

Engagement barometer

Fifth National Survey on the
Attitudes of Civil Servants

Sofia 2023

2023

ENGAGEMENT BAROMETER

Fifth national survey
the attitudes of civil servants

Sofia, 2023
Institute of Public Administration



Commitment is manifested through achievement motivation, initiative, willingness to accept challenges, adaptability, persistence, and perseverance to achieve organizational goals.

Engaged employees perform better and achieve higher results because their motivation is intrinsic. They find personal meaning in what they do, are more innovative and have high internal standards that do not allow them to settle for mediocre performance - neither from themselves nor from their colleagues.

Engaged employees work hard and feel deeply connected to their organisation. They achieve personal fulfilment through their work. They are good professionals and know that they can best show others their strengths through the results of their work.

Engaged employees are those who believe in and identify with the organization. They don't need someone to control them to work hard. They work consistently at the top of their abilities for themselves, their colleagues and their managers.

Contents

1. Introduction	5
2. Methodology.....	10
2.1. Theoretical model.....	10
2.2. Questionnaire and evaluation system	13
3. Results	15
3.1. Excerpted from.....	15
3.2. Evaluation of engagement.....	17
3.3 Analysis of the main factors	25
4. Conclusions and recommendations.....	38
Annex: Questionnaire.....	44



1. Introduction

The "Engagement Barometer" is a national survey of the attitudes of civil servants, which is traditionally conducted in the early summer of each year. The survey measures the satisfaction and commitment of civil servants and the factors on which they depend. All administrations in Bulgaria are invited to complete it. The survey is anonymous and attracts more than 5,000 participants each year, making it the largest employee engagement survey in the country.

The report is traditionally structured in an introduction, two chapters and a conclusion. In this introductory part

general information is presented for the study. The first chapter co-

I hold information about the methodology of the study - the theoretical model on which it is based; the introduction and the system for evaluating the results. Chapter 2 presents the structure of the sample and the results of this year's national survey. The final part contains findings, conclusions and recommendations. An annex to the report presents the survey instrument used.

Periodic reporting on engagement is important. Research has shown that employee motivation is directly and significantly important to the performance of organisations, determining almost 30% of their financial results¹.

1 Hay Group (2001). Engage employees and boost performance

Engagement affects productivity in work, quality of results and customer satisfaction. Data shows that:

- ▶ Engaged employees are more motivated, more effective and achieve higher results. They are 43% more productive compared to disengaged employees². The IES/Work Foundation estimates that if companies can increase the average level of employee engagement by 10%, it will result in a \$1,500 increase in profit per employee³.
- ▶ Engaged employees are more creative and innovative. Companies like Apple, Google and Microsoft are constantly looking for ways to make their employees feel valued because they rely on their creativity to fight competitors in the market. Employee care and satisfaction is one of the values of most large companies.
- ▶ The commitment of the employees directly influences customer satisfaction. The evidence for this relationship is numerous and comes from both the business and public sectors⁴.

Engagement is not only important for

business, but also for the public sector. In the UK, the engagement of civil servants has been monitored every year since 2009, and the results are debated in parliament because it is considered one of the key factors for the success of administrative reforms. In the United States, the tradition is even longer and stretches back almost to the turn of the millennium. In the beginning, the survey design was almost identical to that of the Barometer, but in recent years many additional variables have been included and the questionnaire has become considerably longer. In most European countries, satisfaction or engagement surveys of civil servants are also carried out in one form or another, but the surveys in the UK and Bulgaria are much larger and probably more representative. They are national, cover the whole country and all administrations, and are funded by a source independent of the administrations - the Council of Ministers in the UK and the Institute of Public Administration in Bulgaria. The present study of the attitude of the This is the fifth consecutive edition of the Employees' Union in Bulgaria. As in all previous national surveys, the model of The Civil Service People Survey was used, which guarantees comparability with the results of previous surveys. The methodology itself was originally developed

2 There again
 3 IES/Work Foundation report (2008). People and the Bottom Line
 4 Cabinet Office (2018) Civil Service People Survey: Technical Guide. London

was developed by the Boston Consulting Group and has been applied since 2003 to assess engagement in American public administration. Since 2009, the questionnaire started to be conducted in the UK, and in 2019 it was the British version of the questionnaire that was translated, adapted and used to assess the engagement of Bulgarian civil servants.

There are several reasons for choosing this methodology and this instrument: 1) the questionnaire is based on a repeatedly tested and well-validated scientific theory; 2) its use in the Bulgarian administration provides an appropriate benchmarking framework with the British public administration; 3) the methodology and the question are well established and do not change over the years, which allows to observe tendencies over time, including how political, economic or technological changes affect employee engagement; 4) the study has a good scientific reputation and is of interest in other EU member states. The latter gives hope that in the future publications from other EU Member States will appear, making cross-national comparisons even more useful and interesting.

