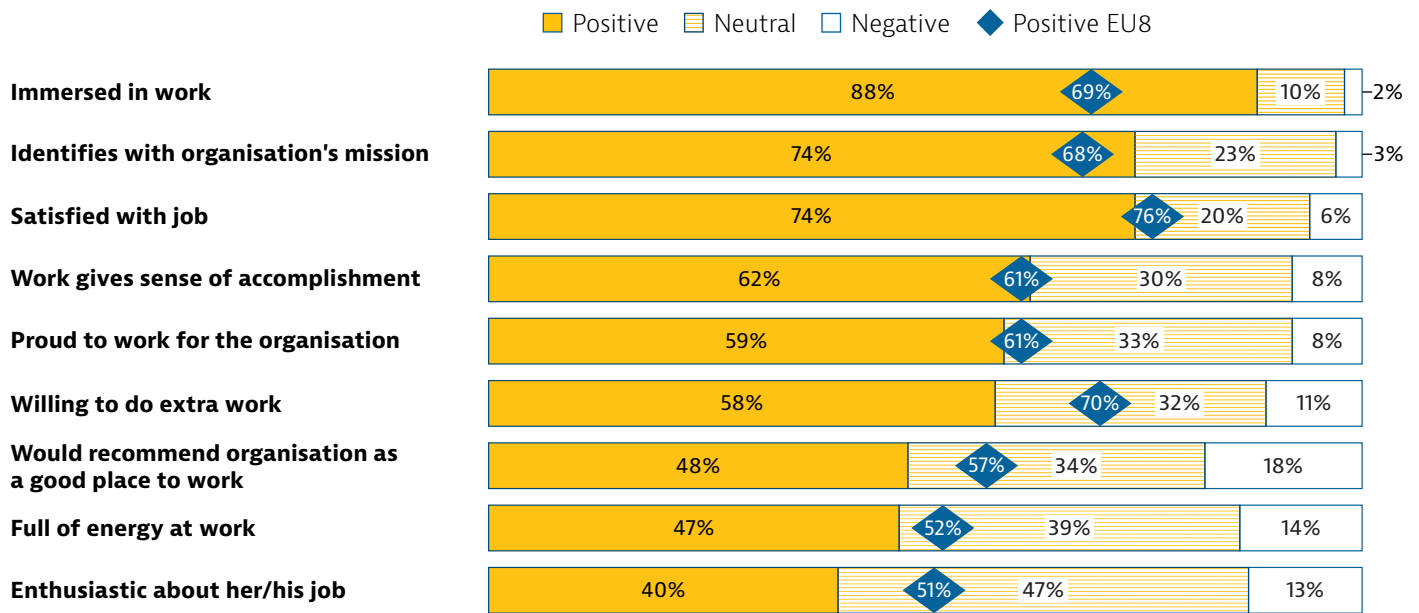
## Employee wellbeing is positively associated to the quality of managers and levels of job autonomy



The figures above illustrate the relationship between employees' wellbeing and management quality, and between employees' wellbeing and job autonomy. The closer the number is to 1, the stronger the relationship. The data show that wellbeing increases as managerial quality and job autonomy increase. For example, when perceived management quality goes up by 1 percentage point, employee's wellbeing increases by 0.41 percentage points. Similarly, when job autonomy increases by 1 percentage point, wellbeing improves by 0.47 percentage points.



## Responses to employee engagement questions



Notes:

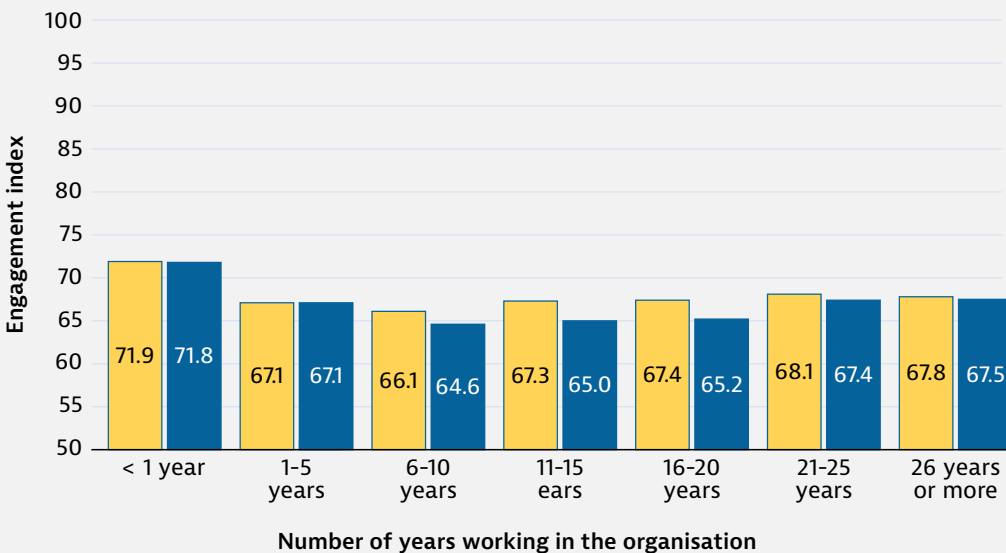
Results correspond to questions in the Engagement Index Score.

Positive represents the % of respondents that answered agree or strongly agree. Neutral represents the % of respondents that answered neither agree nor disagree.

Negative represents the % of respondents that answered disagree or strongly disagree. Positive EU8 represents the average % of respondents in the EU8 countries that answered agree or strongly agree.

Items are sorted in descending order of positive responses.

## Engagement varies according to time spent at organisation



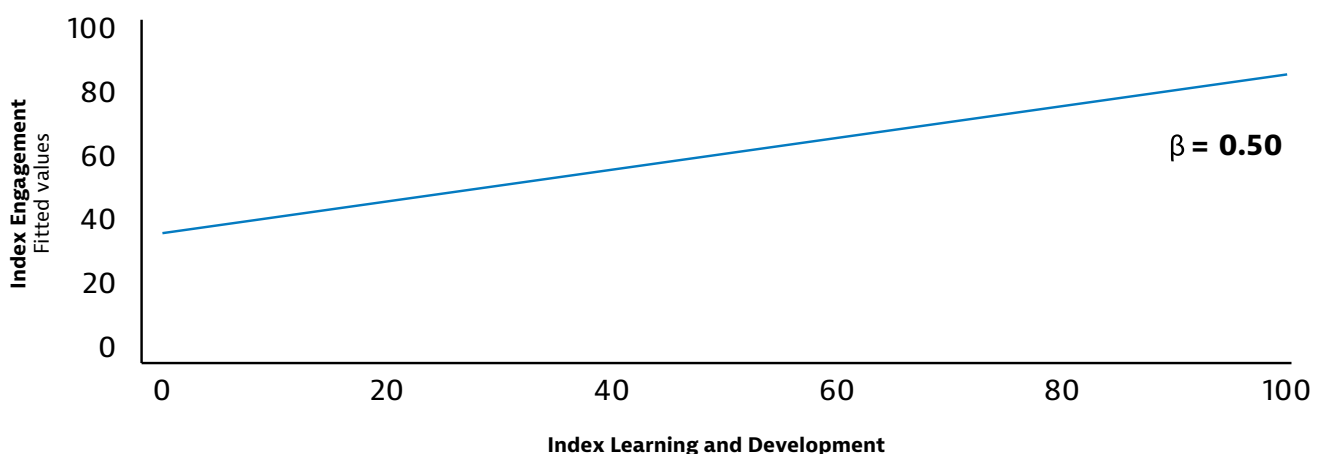
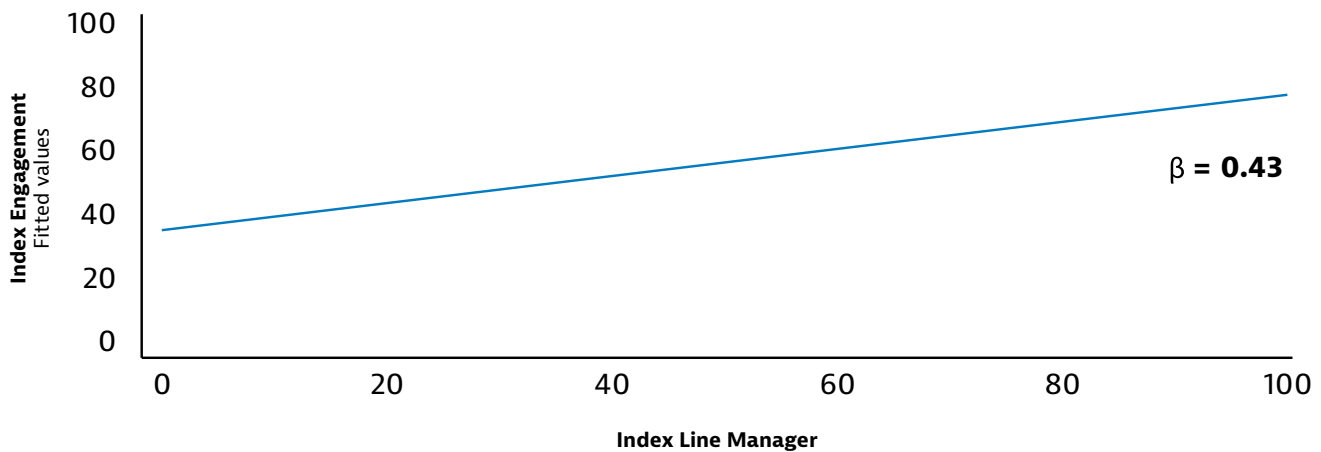
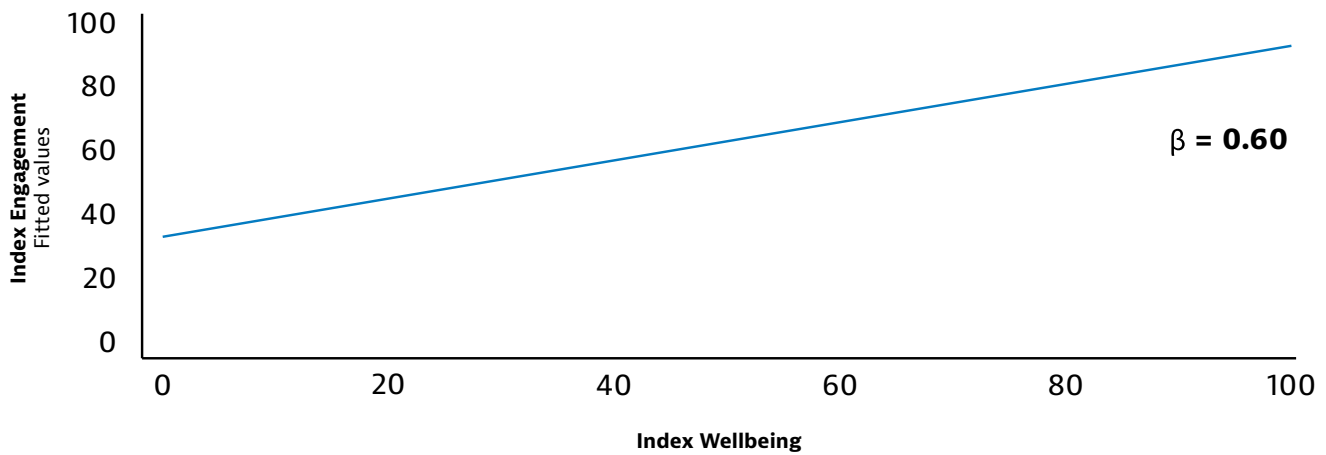
Legend: Lithuania (yellow), EU8 (blue)

