

Netherlands



Survey dates



5 Jun–1 Jul

Responses



4 854

Response rate



34.4%

Organisations



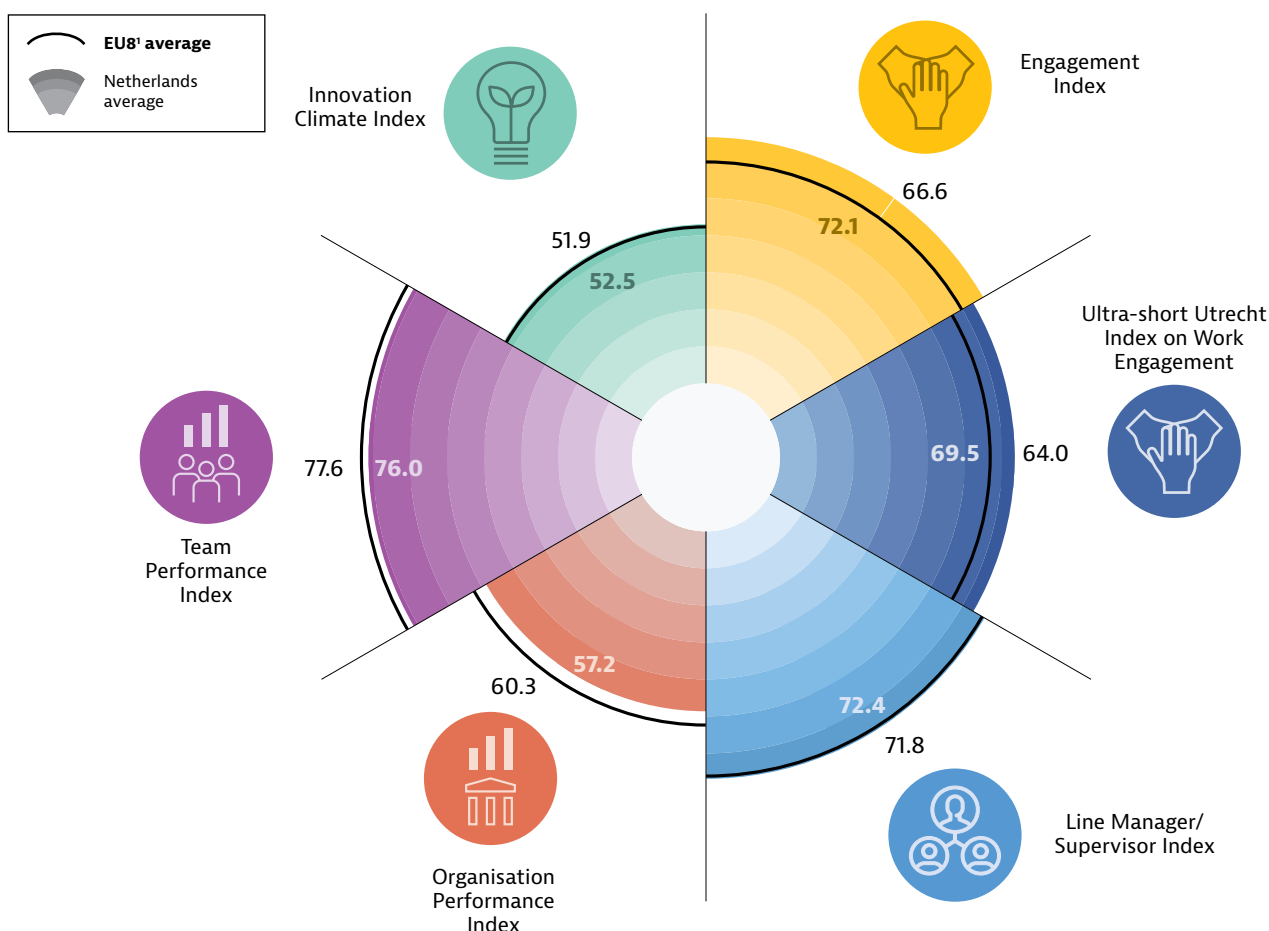
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The 2024 OECD-EU Survey of Central Government Public Servants enables participating governments to hear directly from their employees on perceptions of their working environment; and it provides relevant and timely information to strengthen people 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 Netherlands 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 the Netherlands' average Index Scores in relation to the full sample of participating countries. The indices with the highest scores include Team Performance, Line Manager and Engagement. The Netherlands' scores are higher than the average of participating countries, except for Team Performance and Organisation Performance. For these indices, the Netherlands' scores are lower than the average.



Note:
The EU8 average includes Belgium, Bulgaria, Croatia, Latvia, Lithuania, Netherlands, Slovakia and Slovenia.

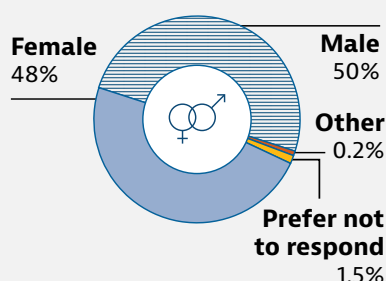
Top 5 organisations in the Netherlands, average of all Index Scores*

- | | | | | | |
|---|--|-------------|---|---|-------------|
| 1 | Ministerie van Economische Zaken en Klimat | 68.8 | 4 | Ministerie van Sociale Zaken en Werkgelegenheid | 67.2 |
| 2 | Ministerie van Infrastructuur en Waters | 68.0 | 5 | Ministerie van Onderwijs, Cultuur en Wetenschap | 66.9 |
| 3 | Ministerie van Volksgezondheid, Welzijn en Sport | 67.3 | | | |

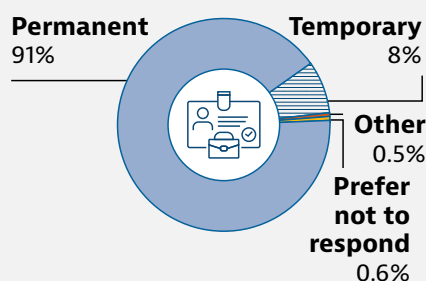
*Only organisations with more than 30 observations were considered in calculating the average across all indices.