Participation in the survey is voluntary and anonymous. Invitation to participate from IPA is extended to the following units

"Human Resources" in all administrations. The Institute of Public Administration does not provide any information to administrations other than general data on engagement and the factors on which it depends. The choice of demographic and organizational-administrative variables takes into account both the importance of various demographic comparisons and analyses and the need to ensure the anonymity of participants. Therefore, only three demographic variables were used in the study: age, gender and years of experience in public administration. Respondents were not asked to provide their exact age and years of experience, only the age and experience category in which they fell. There are three categories by variable age: up to 35 years, 35 - 50 years and over 50 years. The variable 'length of service in the civil service' is structured into four categories: employees with up to 5 years' service, between 5 and 15 years' service, between 15 and 25 years' service and employees with more than 25 years' service in the civil service. Guarantees to preserve the anonymity of respondents is essential to obtain reliable and non-manipulated data. The organizational signs for which the data collected in the survey are four: type of administration; administrative area in which the administrative structure operates; position of respondent

t and type of administration. The type of administration reflects the statutory classification of administrative structures in Bulgaria. These are: ministries, state agencies, administrations of state commissions, executive agencies, administrations established by a normative act, specialised territorial administrations, local administrations and municipal administrations. The respondents' posts are classified in the categories defined in the Civil Servants Act: senior civil servants, managerial staff, expert posts with analytical and/or control functions, expert posts with auxiliary functions and technical posts. Two categories are distinguished by 'type of administration': general administration and specialised administration. The administrative districts are all 28 administrative districts in the country.

The questionnaire contains 41 hard-things. They are closed questions with 5 fixed answer options. The respondent can choose only one answer by clicking on it with the mouse (radio button). When changing the answer, the choice is also changed - only one answer can be given to each question. The last answer chosen by the participant remains as the final answer.

The statements measure engagement and the factors that determine it.

The content of the questionnaire has not changed over the years and is identical to the initial version of the questionnaire in 2019. This has ensured comparability of the results with previous years as well as with the results of the UK administration, where also the content of the questionnaire has not changed since 2009. Traditionally, the second part of the questionnaire is used in the British survey to explore the attitudes of civil servants towards current policies and issues of the administration. This has also been the case in Bulgaria. In the period 2020-2022, the topical issue was the emergency circumstances caused by the COVID-19 pandemic and the need to work remotely from home. This year, this part has been dropped due to the fact that with the health crisis and the state of emergency, there are no legal grounds for the administration to telework and the practice of telework has been discontinued.

In 2022 for the first time in the additional section of the questionnaire included a brief assessment of subjective well-being, the so-called PERMA index. This section was added to the original The Civil Service People Survey in 2012 at the urging of the Office for National Statistics, which measures

the subjective well-being of briedancers. The idea is that when people feel engaged in their work, they feel happier and more fulfilled by their lives in general. The index covers 5 different aspects of well-being, and its name PERMA is an acronym of the first letters in English of each of the aspects: P (positive emotions), E (engagement), R (interpersonal relationships), M (meaning) and A (fulfilment). The PERMA index has become established as a metric in the British version of the questionnaire and is again part of our research this year. Each year, the Barometer analysis report compares the data for Bulgarian civil servants with the data for UK civil servants from the previous year. This is because the British survey is conducted at the end of the year and the results are published in March. The Bulgarian survey is conducted in June and the data are published in September.

Each year when the

The IPA study in Bulgaria allows administrations to request their own organisation-specific report. It is based on the responses of the employees of the respective administration, but there are strict requirements for a minimum number of participants from the administration, as well as minimum quotas by position and seniority. This is done in order, on the one hand, to ensure

and the anonymity of officials and in the administrations that will receive their own report, and on the other hand to ensure the correctness of comparisons with national data. Failure to comply with the quotas may alter the balance and make comparisons inaccurate, as statistically significant differences are observed on most demographic and organisational variables.

This year, a total of **65** administrations made requests for an organisation-specific report, but only **52** of them met the minimum number of participants and quota requirements and will receive one.





2. Methodology

2.1. Theoretical model

Engagement can be defined as a specific attitude of employees towards their work and its results. According to the level of commitment, the following groups of employees are distinguished:

- ▶ Highly committed employees work "with heart". They strive for exceptional performance and high results because they enjoy their work and feel attached to what they do and to their organisation. For them, work is a source of meaning and personal satisfaction.
- ▶ Moderately engaged employees are motivated, disciplined and responsible. For them, work is important, but not the most significant part of their
- ▶ belly. Around the world, in the public and private sectors, moderately committed, conscious and conscientious employees prevail.
- ▶ Disengaged employees are extrinsically motivated. They are not attached to their work, but do it because they need income and security.
- ▶ The negative pole of engagement is formed by actively disengaged employees. They dislike or even hate their jobs, but feel they cannot risk leaving them and they have to leave. Actively disengaged employees are one of the main causes of low organisational effectiveness and poor service quality.