Employee engagement is highest among new starters (those with less than one year of organisational tenure) and experienced employees (those with more than 26 years of organisational tenure). Engagement levels tend to decrease for employees between 1 and 15 years of tenure before increasing again.

Note:

EU8 includes eight countries

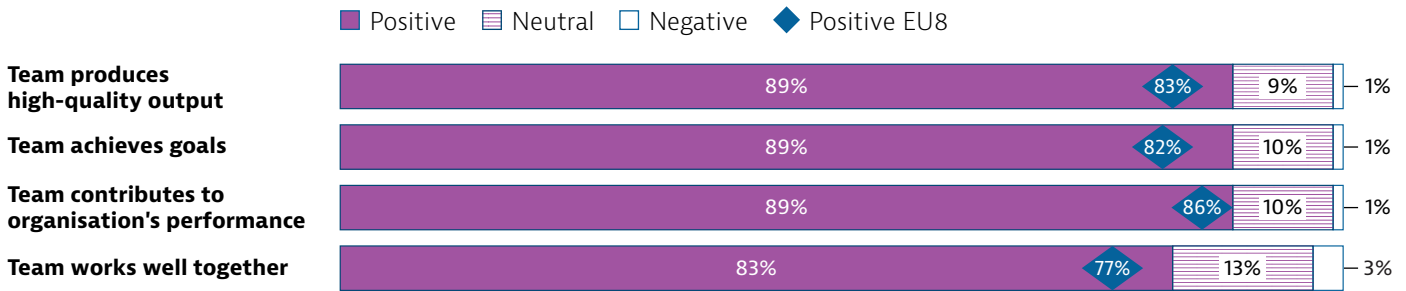
## Employee engagement is positively associated with wellbeing, quality management, and learning and development opportunities



The figures above show the relationship between employee engagement with wellbeing, learning and development opportunities and management quality. The closer the number is to 1, the stronger the relationship. The data show that employee engagement increases as wellbeing, management quality, and learning and development opportunities increase. For example, when employees' wellbeing improves by 1 percentage point, engagement goes up by 0.60 percentage points. At the same time, when learning and development opportunities and management quality each increase by 1 percentage point, engagement increases by 0.50 percentage points and 0.43 percentage points, respectively.

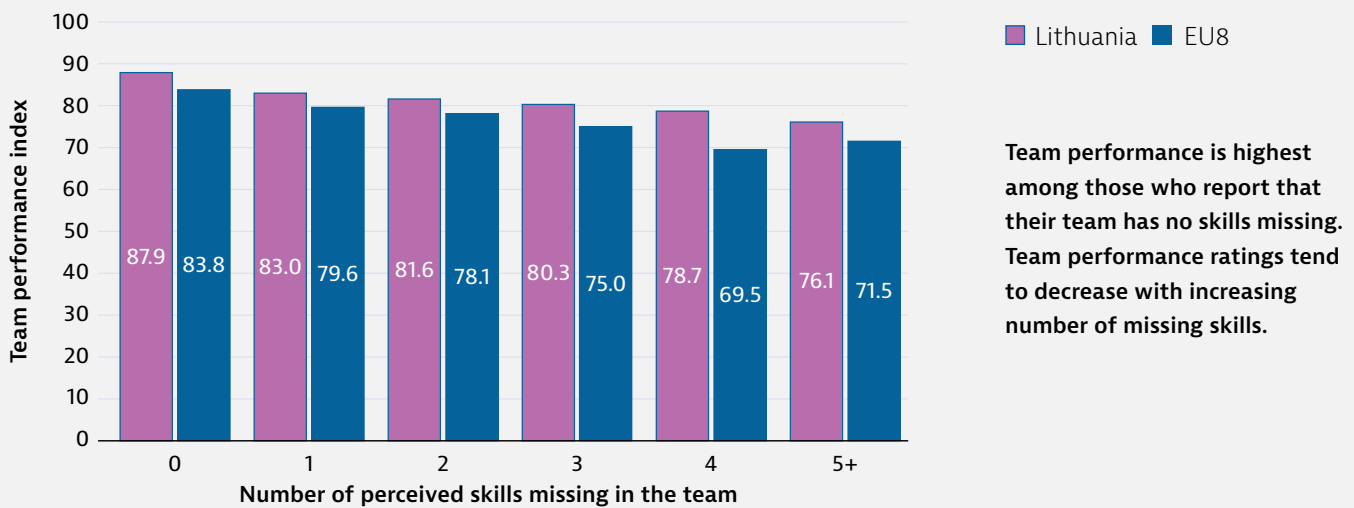


## Responses to team performance questions

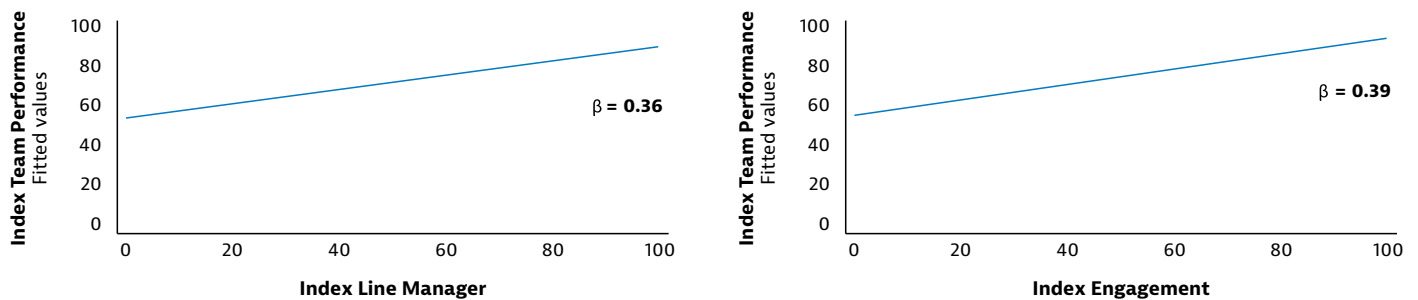


Notes:  
 Results correspond to questions in the Team Performance Index Score.  
*Positive* represents the % of respondents that answered agree or strongly agree. *Neutral* represents the % of respondents that answered neither agree nor disagree. *Negative* represents the % of respondents that answered disagree or strongly disagree. *Positive EU8* represents the average % of respondents in the EU8 countries that answered agree or strongly agree.  
 Items are sorted in descending order of positive responses.