Respondent demographics

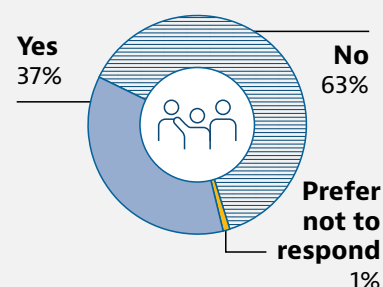
Gender



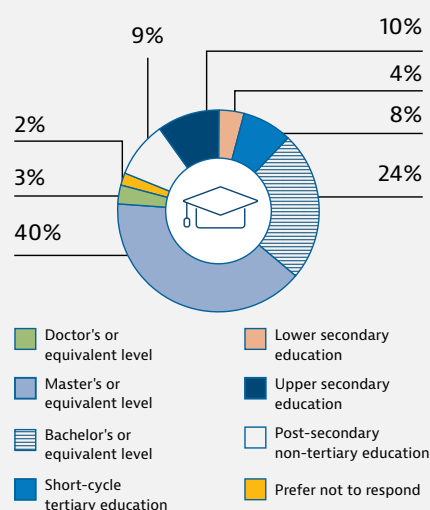
Employment status



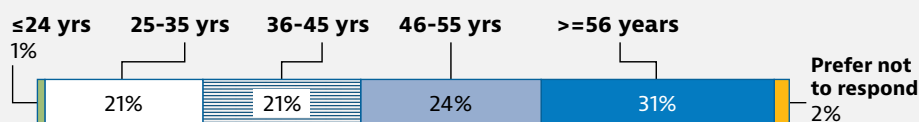
Citizen contact at work



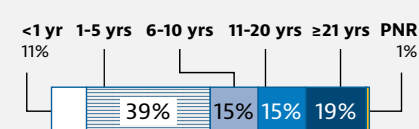
Highest educational qualification



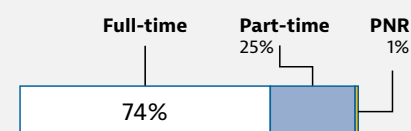
Age groups



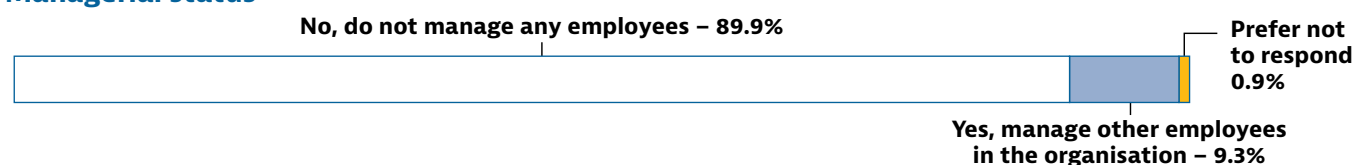
Time at current organisation



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. For half of Index Scores, managers provided higher scores than non-managers.

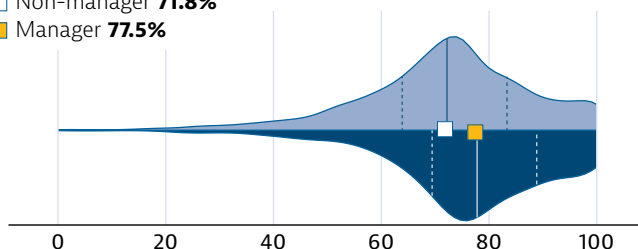
■ Non-managers represent 25th and 75th percentile
■ Managers — represent 50th percentile



Engagement Index

Country mean average

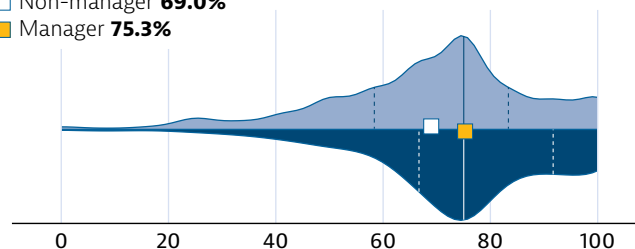
■ Non-manager **71.8%**
■ Manager **77.5%**



Ultra-short Utrecht Index on Work Engagement

Country mean average

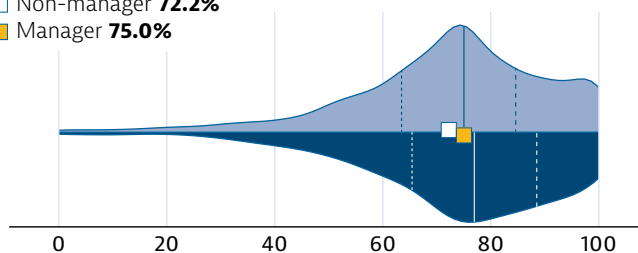
■ Non-manager **69.0%**
■ Manager **75.3%**



Line Manager Index

Country mean average

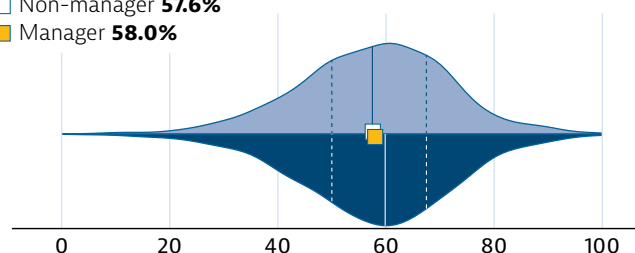
■ Non-manager **72.2%**
■ Manager **75.0%**