"Gallup International conducts a similar global engagement survey every year. It is based on their own methodology but contains a similar classification of engagement. Gallup's research shows that the ratio between the shares of highly engaged and actively disengaged employees is significantly relevant to companies' productivity and financial performance. In well-managed organisations, this ratio is above 14 and, in general, the higher the number, the better the organisational climate and the more prosperous the company¹.

A similar ratio between "critics" and "promoters" is used in the methodology for assessing the strength of the employer brand (eNPS - employer Net Promoter Score). The methodology itself is based on a statement that is also included in the Barometer - "Would you recommend your company as a place to work?

for your relative or friend"? The difference is that the eNPS provides 10 speaking options, while the Barometer provides only 5. However, the eNPS methodology is applicable by subtracting from those who responded with the "completely certain" option the sum of the shares of those who responded negatively or could not judge. If the resulting difference is a positive number, it means that most employees are engaged. If the value is between 20 and 30, the level of engagement is good. A score above 30 is more indicative of high engagement². Because of the fewer response options in the Barometer, the application of the eNPS methodology results in slightly lower scores, but they still further support the interpretation of the data.

In The Civil Service People Survey methodology, engagement is measured by the following six statements:

1. I feel pride when I say where I work.
2. I would recommend my administration as a very good place to work.
3. I am attached to the administration where I work.
4. I refer to my administration as "we" rather than "they".
5. I have built friendly relationships with colleagues in my administration.
6. My administration motivates me to do my best.

¹ Gallup (2017). State of the Global Workplace. New York: Gallup Press

² Qualtrics - Calculating eNPS
<https://www.qualtrics.com/uk/experience-management/employee/employee-net-promoter-score>

These statements reflect different aspects of employees' attachment to their work and organization. Commitment is not a personality trait. People do not r- age committed and disengaged, they develop these attitudes as a result of several driving factors. The most important of these is organizational leadership. Leaders are those who set challenging and inspiring goals, manage change and encourage employees to go the extra mile. And strategic leadership carries much more weight than leadership at the operational level, as it provides the truly challenging and meaningful goals. Other drivers of employee engagement are the nature of the work, the relationship with the line manager and colleagues, stress, the availability of resources, work-life balance, learning and development opportunities and fair remuneration.

These drivers of engagement, as well as the entire model on which the study is based, are borrowed from the British study. The drivers of engagement can be described as follows:

Leadership and change management - employees' subjective perceptions related to the senior management of the administration - perceptions of the correctness of their judgements and decisions, their ability to manage change and set meaningful and inspiring goals.

My work - the subjective perceptions of the respondents related to their own work and working life - to what extent they

residents like their work and are motivated to achieve high results in it. Organisational goals - to what extent the goals of the administration and the structural unit are clear and to what extent employees see a link between their own work (role) and the fulfilment of these goals.

My supervisor - employees' subjective perception of their direct supervisor as motivating, supportive, concerned about their development and giving timely feedback.

Teamwork - employees' subjective perceptions of the quality of interpersonal and working relationships within the team, as well as the extent to which colleagues are perceived as helpful, supportive and cooperative.

Learning and development - respondents' subjective perceptions of the availability of career and professional development opportunities at work, as well as perceptions of their administration as encouraging learning and supporting the development of professional competencies.

Resources and workload - employees' subjective perceptions of workload and work stress, the availability of necessary resources and information to complete work tasks, and the ability to achieve work-life balance.

Compensation - employees' subjective perceptions of the fairness of work rewards and their satisfaction with the compensation they receive.

2.2. Questionnaire and evaluation system

The questionnaire that measures engagement contains 41 statements. These are given in the annex to the report. In addition to the six statements assessing engagement shown above, the questionnaire contains between four and six statements that are designed to assess each of its drivers (determinants). The statements are rated on a five-point Likert scale that includes the following responses:

- **Agree**
- **Rather agree**
- **Neither agree nor disagree**
- **Rather disagree**
- **Disagree**

Each statement represents one particular aspect of engagement or one of its factors. The report with the results of the first implementation of the Attitudes Barometer in 2019 provides convincing evidence that the Bulgarian version of the questionnaire is conceptually and functionally equivalent to the orientation tool. This means that: **1)** engagement in British and Bulgarian culture has similar scope and content (i.e. engaged or disengaged employees in both countries think and behave roughly the same);

2) the factors or determinants of engagement are the same in both cultures, and even their severity or importance for engagement

ity is approximately equal and **3) the** reliability and precision of the results, respectively the statistical error of the measurement, is approximately the same.






More technical details regarding the psychometric characteristics of the instrument are provided in Annexes 4 and 5 of the 2019 Report.

The algorithm for calculating the results is detailed in The Civil Service People Survey technical manual³. First, "agree" responses are assigned a weight of 100%, "disagree" responses are assigned a weight of 100%.