## Team performance varies according to skill gaps



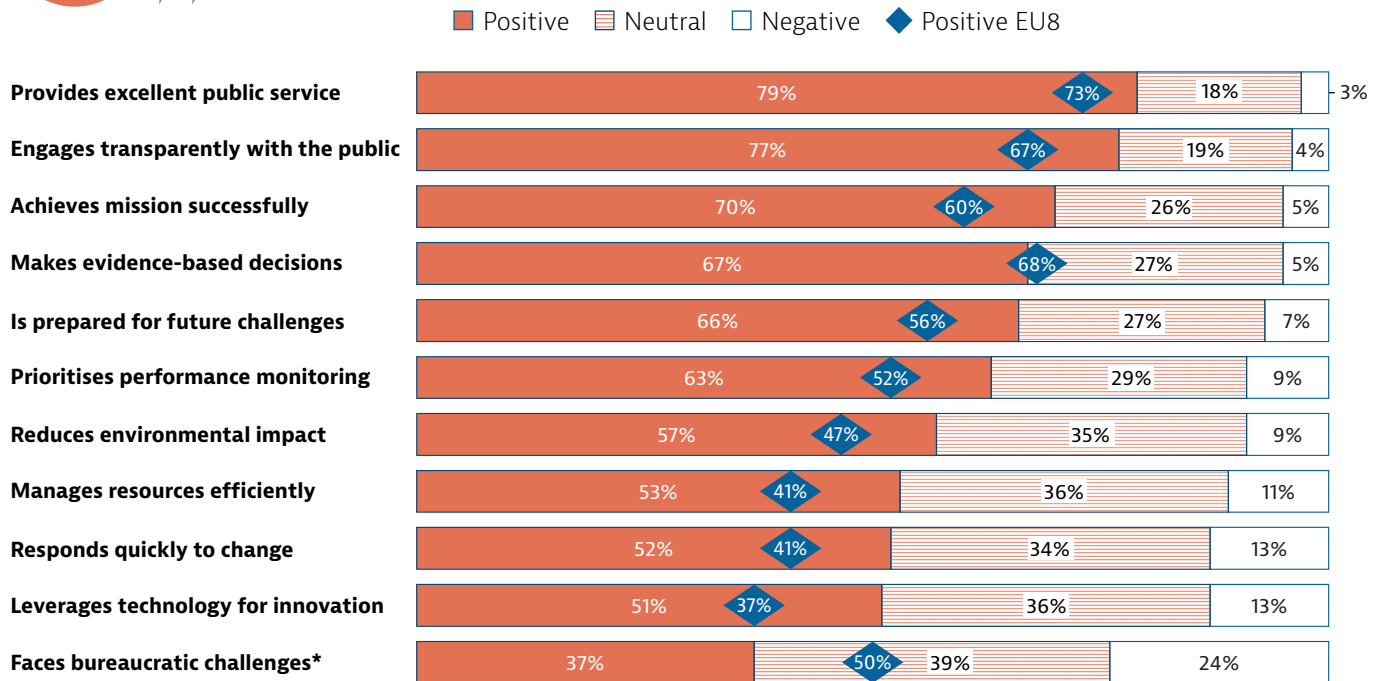
## Team performance is positively associated with quality management and employees' engagement



The figures above illustrate the relationship between team performance and management quality, and between team performance and employee engagement. The closer the number is to 1, the stronger the relationship. The data show that team performance increases as managerial quality and employee engagement increase. For example, when ratings of line management increase by 1 percentage point, team performance goes up by 0.36 percentage points. Similarly, when employee engagement rises by 1 percentage point, team performance increases by 0.39 percentage points.



### Responses to organisational performance questions



Notes:

Results correspond to questions in the Organisation Performance Index Score.

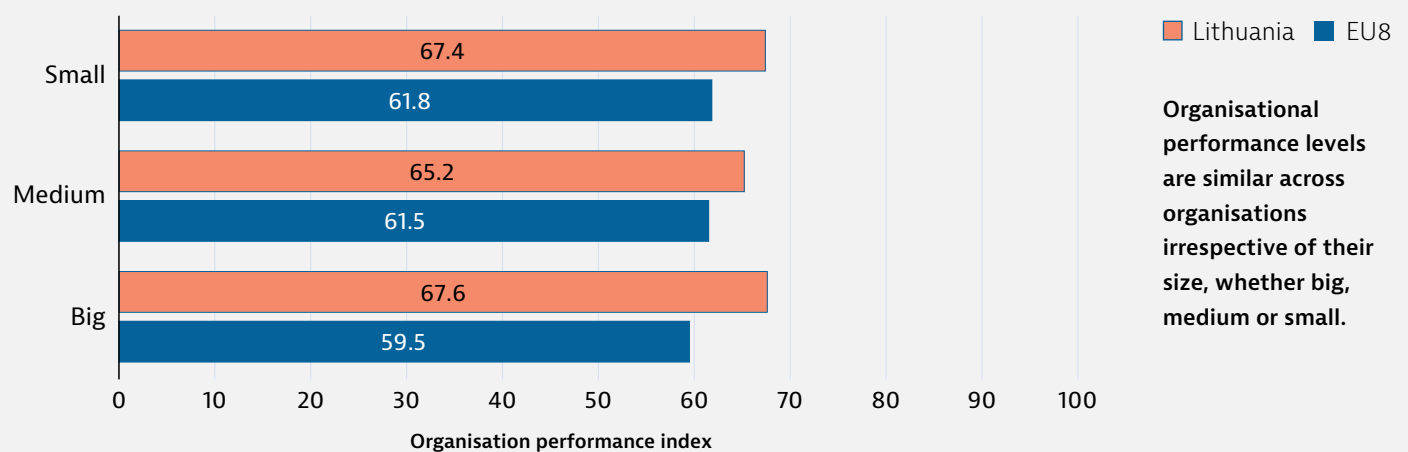
Positive represents the % of respondents that answered agree or strongly agree. Neutral represents the % of respondents that answered neither agree nor disagree.

Negative represents the % of respondents that answered disagree or strongly disagree. Positive EU8 represents the average % of respondents in the EU8 countries that answered agree or strongly agree.

Items are sorted in descending order of positive responses.