Organisation Performance Index

Country mean average

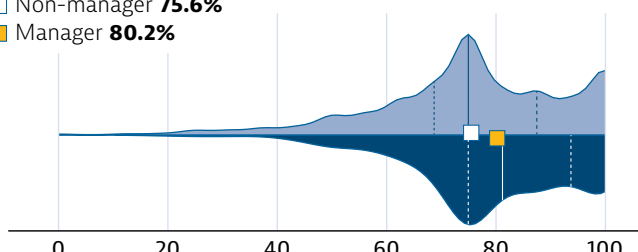
■ Non-manager **57.6%**
■ Manager **58.0%**



Team Performance Index

Country mean average

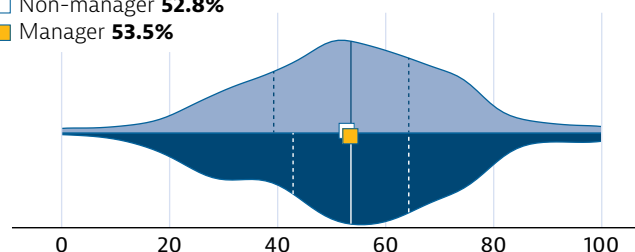
■ Non-manager **75.6%**
■ Manager **80.2%**



Innovation Climate Index

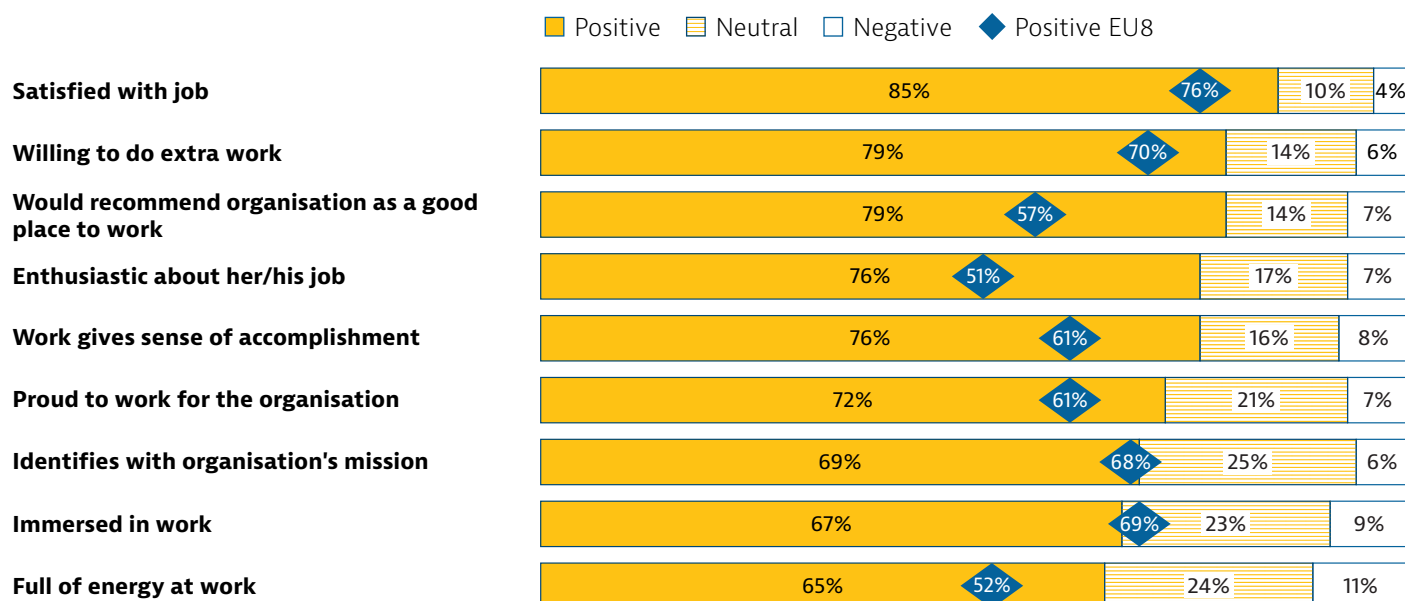
Country mean average

■ Non-manager **52.8%**
■ Manager **53.5%**





Responses to employee engagement questions



Notes:

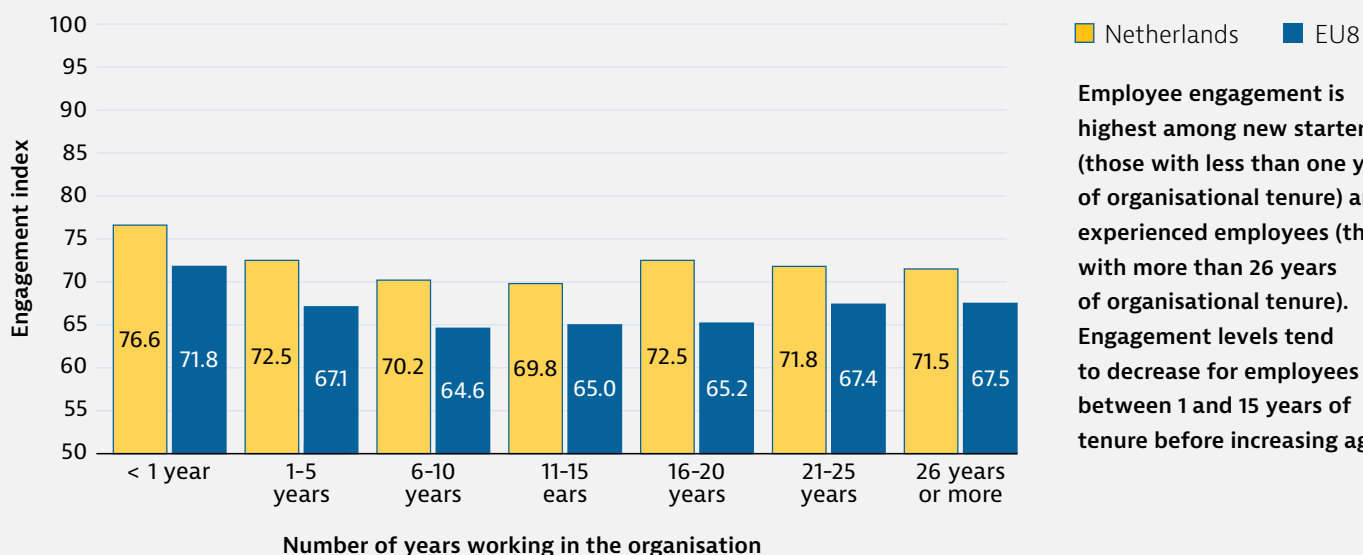
Results correspond to questions in the Engagement Index Score.