"rather agree" - weight 75%, "neither agree nor disagree" - weight 50%, "rather disagree" - weight 25%, and "disagree" - weight 0%. Then the averages of the factors and the global index are calculated "engagement". The same scoring algorithm was used in the study of engagement in the Bulgarian state administration.



³ Cabinet Office (2018) Civil Service People Survey: Technical Guide. London

Calculation of global index scores and factors	agree	rather agree	Neither agree nor disagree	rather disagree	disagree
Claims	100%	75%	50%	25%	0%
My work is interesting.					
My work stimulates me to develop as a professional.					
I consider myself to be involved in decision-making, related to my work.					
I am attached to the administration where I work.					
I have enough freedom to decide how to perform my duties.					
Result: my work		$(100 + 75 + 50 + 25 + 0) / 5 = 50\%$			

The results for the Bulgarian administration as a whole represent the average of all respondents. The results for the different types of administrations or for the individual administrations that will receive an organisation-specific report represent the arithmetic averages of the results of the staff from these administrations.

3. Results

3.1. Excerpted from

This year's engagement survey was conducted from 28 June - 7 July 2023 by a team from the Institute of Public Administration. A total of 7,868 people took part, which is about 10% less than last year but almost 30% more than in 2019, 2020 and 2021. The following graphs (data in percentages) show the distribution of respondents by gender, age, job title and length of service in the administration.

Figure 1. Distribution of participants by gender

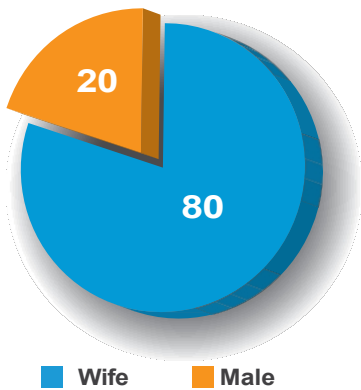


Figure 2. Distribution of participants by age

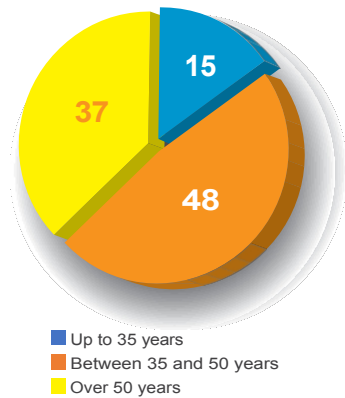


Figure 3. Distribution of participants by internship

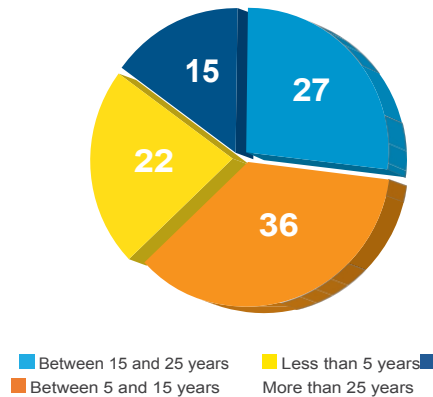
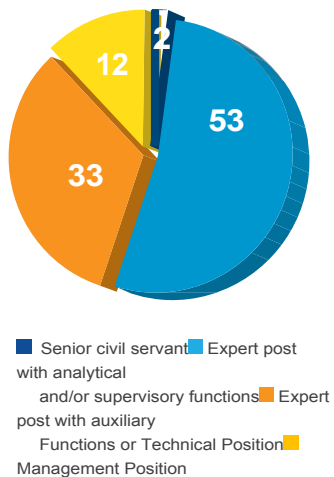


Figure 4. Distribution of participants by position



The distribution of respondents by the main demographic characteristics shows similarities with the data from the Administrative Register and the State of the Administration Report (SORA)¹. The demographic attributes have not changed significantly compared to previous surveys. The same can be said for the distributions of participants by administration, shown in the following graphs. The fact that there are many more participants from Sofia can be easily explained by the structure of the state administration in Bulgaria.