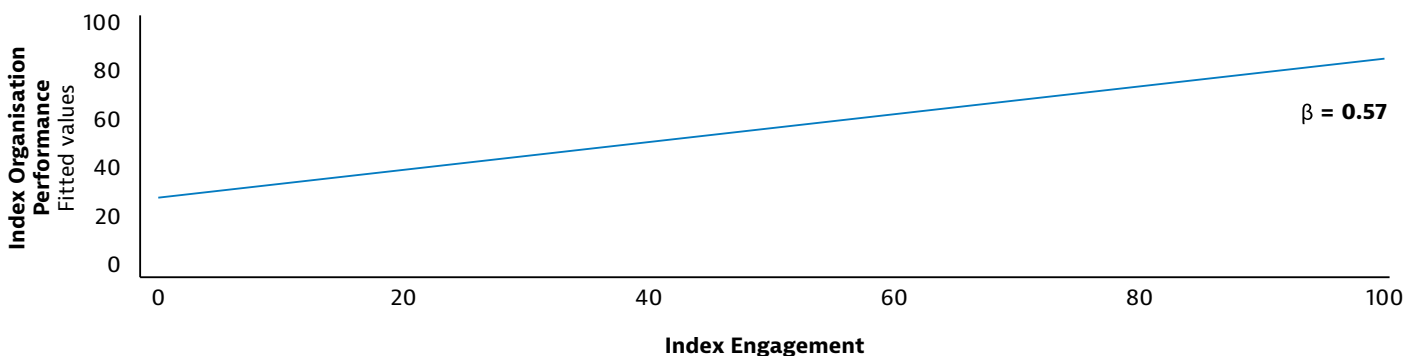
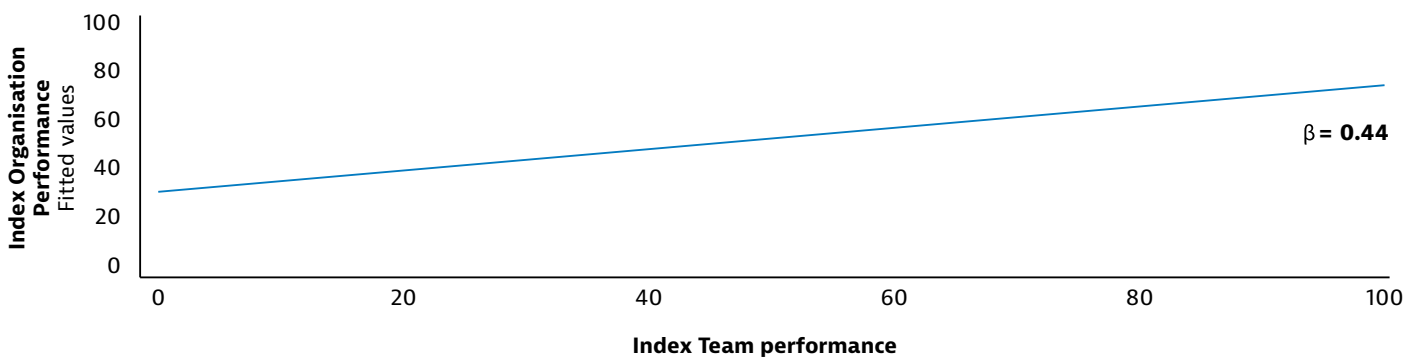
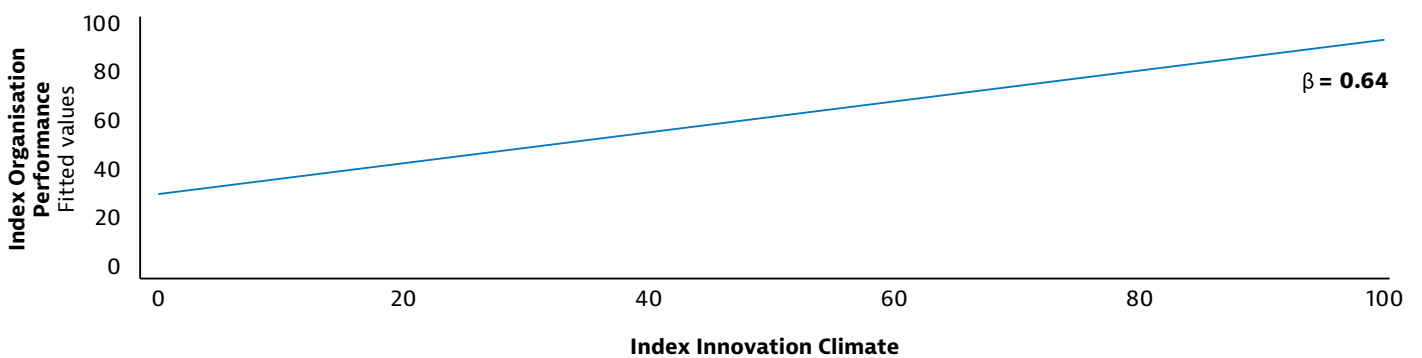
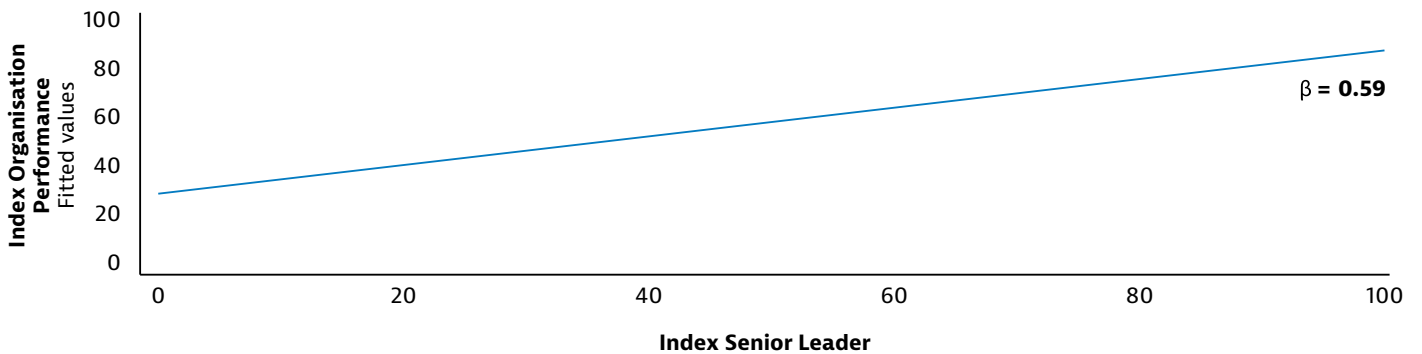
\* Negatively worded items have been reversed such that positive scores reflect absence of issue (e.g. lack of bureaucratic challenges).

### Organisational performance by size of the organisation



Organisational performance levels are similar across organisations irrespective of their size, whether big, medium or small.

**Organisational performance is positively associated with senior leadership quality, innovation climate, team performance, and employees' engagement**

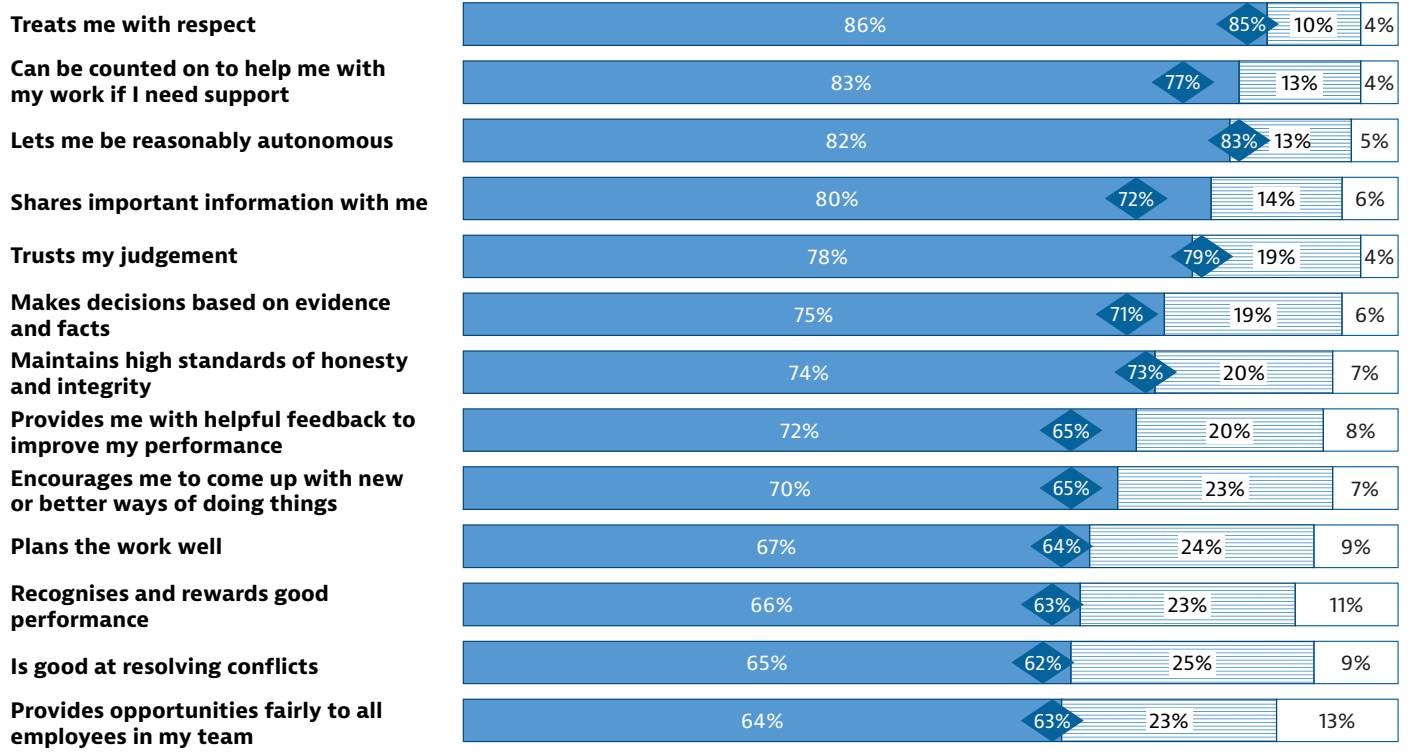


The figures above show the relationship between organisational performance and senior leadership quality, innovation climate, team performance, and employee engagement. The data show that organisational performance increases as ratings of senior leader quality, innovation climate, team performance and employee engagement increase. The closer the values are to 1, the stronger the relationship. When team performance levels increase by 1 percentage point, organisational performance improves by 0.44 percentage points. Likewise, when employees' engagement, senior leadership and innovation climate each improve by 1 percentage point, organisational performance ratings go up by 0.57 percentage points, 0.59 percentage points, and 0.64 percentage points, respectively.