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

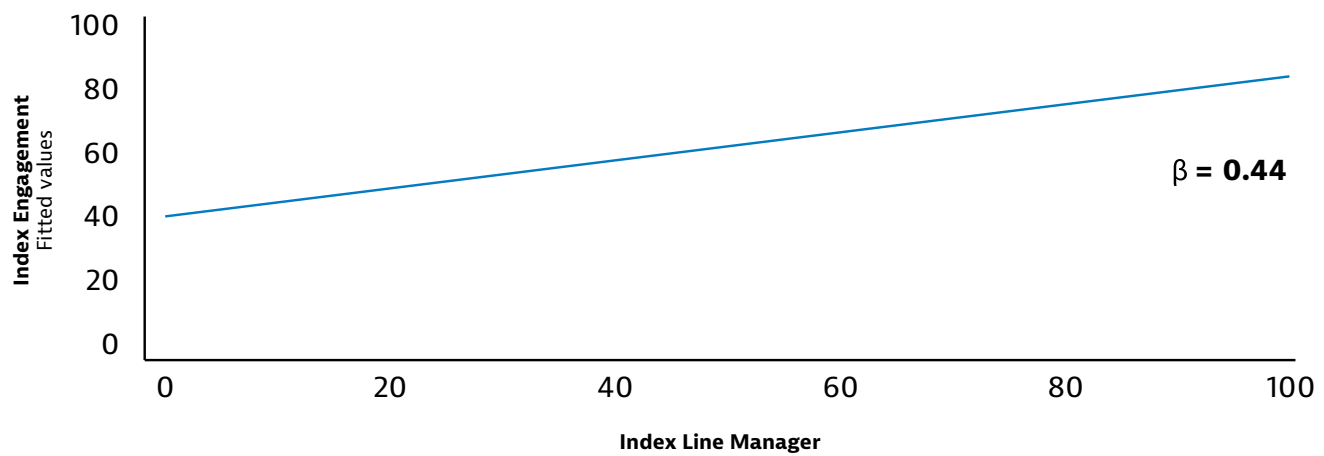


Employee engagement is highest among new starters (those with less than one year of organisational tenure) and experienced employees (those with more than 26 years of organisational tenure). Engagement levels tend to decrease for employees between 1 and 15 years of tenure before increasing again.

Note:

EU8 includes eight countries

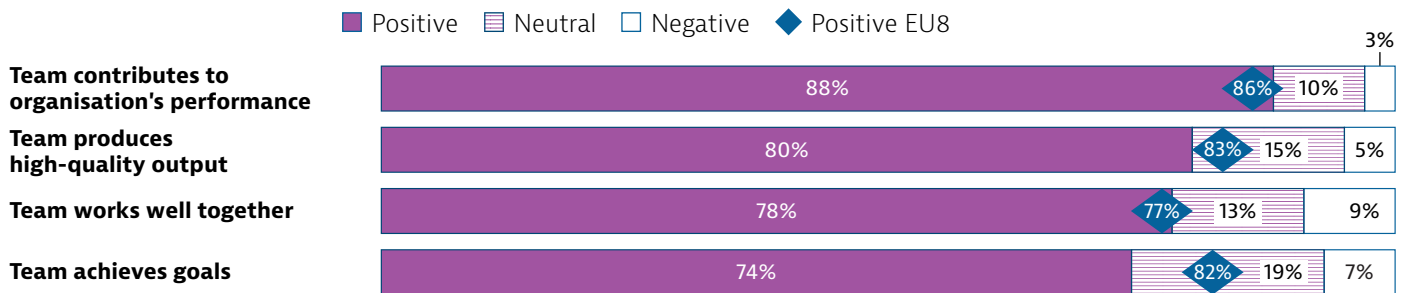
Employee engagement is positively associated with quality management



The figures above show the relationship between employee engagement and management quality. The closer the number is to 1, the stronger the relationship. The data show that employee engagement increases as management quality increases. For example, when management quality increases by 1 percentage point, engagement increases by 0.44 percentage points.