¹ Council of Ministers - Report on the State of the Administration 2022

Figure 5: Distribution of participants by type of administration

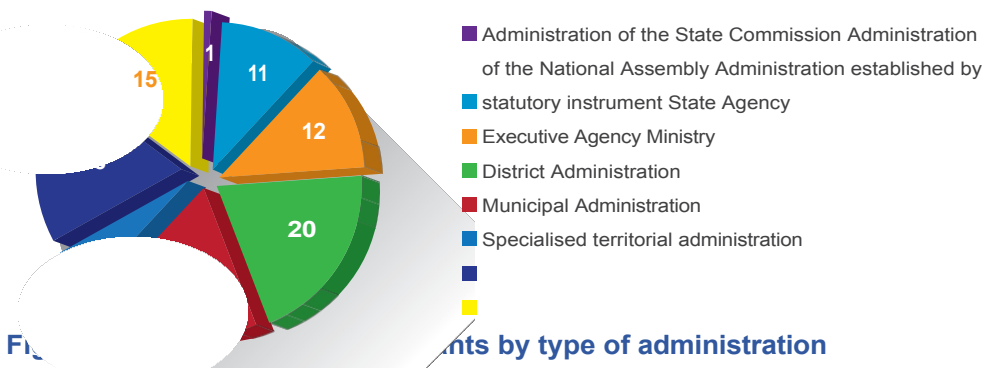


Figure 6: Distribution of participants by type of administration

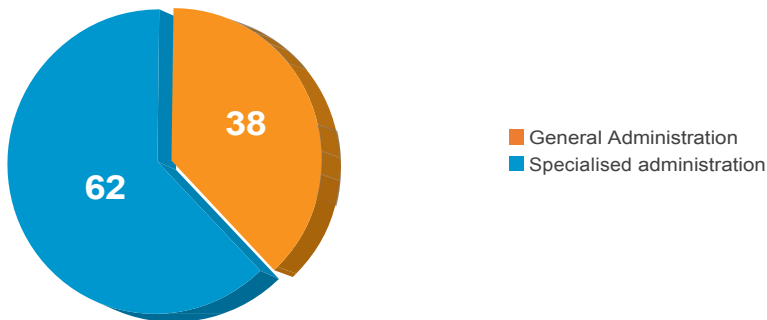
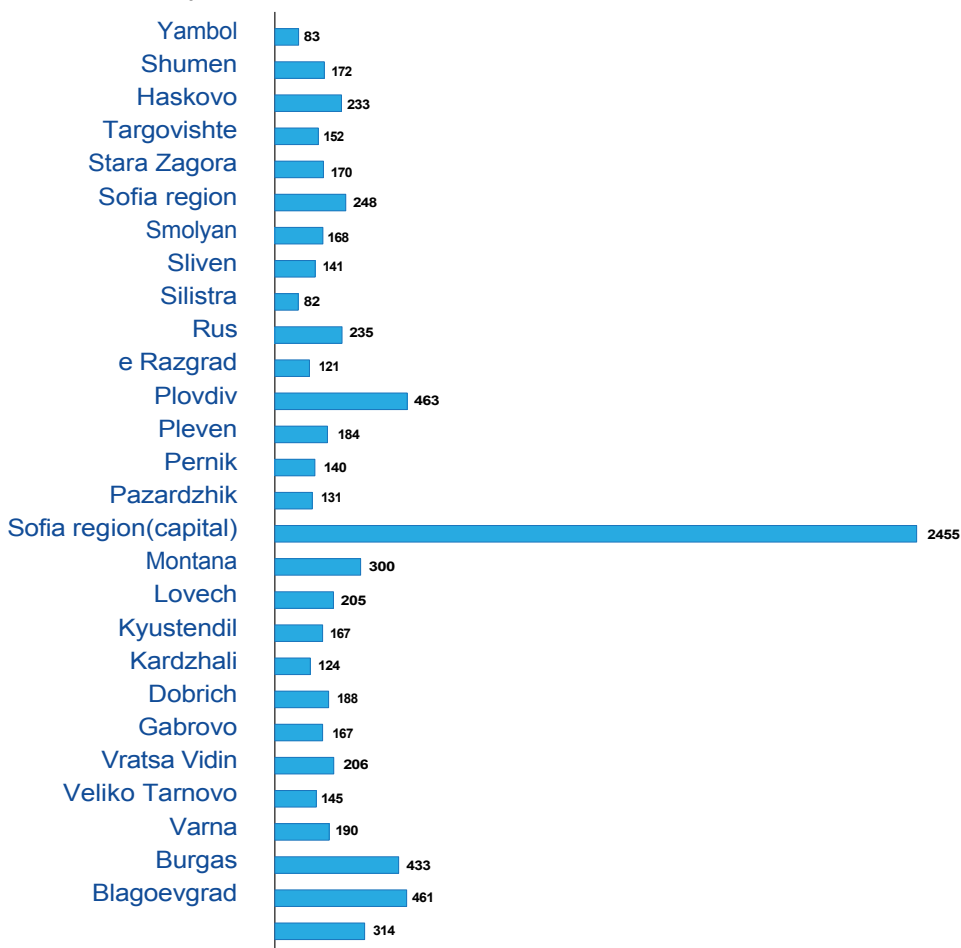


Figure 7: Distribution of participants by district (data in the graph represent numbers)