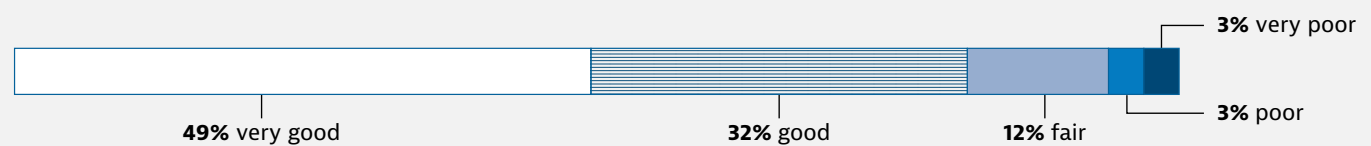
## Responses to line manager questions

■ Positive ■ Neutral □ Negative ◆ Positive EU8

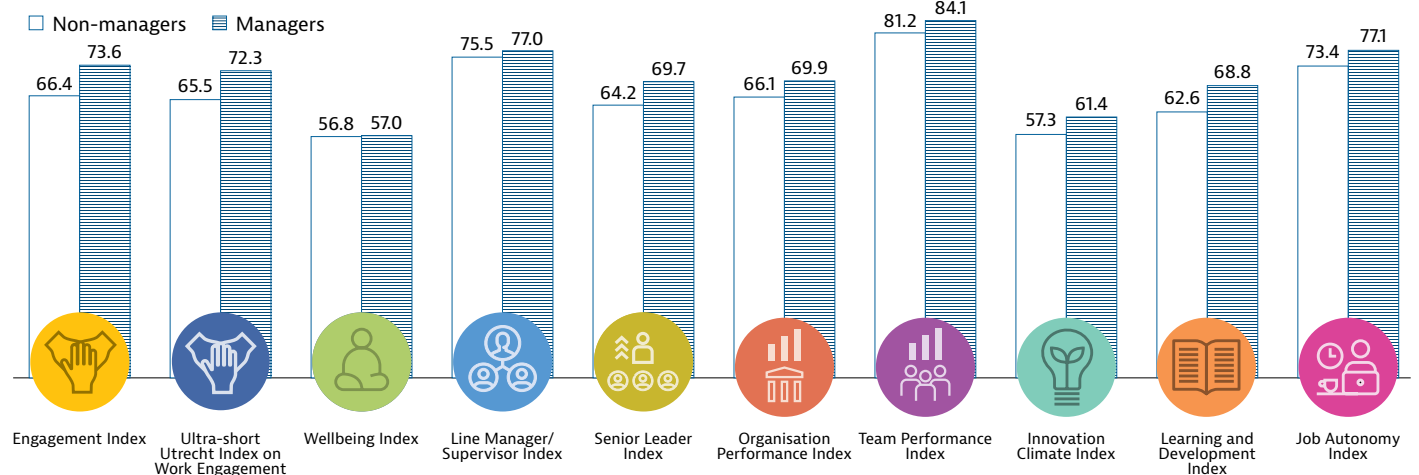


Notes:  
 Results correspond to questions in the Line Manager Index Score. Items are sorted in descending order of positive responses.  
 Positive represents the % of respondents that answered agree or strongly agree. Neutral represents the % of respondents that answered neither agree nor disagree.  
 Negative represents the % of respondents that answered disagree or strongly disagree. Positive EU8 represents the average % of respondents in the EU8 countries that answered agree or strongly agree.

## Overall, how good a job is being done by your line manager?



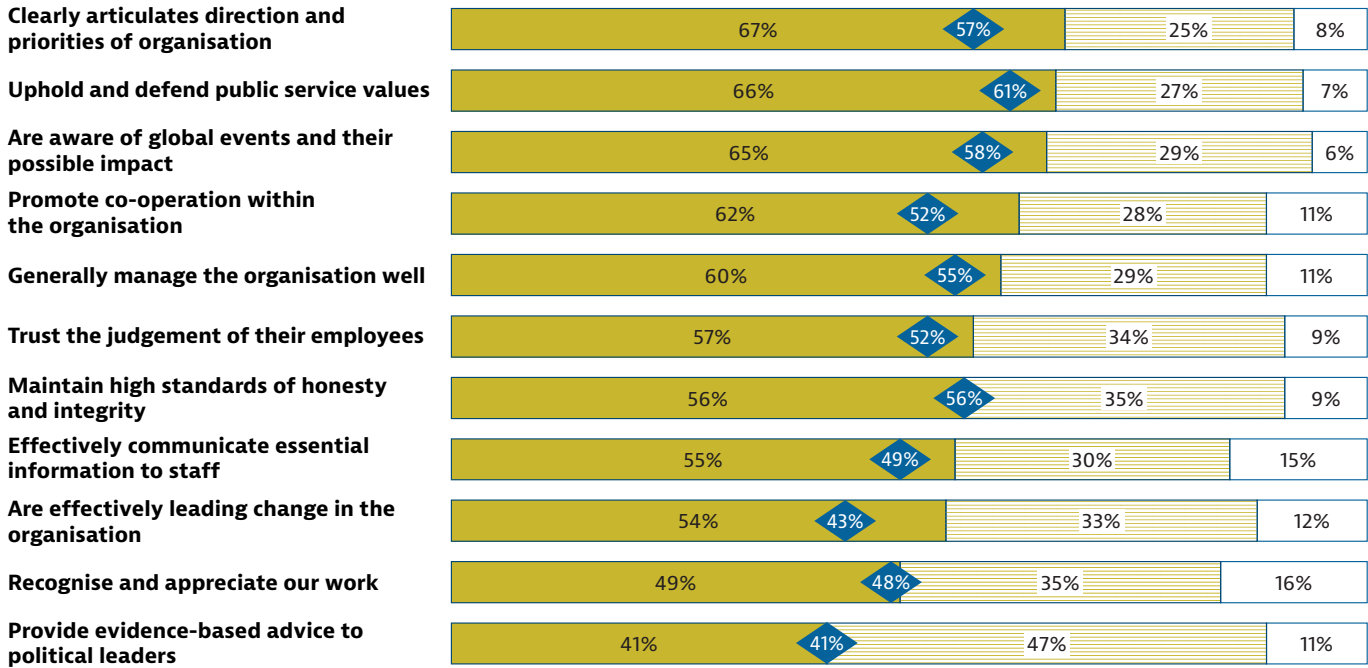
## What do managers say?





## Responses to senior leadership questions

■ Positive ■ Neutral □ Negative ◆ Positive EU8



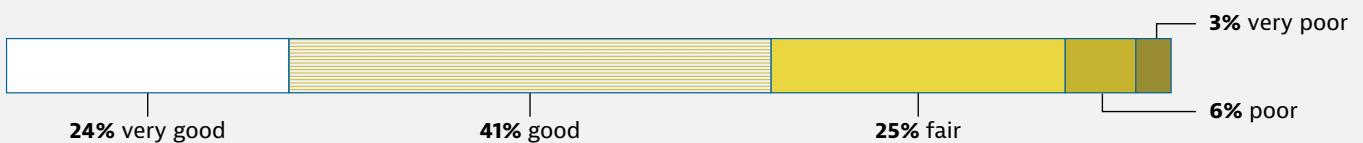
Notes:

Results correspond to questions in the Senior Leader Index Score. Items are sorted in descending order of positive responses.

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Negative represents the % of respondents that answered disagree or strongly disagree. Positive EU8 represents the average % of respondents in the EU8 countries that answered agree or strongly agree.

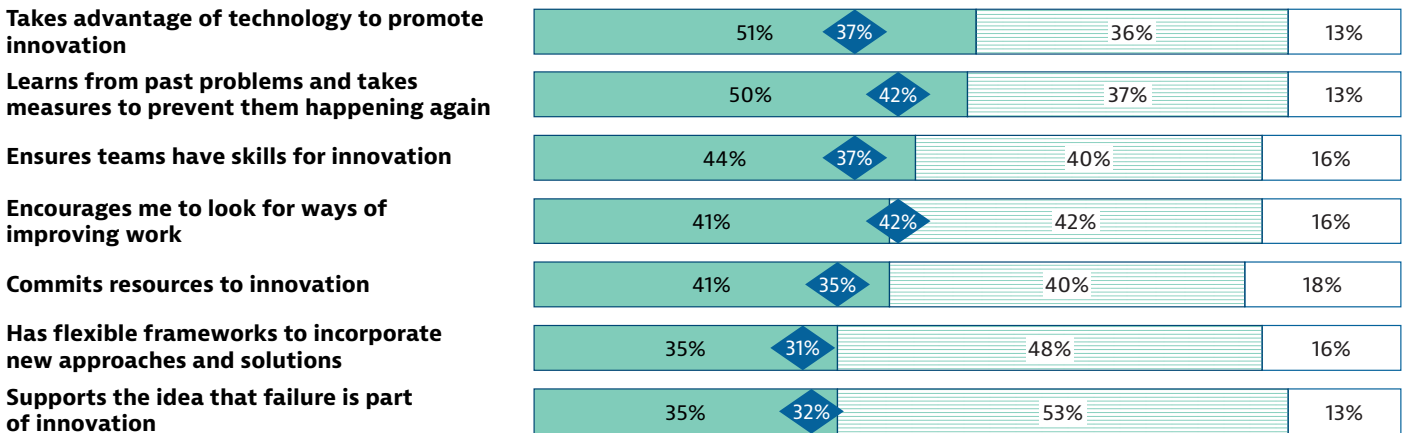
## Overall, how good a job is being done by senior leadership in your organisation?