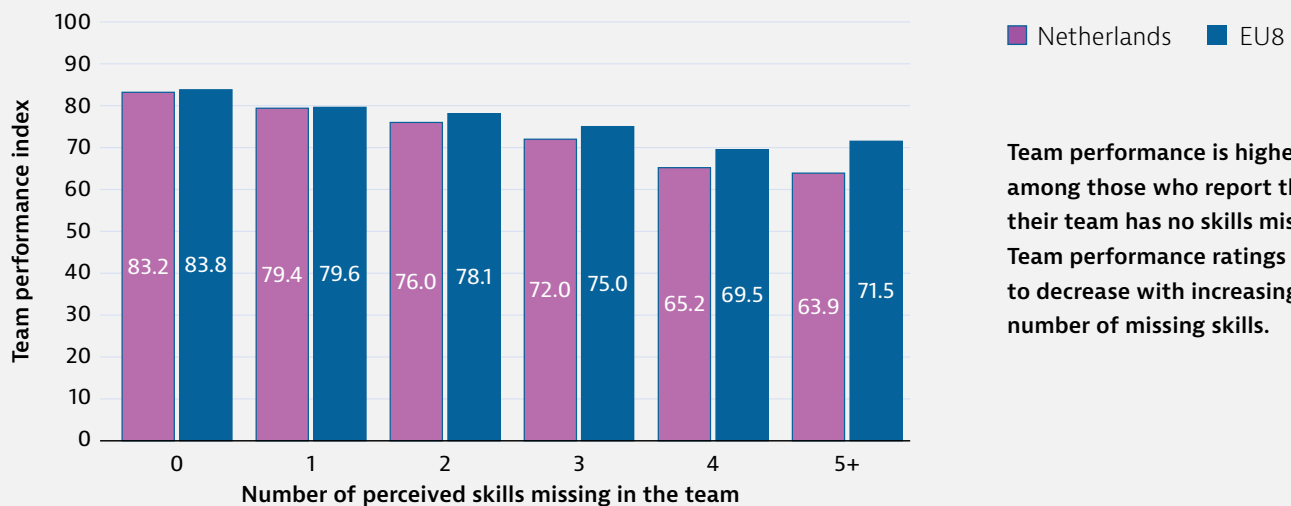


Responses to team performance questions

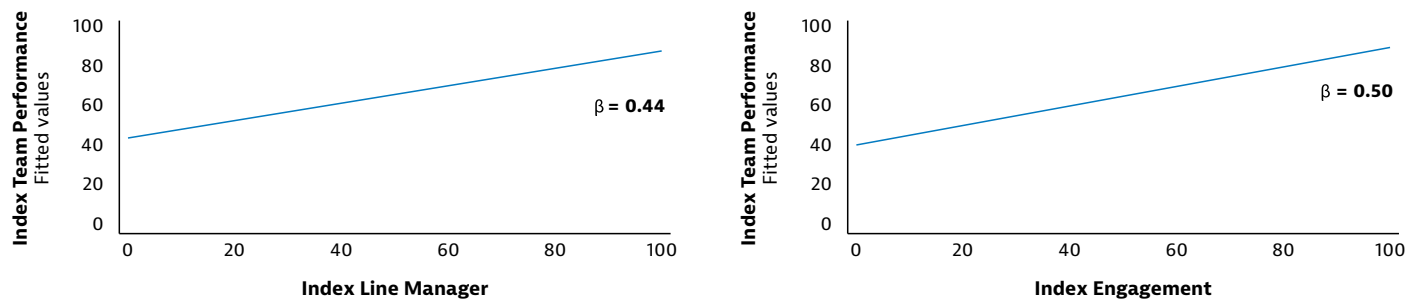


Notes:
Results correspond to questions in the Team Performance Index Score.
Positive represents the % of respondents that answered agree or strongly agree. *Neutral* represents the % of respondents that answered neither agree nor disagree. *Negative* represents the % of respondents that answered disagree 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



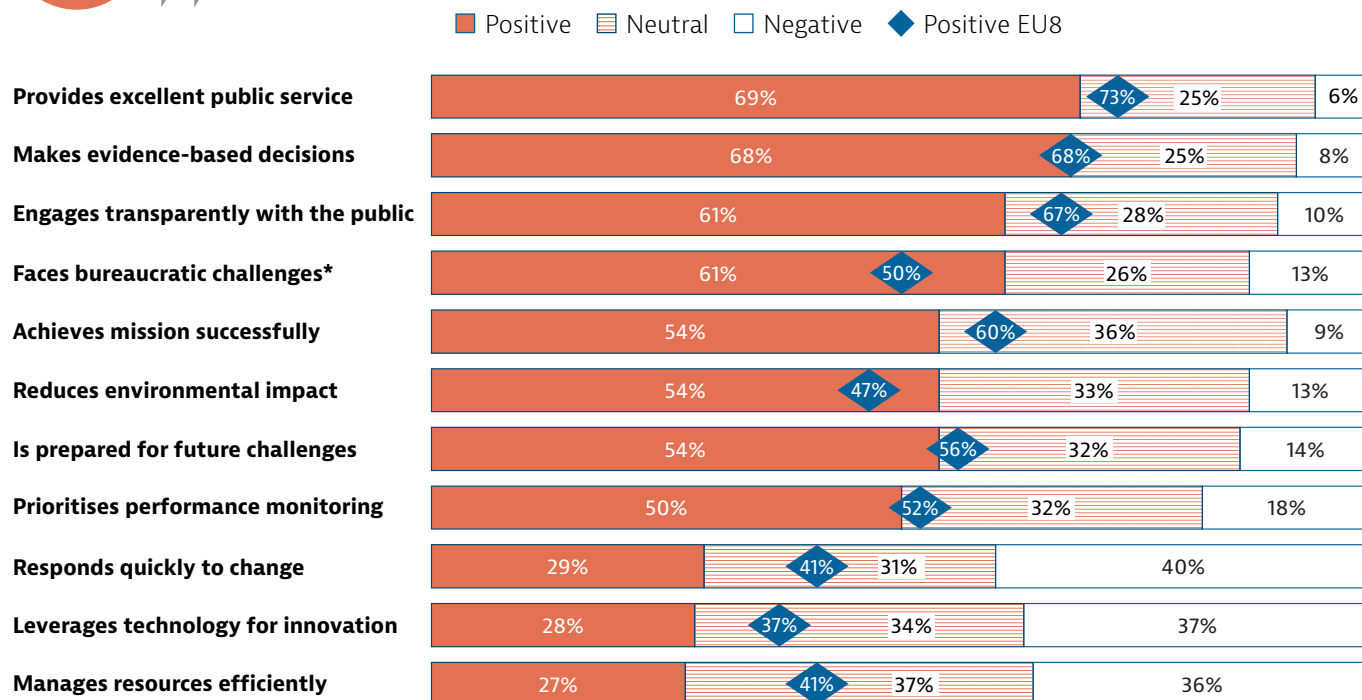
Team performance is positively associated with quality management and employees' engagement



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 0.44 percentage points. Similarly, when employee engagement rises by 1 percentage point, team performance increases by 0.50 percentage points.