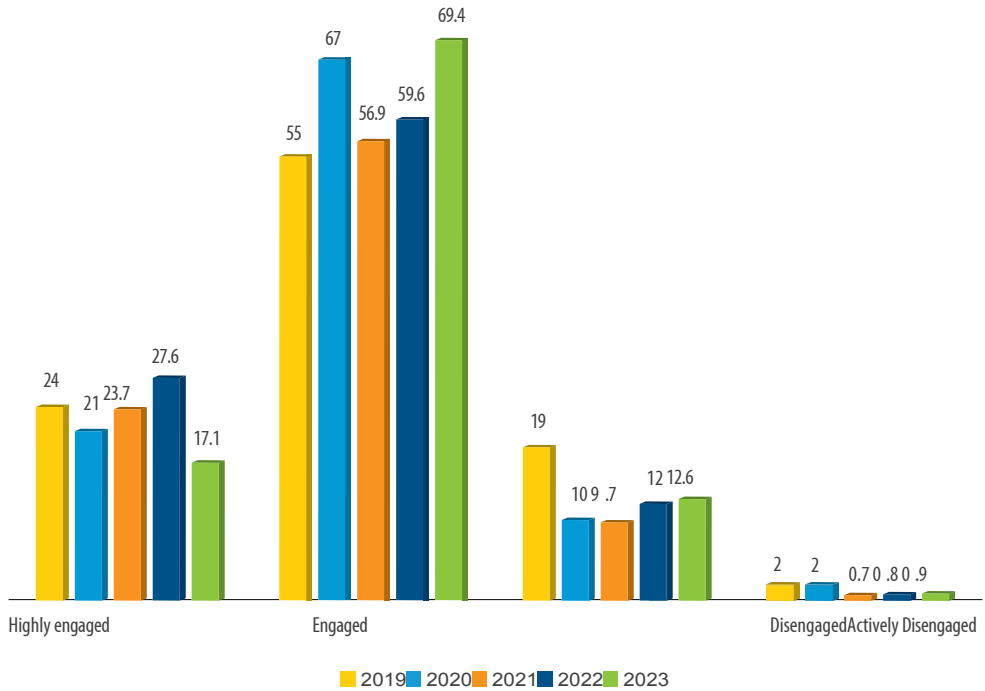


3.2. Evaluation of engagement

Employee engagement in the public administration is the valuable topic of the study. На базата на получените резултати и по описаната по-горе методология респондентите са разделени в чети-ри основни групи: „високо ангажи-

wounded', 'engaged', 'unengaged' and 'actively disengaged'. Figure 8 presents the percentages of civil servants falling into each of these groups.

Figure 8: Distribution of administrative staff by level of commitment (2019-2023 in percentages)



What is striking about the data in Figure 8 is that, for the first time since the survey was conducted, the proportion of highly engaged employees is below 20%. The highest figure, 27.6% in this category, is from last year. This year has seen a very large decline in the group; it has lost more than a third of its civil servants. Highly engaged civil servants are declining, which could be interpreted as a sign of disappointment. The reasons are probably complex - years of political instability, several caretaker governments, the ongoing war in Ukraine, continued inflation and uncertainty in Europe, uncertainty about how stable the new regular government will be.

in Bulgaria, etc. - all these factors together and separately probably lead to some discouragement of highly motivated civil servants. The good thing, however, is that the spill-over has occurred to the next lower level of engagement, as long as the shares of the disengaged and the actively disengaged remain relatively constant. The ratio of highly engaged to actively disengaged employees also remained above 14, a sign that if any of the depressing factors were to drop off or weaken, employee motivation could turn up again.

Figure 9 presents the global engagement index data for 2019, 2020, 2021,

2022 and 2023. Here, too, there is a decline in engagement compared to 2022, but the difference is not large. What is more worrying is that for the second year in a row, there is a decline in engagement and this

is starting to become a trend. At the same time, it is a fact that the negative macro- political and economic factors in the country and the region remain in force and this cannot help but have an impact.

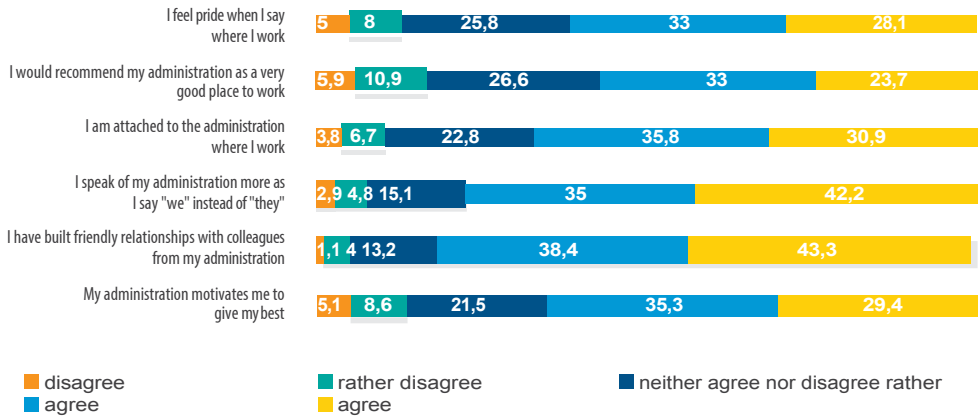
Figure 9. Engagement index in the public administration of Bulgaria (2019 - 2023)