## Responses to innovation climate questions

■ Positive ■ Neutral □ Negative ◆ Positive EU8



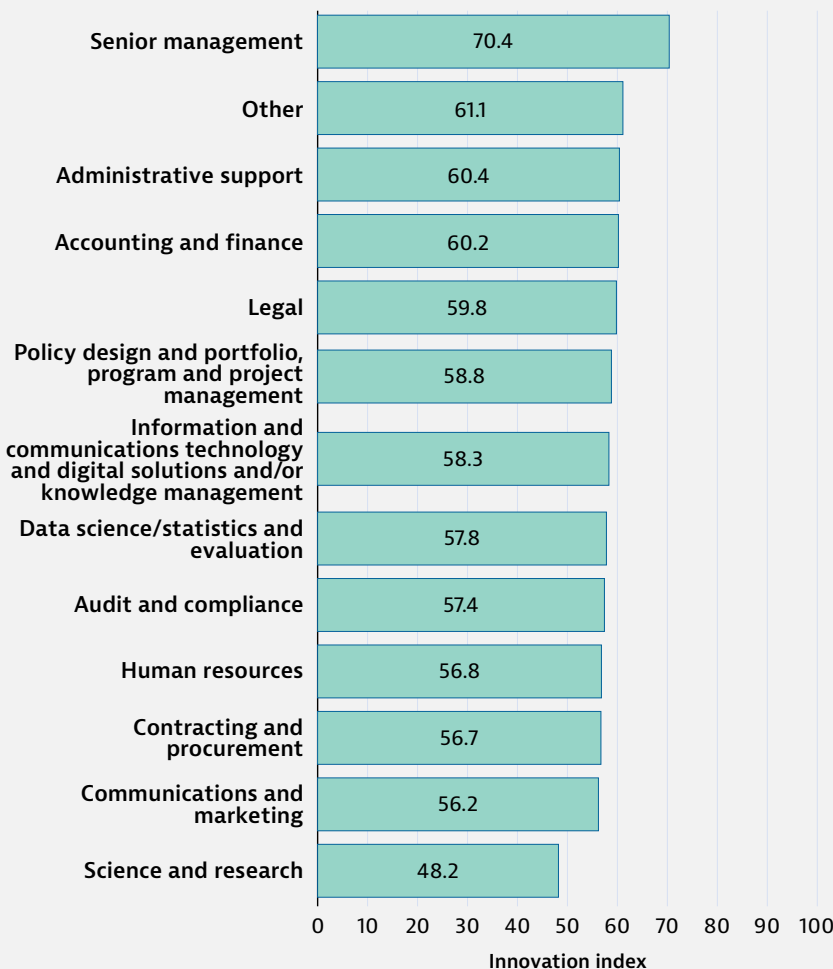
Notes:

Results correspond to questions in the Innovation Climate Index Score.

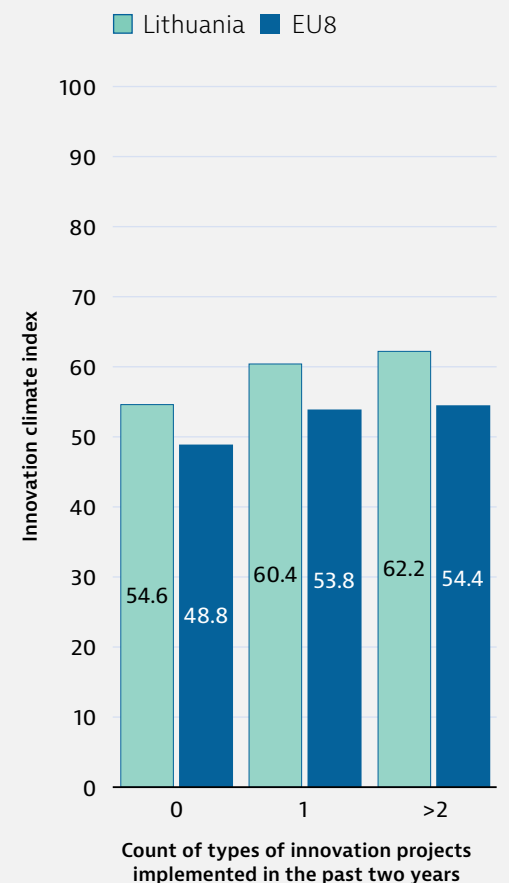
Positive represents the % of respondents that answered agree or strongly agree. Neutral represents the % of respondents that answered neither agree nor disagree. Negative represents the % of respondents that answered disagree or strongly disagree. Positive EU8 represents the average % of respondents in the EU8 countries that answered agree or strongly agree.

Items are sorted in descending order of positive responses.

## Work function



## Innovation climate by number of types of innovation project involvement (services, processes or policies)





## Responses to remote and hybrid work questions

■ Positive ■ Neutral □ Negative ◆ Positive EU8

**I have conditions to work effectively remotely**



**Home and remote work positively enhance my work/life balance**



**Home and remote work allow me to be more effective in my job**



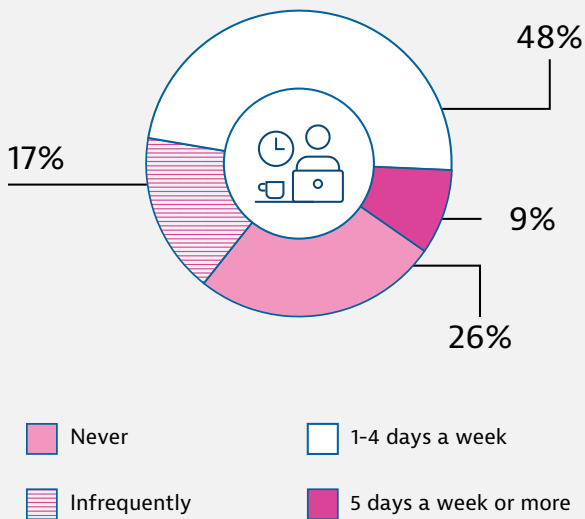
Notes:

Items are sorted in descending order of positive responses.

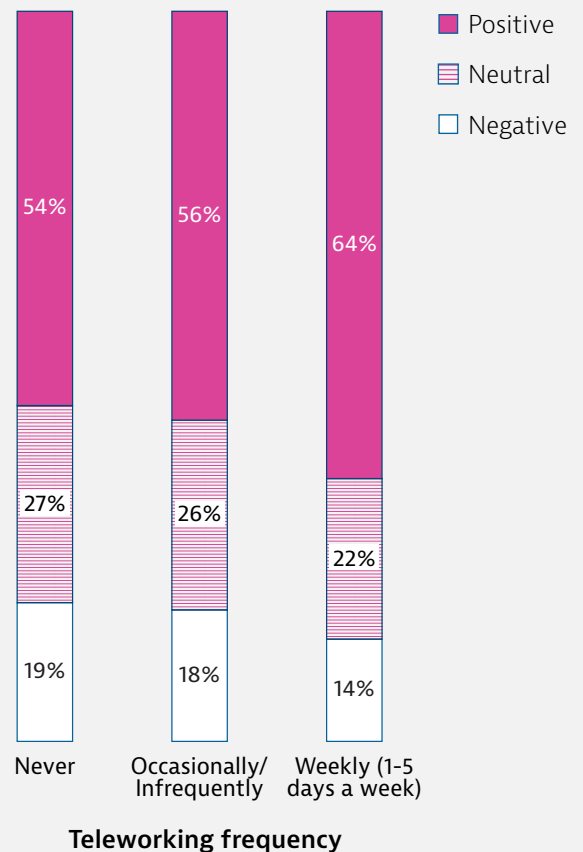
Positive represents the % of respondents that answered agree or strongly agree. Neutral represents the % of respondents that answered neither agree nor disagree.

Negative represents the % of respondents that answered disagree or strongly disagree. Positive EU8 represents the average % of respondents in the EU8 countries that answered agree or strongly agree.

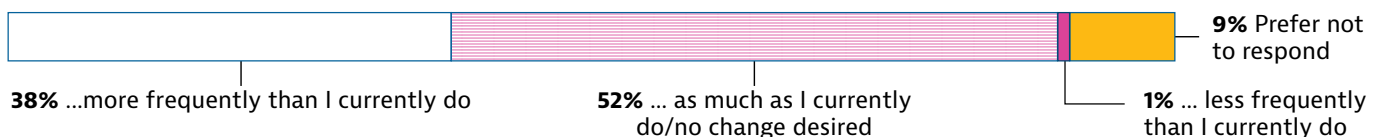
### How many days a week do you work remotely?