Responses to organisational performance questions



Notes:

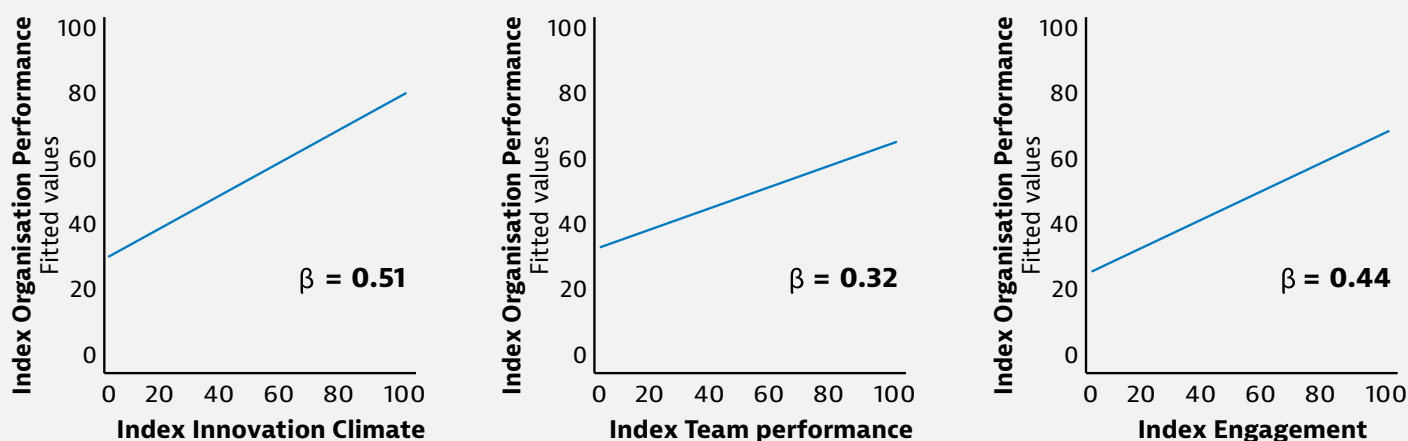
Results correspond to questions in the Organisation Performance Index Score.

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

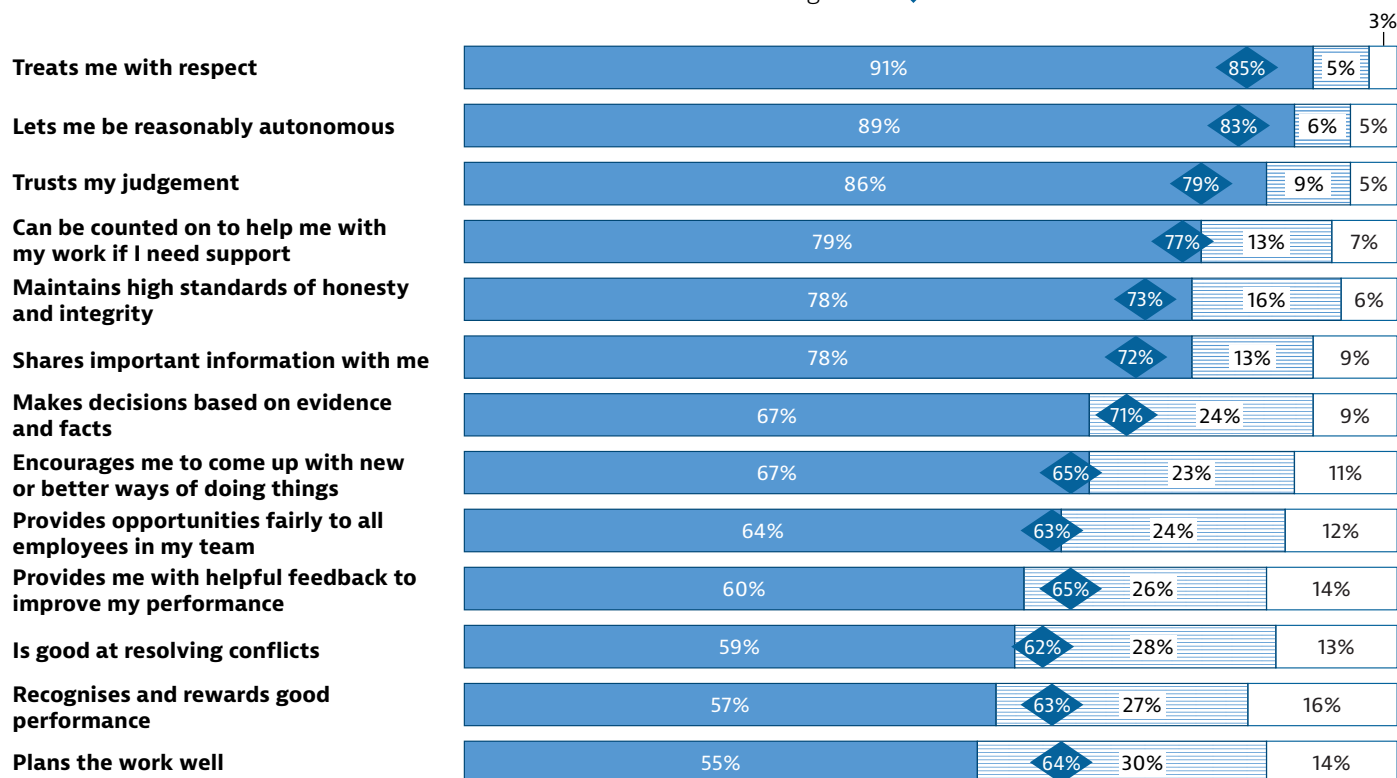


The figures above show the relationship between organisational performance and innovation climate, team performance, and employee engagement. The data show that organisational performance increases as ratings of innovation climate, team performance and employee engagement increase. The closer the values are to 1, the stronger the relationship. When team performance levels increase by 1 percentage point, organisational performance improves by 0.32 percentage points. Likewise, when employees' engagement and innovation climate each improve by 1 percentage point, organisational performance ratings go up by 0.44 percentage points and 0.51 percentage points, respectively.