Figure 10 presents the distribution of participants' responses to the six statements measuring engagement. The detailed data show that a significant part of the engagement of public employees is due to their identification with the institution where they work, as well as the personal relationships that respondents have established with their colleagues. Almost half of the respondents indicated that they felt fully integrated into the workplace, accepted by their colleagues and part of the team in which they work. This gives them peace of mind and reassurance that in times of stress or tension they can count on help or emotional support. Respondents gave the lowest average score to the question "Would I recommend my

this administration as a very good place to work". Around 24% of respondents would definitely do so, and another 33% would rather do so, which is generally a relatively good result, but here too there is a drop of a few percent compared to the 2022 results. It can be concluded that the civil service is gradually losing its attractiveness as a place to work. The ratio between "critics" and "promoters" on the eNPS results in a negative index, which even when we take into account the underestimation of the index due to the 5-point response scale in the Barometer, is still another signal that there is a problem with the commitment and motivation of employees in the administration.

Figure 10. Distribution of participants' responses to statements related to engagement

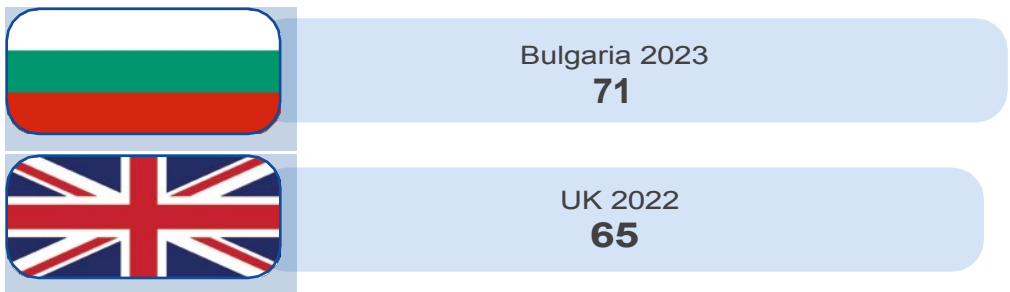


The use of the Civil Service People Survey model additionally allows benchmarking between the results of the Bulgarian public administration and the results of the UK public administration. This is permissible because, as already explained,

the Bulgarian adaptation of the questionnaire is conceptually and functionally equivalent to the original questionnaire.

The comparisons are presented in Figure 11. As a reminder, the UK data is from the survey conducted at the end of 2022.

Figure 11. Comparison between Bulgaria and the UK on the engagement index



For the fifth year in a row, the level of commitment of employees in the Bulgarian state administration is higher than that of their British counterparts. The results were similar in all previous years. Interestingly, compared to last year, the engagement index of civil servants in the UK

also declines slightly, but overall it varies very little over the whole period since 2019. Bulgarian data for the same period show much larger fluctuations. Demographic and organisational and administrative variables included in the survey allow for a detailed analysis of engagement by different statistical

and demographics. Comparisons on organization variables are presented first, followed by demographic variables.

Figure 12 sets out data on engagement by type of administration. There are significant and statistically significant differences. Employee engagement is highest in executive agencies at 74 points, followed by

municipal administrations - 73 points, regional administrations and ministries - 72 points. Engagement is lower among state agencies and the administrations of the state commissions - 69 points. The engagement of civil servants in the administration of the National Assembly was significantly lower at 57 points.