### I achieve a good balance between my work life and my private life by teleworking frequency



### If I could choose freely, I would work remotely





## Sample characteristics

Sample characteristics	N	%
<b>Gender</b>		
Male	2 261	18.06
Female	9 739	77.78
Other	33	0.26
Prefer not to respond	488	3.90
<b>Total</b>	<b>12 521</b>	<b>100.00</b>
<b>Age group</b>		
24 years and under	149	1.19
25 to 35 years	1 626	12.99
36 to 45 years	3 578	28.58
46 to 55 years	3 289	26.27
56 to 65 years	2 961	23.65
66 and over	210	1.68
Prefer not to respond	708	5.65
<b>Total</b>	<b>12 521</b>	<b>100.00</b>
<b>Highest educational qualification</b>		
Upper secondary education	58	0.46
Post-secondary non-tertiary education	198	1.58
Bachelor's or equivalent level	3 804	30.38
Master's or equivalent level	7 799	62.29
Doctoral or equivalent level	240	1.92
Prefer not to respond	422	3.37
<b>Total</b>	<b>12 521</b>	<b>100.00</b>
<b>Manage other employees in the organisation</b>		
Yes, between 1-4 employees	501	4.00
Yes, between 5-10 employees	714	5.70
Yes, 11 or more employees	717	5.73
No, I do not manage any employees	10 085	80.54
Prefer not to respond	504	4.03
<b>Total</b>	<b>12 521</b>	<b>100.00</b>

Sample characteristics	N	%
<b>Organisation where participants work</b>		
Aplinkos apsaugos agentūra	114	0.91
Aplinkos apsaugos departamentas prie Aplinkos ministerijos	159	1.27
Aplinkos projektų valdymo agentūra	127	1.01
Asmens dokumentų išrašymo centras prie Lietuvos Respublikos vidaus reikalų ministerijos	21	0.17
Asmens su negalia teisių apsaugos agentūra	132	1.05
Audito, apskaitos, turto vertinimo ir nemokumo valdymo tarnyba prie Lietuvos Respublikos finansų ministerijos	14	0.11
Centralizuota finansų ir turto tarnyba	22	0.18
Gynybos resursų agentūra prie Krašto apsaugos ministerijos	42	0.34
Informacinės visuomenės plėtros komitetas	21	0.17
Informatikos ir ryšių departamentas prie Lietuvos Respublikos vidaus reikalų ministerijos	113	0.90
Infrastruktūros valdymo agentūra	45	0.36
Išteklų agentūra prie Lietuvos Respublikos vidaus reikalų ministerijos	39	0.31
Jaunimo reikalų agentūra	24	0.19
Kauno regioninis valstybės archyvas	6	0.05
Kertinis valstybės telekomunikacijų centras	51	0.41
Klaipėdos regioninis valstybės archyvas	13	0.10
Krašto apsaugos ministerijos bendrųjų reikalų departamentas	9	0.07
Kultūros infrastruktūros centras	40	0.32
Kultūros paveldo departamentas prie Kultūros ministerijos	128	1.02
Kvalifikacijų ir profesinio mokymo plėtros centras	26	0.21
Lietuvos administracinių ginčų komisija	20	0.16
Lietuvos bankas	149	1.19
Lietuvos centrinis valstybės archyvas	56	0.45
Lietuvos geologijos tarnyba prie Aplinkos ministerijos	23	0.18
Lietuvos gyventojų genocido ir rezistencijos tyrimo centras	47	0.38
Lietuvos hidrometeorologijos tarnyba prie Aplinkos ministerijos	54	0.43
Lietuvos kultūros institutas	17	0.14
Lietuvos kultūros taryba	29	0.23
Lietuvos literatūros ir meno archyvas	8	0.06
Lietuvos metrologijos inspekcija	34	0.27
Lietuvos mokslo taryba	58	0.46
Lietuvos neformaliojo švietimo agentūra	29	0.23
Lietuvos radijo ir televizijos komisija	22	0.18
Lietuvos Respublikos aplinkos ministerija	135	1.08
Lietuvos Respublikos ekonomikos ir inovacijų ministerija	145	1.16
Lietuvos Respublikos energetikos ministerija	83	0.66
Lietuvos Respublikos finansų ministerija	229	1.83

Sample characteristics	N	%
Lietuvos Respublikos konkurencijos taryba	55	0.44
Lietuvos Respublikos krašto apsaugos ministerija	122	0.97
Lietuvos Respublikos kultūros ministerija	112	0.89
Lietuvos Respublikos Seimo kanceliarija	280	2.24
Lietuvos Respublikos Seimo kontrolierių įstaiga	16	0.13
Lietuvos Respublikos socialinės apsaugos ir darbo ministerija	101	0.81
Lietuvos Respublikos susisiekimo ministerija	84	0.67
Lietuvos Respublikos sveikatos apsaugos ministerija	171	1.37
Lietuvos Respublikos švietimo, mokslo ir sporto ministerija	147	1.17
Lietuvos Respublikos teisingumo ministerija	134	1.07
Lietuvos Respublikos vaiko teisių apsaugos kontrolieriaus įstaiga	4	0.03
Lietuvos Respublikos valstybinis patentų biuras	39	0.31
Lietuvos Respublikos vidaus reikalų ministerija	143	1.14
Lietuvos Respublikos Vyriausioji rinkimų komisija	25	0.20
Lietuvos Respublikos Vyriausybės kanceliarija	40	0.32
Lietuvos Respublikos žemės ūkio ministerija	158	1.26
Lietuvos standartizacijos departamentas	23	0.18
Lietuvos transporto saugos administracija	35	0.28
Lietuvos valstybės istorijos archyvas	9	0.07
Lietuvos valstybės naujasis archyvas	14	0.11
Lietuvos vyriausiojo archyvaro tarnyba	16	0.13
Lošimų priežiūros tarnyba prie Lietuvos Respublikos finansų ministerijos	15	0.12
Migracijos departamentas prie Lietuvos Respublikos Vidaus reikalų ministerijos	367	2.93
Mobilizacijos ir pilietinio pasipriešinimo departamentas prie Krašto apsaugos ministerijos	4	0.03
Mokestinių ginčų komisija	5	0.04
Nacionalinė mokėjimo agentūra prie Žemės ūkio ministerijos	149	1.19
Nacionalinė sporto agentūra prie Lietuvos Respublikos švietimo, mokslo ir sporto ministerijos	29	0.23
Nacionalinė švietimo agentūra	101	0.81
Nacionalinė žemės tarnyba prie Aplinkos ministerijos	99	0.79
Nacionalinis akreditacijos biuras	12	0.10
Nacionalinis bendrųjų funkcijų centras	268	2.14
Nacionalinis kibernetinio saugumo centras prie Krašto apsaugos ministerijos	75	0.60
Nacionalinis maisto ir veterinarijos rizikos vertinimo institutas	166	1.33
Nacionalinis transplantacijos biuras prie Sveikatos apsaugos ministerijos	12	0.10
Nacionalinis visuomenės sveikatos centras prie Sveikatos apsaugos ministerijos	277	2.21
Narkotikų, tabako ir alkoholio kontrolės departamentas	35	0.28
Pasienio kontrolės punktų direkcija prie Susisiekimo ministerijos	9	0.07
Radiacinės saugos centras	59	0.47
Ryšių reguliavimo tarnyba	119	0.95

Sample characteristics	N	%
Šiaulių regioninis valstybės archyvas	14	0.11
Socialinių paslaugų priežiūros departamentas prie Socialinės apsaugos ir darbo ministerijos	42	0.34
Studijų kokybės vertinimo centras	14	0.11
Sveikatos apsaugos ministerijos Ekstremalių sveikatai situacijų centras	30	0.24
Tautinių mažumų departamentas prie Lietuvos Respublikos Vyriausybės	7	0.06
Užimtumo tarnyba prie Lietuvos Respublikos socialinės apsaugos ir darbo ministerijos	976	7.79
Valstybės dokumentų technologinės apsaugos tarnyba prie Finansų ministerijos	33	0.26
Valstybės duomenų agentūra	264	2.11
Valstybės garantuojamos teisinės pagalbos tarnyba	26	0.21
Valstybės vaiko teisių apsaugos ir įvaikinimo tarnyba prie Socialinės apsaugos ir darbo ministerijos	194	1.55
Valstybinė akreditavimo sveikatos priežiūros veiklai tarnyba prie Sveikatos apsaugos ministerijos	35	0.28
Valstybinė atominės energetikos saugos inspekcija	29	0.23
Valstybinė augalininkystės tarnyba prie Žemės ūkio ministerijos	166	1.33
Valstybinė darbo inspekcija prie Socialinės apsaugos ir darbo ministerijos	218	1.74
Valstybinė duomenų apsaugos inspekcija	20	0.16
Valstybinė lietuvių kalbos komisija	18	0.14
Valstybinė ligonių kasa prie Sveikatos apsaugos ministerijos	392	3.13
Valstybinė maisto ir veterinarijos tarnyba (bendrai)	375	2.99
Valstybinė miškų tarnyba	34	0.27
Valstybinė mokesčių inspekcija prie Lietuvos Respublikos finansų ministerijos	1 541	12.31
Valstybinė saugomų teritorijų tarnyba prie Aplinkos ministerijos	57	0.46
Valstybinė teritorijų planavimo ir statybos inspekcija prie Aplinkos ministerijos	134	1.07
Valstybinė vaistų kontrolės tarnyba prie Lietuvos Respublikos sveikatos apsaugos ministerijos	98	0.78
Valstybinė vartotojų teisių apsaugos tarnyba	122	0.97
Valstybinio socialinio draudimo fondo valdyba prie Socialinės apsaugos ir darbo ministerijos	1 554	12.41
Viešojo valdymo agentūra	44	0.35
Viešųjų pirkimų tarnyba	53	0.42
Vilniaus regioninis valstybės archyvas	21	0.17
Vyriausioji tarnybinės etikos komisija	23	0.18
Vyriausybės atstovų įstaiga	40	0.32
Vyriausybės strateginės analizės centras	25	0.20
Žemės ūkio agentūra	30	0.24
Žurnalistų etikos inspektoriaus tarnyba	7	0.06
Žuvininkystės tarnyba prie Lietuvos Respublikos žemės ūkio ministerijos	58	0.46
Prefer not to respond	14	0.11
<b>Total</b>	<b>12 521</b>	<b>100.00</b>