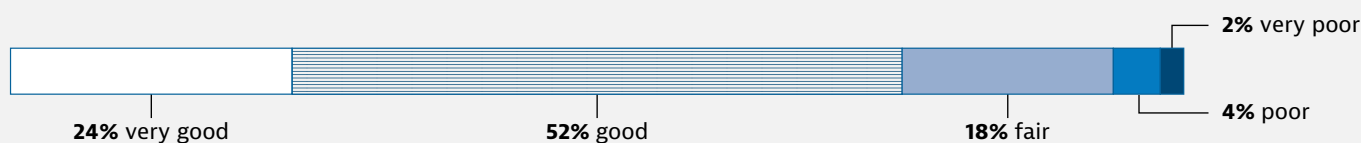
Responses to line manager questions

■ Positive ■ Neutral □ Negative ◆ Positive EU8



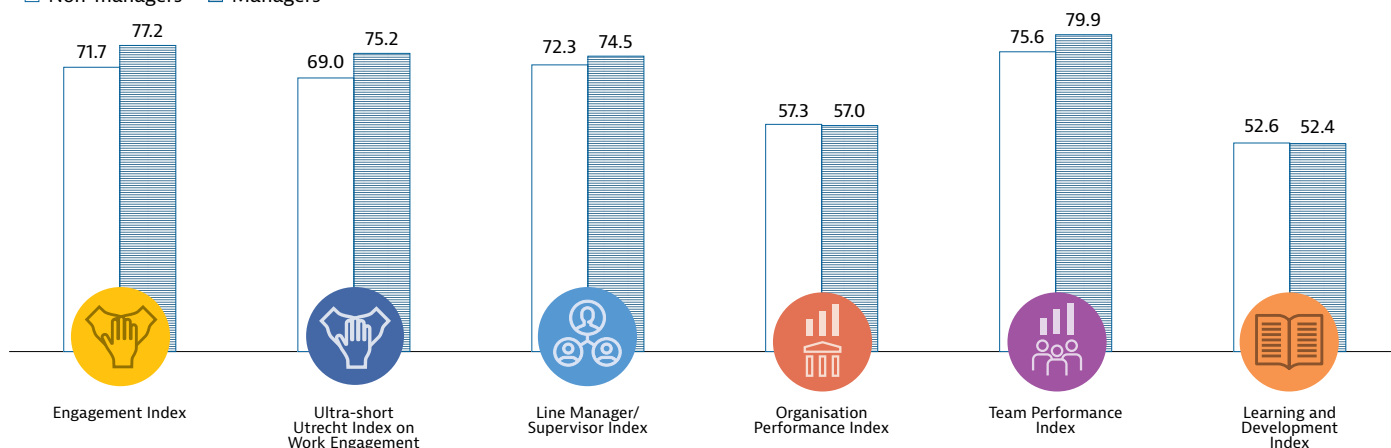
Notes:
Results correspond to questions in the Line Manager Index Score. Items are sorted in descending order of positive responses.
Positive represents the % of respondents that answered agree or strongly agree. *Neutral* represents the % of respondents that answered neither agree nor disagree.
Negative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

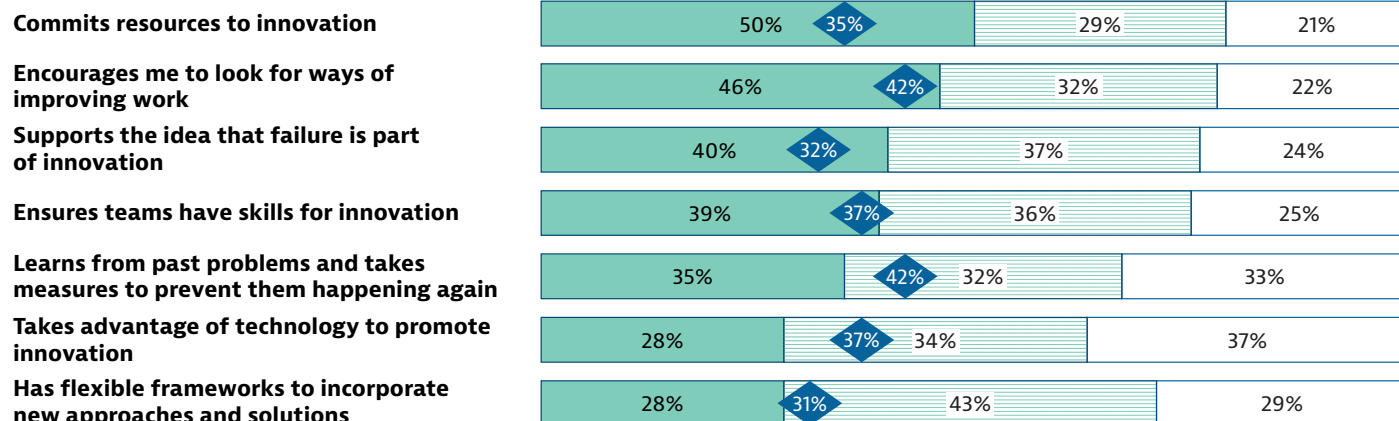
□ Non-managers ■ Managers





Responses to innovation climate questions

■ Positive ■ Neutral ■ Negative ◆ Positive EU8



Notes:

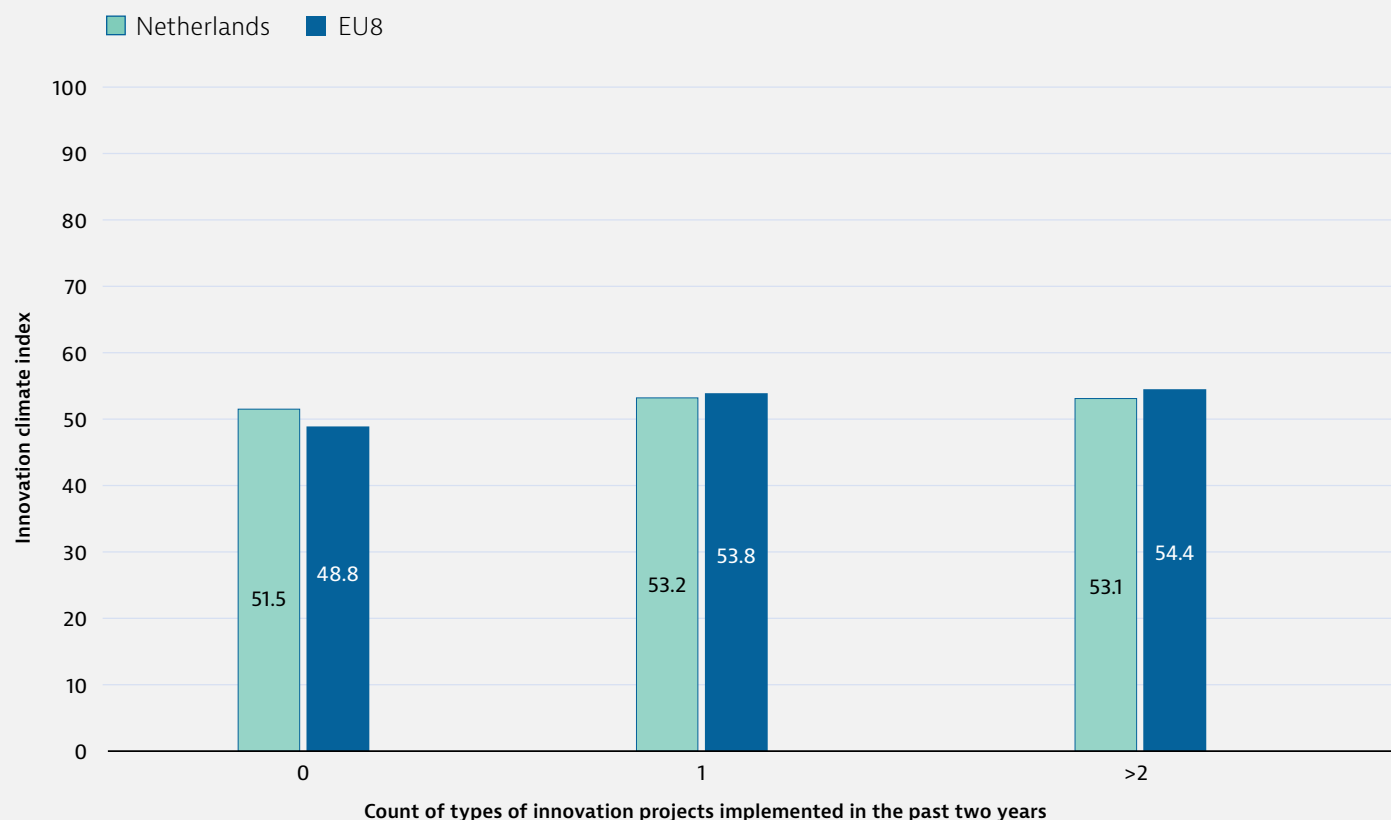
Results correspond to questions in the Innovation Climate Index Score.

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.

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





Sample characteristics

Sample characteristics	N	%
Gender		
Male	2 458	50.16
Female	2 314	48.09
Other	11	0.21
Prefer not to respond	71	1.53
Total	4 854	100.00
Age group		
24 years and under	57	1.44
25 to 35 years	936	20.55
36 to 45 years	1 062	21.47
46 to 55 years	1 314	23.95
56 years and over	1 413	31.05
Prefer not to respond	72	1.55
Total	4 854	100.00
Highest educational qualification		
Primary education	8	0.15
Lower secondary education	153	3.54
Upper secondary education	430	9.92
Post-secondary non-tertiary education	422	9.29
Short-cycle tertiary education	364	7.72
Bachelor's or equivalent level	1 184	24.09
Master's or equivalent level	2 021	40.18
Doctoral or equivalent level	182	3.17
Prefer not to respond	90	1.94
Total	4 854	100.00
Manage other employees in the organisation		
Yes	607	9.26
No	4 201	89.87
Prefer not to respond	46	0.88
Total	4 854	100.00

Sample characteristics	N	%
Organisation where participants work		
Ministerie van Algemene Zaken	6	0.11
Ministerie van Binnenlandse Zaken en Koninkrijksrelaties	158	3.11
Ministerie van Buitenlandse Zaken	106	2.45
Ministerie van Economische Zaken en Klimaat	686	11.31
Ministerie van Financiën	1 538	40.47
Ministerie van Infrastructuur en Waters	938	18.00
Ministerie van Landbouw, Natuur en Voedselzekerheid en Natuur	278	4.62
Ministerie van Onderwijs, Cultuur en Wetenschap	452	7.71
Ministerie van Sociale Zaken en Werkgelegenheid	238	4.36
Ministerie van Volksgezondheid, Welzijn	401	6.90
Prefer not to respond	53	0.94
Total	4 854	100.00



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
Weight	0	25	50	75	100	
Q1		✓				25
Q2	✓					0
Q3			✓			50
Q4				✓		75
Q5				✓		75
Total score of questions						225
Index score (Total/5)						45

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