## Construction of indices

All indices are based on questions using a 5-point Likert scale, ranging from "Strongly disagree" to "Strongly agree." Each index is calculated by aggregating the responses to the relevant questions and dividing by the total number of questions. To facilitate easier interpretation, the indices have been rescaled to a 0–100 range. On this scale, a response of "Strongly disagree" corresponds to 0, "Neither agree nor disagree" corresponds to 50, and "Strongly agree" corresponds to 100. An example of how the Index Score is calculated is provided below:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Score
<b>Weight</b>	0	25	50	75	100	
<b>Q1</b>		✓				25
<b>Q2</b>	✓					0
<b>Q3</b>			✓			50
<b>Q4</b>				✓		75
<b>Q5</b>				✓		75
					Total score of questions	225
					<b>Index score (Total/5)</b>	<b>45</b>

The indices used in this report have undergone rigorous statistical validation. The reliability of the proposed scales was assessed using Cronbach's alpha. Cronbach's alpha is a widely used measure of internal consistency or how closely related a set of items are to one another. Values for this measure range from 0 to 1, with higher values indicating greater reliability or more closely related items. Cronbach's Alpha scores for each index exceed 0.690, confirming strong internal consistency and the reliability of the items in measuring the same underlying constructs.

Nine out of the ten indices include respondents who provided answers to all items in the index. This means that any responses with missing data—either due to early dropout or the selection of 'prefer not to respond' were excluded from the analysis. The exception was the Learning and Development Index. Missing data was imputed for the first item of the Learning and Development Index: Q23 "The learning activities I completed in the last 12 months have helped me improve my performance." This item was conditional, dependent on respondents' prior indication of having participated in learning activities. Given its importance to the Learning and Development Index, missing responses for this item were replaced by the average score of other respondents within the same organisation as a proxy of the quality of the learning activities available in the organisations.

To ensure consistency across indices, some items were recoded to reverse their original response scale. This was the case for Wellbeing Index items Q16-18 (Q16 "I feel burned out", Q17 "I often feels exhausted at the end of the day" and Q18 "I sometimes work despite feeling sick.") and for Organisational Performance Index item Q89 (Q89 "My organisation has rules & procedures that make it difficult to work effective & efficiently"). These items were originally negatively framed. The recoding ensures that higher scores across all items consistently reflect higher levels of wellbeing or of organisational performance.

The number of observations retained for each index is provided below. As the Netherlands did not include all sections of the survey, they are only included in the indices for Employee Engagement, Management, Organisational Performance, Team Performance, and Innovation Climate.



### Employee Engagement

- Q29** Overall, I am satisfied with my job.
- Q30** At my work I feel full of energy.
- Q31** The work I do gives me a sense of accomplishment.
- Q32** I am enthusiastic about my job.
- Q33** I am immersed in my work.
- Q34** I am willing to do extra work for my job beyond what is expected of me.
- Q36** I identify with the mission of my organisation.
- Q37** I would recommend my organisation as a good place to work.
- Q38** I am proud to work for this organisation.

**Note:** Cronbachs-alpha value of 0,90, N (EU8) = 45,845



### Employee Engagement (Utrecht 3)

- Q30** At my work I feel full of energy. (vigor)
- Q32** I am enthusiastic about my job. (dedication)
- Q33** I am immersed in my work. (absorption)

**Note:** Cronbachs-alpha value of 0,74, N (EU8) =47,587



### Wellbeing

- Q13** I achieve a good balance between my work life.
- Q14** I have clear responsibilities and know what is expected of me.
- Q15** I can usually handle my workload well.
- Q16** I feel burned out.
- Q17** I often feel exhausted at the end of the working day.
- Q18** I sometimes work despite feeling sick.
- Q19** I would feel comfortable sharing.
- Q20** I feel able to support employees in my unit who are experiencing mental health issues.

**Note:** Cronbachs-alpha value of 0,69, N(EU7) =40,700, Q16-18 were reversed to align with the other index question where a higher value represents higher levels of wellbeing.



## Management

- Q45** My line manager/supervisor plans the work well.
- Q46** ... shares important information with me.
- Q47** ... trusts my judgement.
- Q48** ... lets me be reasonably autonomous (i.e. does not micro-manage).
- Q49** ... treats me with respect.
- Q50** ... is good at resolving conflicts.
- Q51** ... can be counted on to help me with my work if I need support.
- Q52** ... encourages me to come up with new or better ways of doing things.
- Q53** ... provides me with helpful feedback to improve my performance.
- Q54** ... recognises and rewards good performance.
- Q55** ... provides opportunities fairly to all employees in my work unit or team (e.g., promotions, work assignments, training, etc.).
- Q56** ... makes decisions based on evidence and facts.
- Q57** ... maintains high standards of honesty and integrity.

**Note:** Cronbachs-alpha value of 0,74, N(EU8) =45,527



## Senior Leadership

- Q59** The senior leaders of my organisation clearly articulate the direction and priorities of the organisation.
- Q60** ... are aware of global events and how they might impact the organisation.
- Q61** ... generally, manage the organisation well.
- Q62** ... effectively communicate essential information to staff.
- Q63** ... are effectively leading change in the organisation.
- Q64** ... promote co-operation within the organisation.
- Q65** ... recognise and appreciate our work.
- Q66** ... trust the judgement of their employees.
- Q67** ... uphold and defend public service values (e.g. honesty, integrity, impartiality, etc.).
- Q68** ... maintain high standards of honesty and integrity.
- Q69** ... provide evidence-based advice to political leaders, even if this advice goes against the political position.

**Note:** Cronbachs-alpha value of 0,74, N (EU7) =34,957



### Organisational Performance

- Q87** My organisation is quick to respond when changes need to be made.
- Q88** ... uses its resources efficiently.
- Q89** ... has rules and procedures in place that make it difficult and complicated to work effectively and efficiently.
- Q90** ... takes measuring and monitoring performance seriously.
- Q91** ... dedicates sufficient attention to reducing its environmental footprint (saving energy, reducing waste, promoting sustainable travel, recycling, etc.).
- Q92** ... is open with the public (shares information publicly, engages with the public, etc.).
- Q93** ... serves citizens and users well.
- Q94** ... makes decisions based on facts and evidence.
- Q97** ... is successful in achieving its mission and goals.
- Q98** ... is ready and able to take on new and emerging challenges.
- Q75** ... takes full advantage of technology to promote innovation and new ways of working.

**Note:** Cronbachs-alpha value of 0,89, N(EU8) = 44,270 Q89 was reversed to align with the other index question where a higher value represents higher levels of organisational performance.



### Team Performance

- Q83** My team or work unit works well together.
- Q84** ... achieves our goals.
- Q85** ... produces high-quality work.
- Q86** ... contributes positively to the organisation's performance.

**Note:** Cronbachs-alpha value of 0,91, N(EU8) =48,487



### Innovation Climate

- Q71** My organisation continually encourages me to look for new ways of improving the way things work.
- Q72** ... supports the idea that failure is a part of innovation.
- Q73** ... commits resources to develop new ideas and innovations (e.g., budget, staff, time, expert support).
- Q74** ... ensures that teams have the necessary skills to implement innovation initiatives.
- Q75** ... takes full advantage of technology to promote innovation and new ways of working.
- Q76** ... has sufficiently flexible legislative and regulatory frameworks to incorporate new approaches and policy solutions.
- Q77** ... learns from past problems and takes measures to prevent them from happening again.

**Note:** Cronbachs-alpha value of 0,91, N(EU8) = 43,486



### Learning and Development

- Q23** the learning activities that I have completed in the last 12 months have helped me improve my performance.
- Q24** I am able to access the right learning opportunities when I need to.
- Q25** at my work i feel that i am growing professionally.
- Q26** my organisation supports mobility (temporary assignments, transfers or secondments) to help develop my career.
- Q80** my organisation provides regular opportunities to improve the digital skills of employees.

**Note:** Cronbachs-alpha value of 0,81, N(EU7) =32,410 Q23 has imputed values for those employees that selected not to have undertaken any learning courses or selected 'prefer not to respond' in Q22. For those the average value for the organisation they belong to (answer to QH) has been imputed.



### Job Autonomy

- Q47** My line manager/supervisor trusts my judgement.
- Q48** My line manager/supervisor lets me be reasonable autonomous (i.e. does not micro-manage).
- Q66** The senior leaders of my organisation trust the judgement of their employees.

**Note:** Cronbachs-alpha value of 0,74, N(EU7) = 40,144