Figure 12. Engagement index by administration type

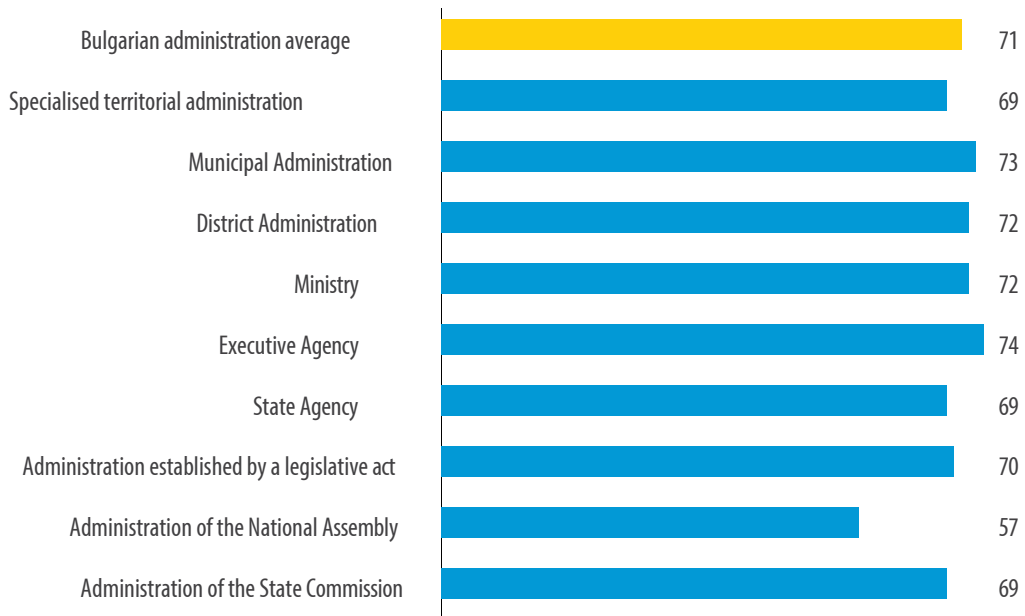


Figure 13 presents a comparison of employee engagement in the different areas. Here, too, statistically significant differences are observed. The highest levels of commitment are reported in Kyustendil - 78 points, Smolyan - 77 points, Pleven and Montana - 76 points. The interpretation of these data is difficult. On the one hand, the differences may be due to differences in the average income of the population by district. One aspect of an-girality is related to the received

remuneration, and satisfaction depends on comparisons with remuneration in the business and NGO sectors. Reflected in the data presented in Figure 13, there is a tendency for lower-income districts to register higher satisfaction with the opportunity to work in public administration. In Sofia-city, Varna, Burgas, Ruse and Veliko Tarnovo the engagement index is below the national average, which also supports the

conclusion. On the other hand, however, the data in Figure 13 may be related to the previous ones and reflect

to some extent the fact that municipal administration employees are among the most highly engaged.

Figure 13. Engagement index by district

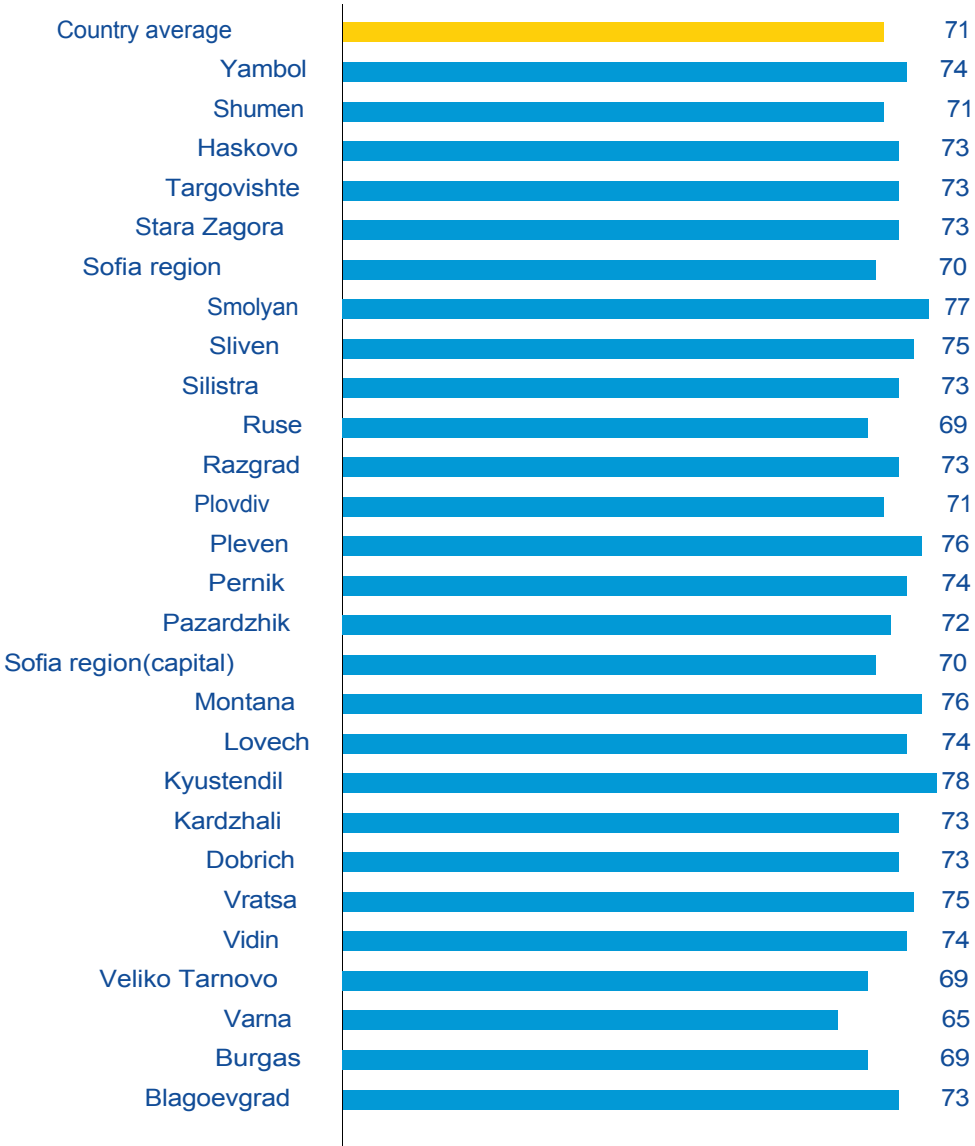
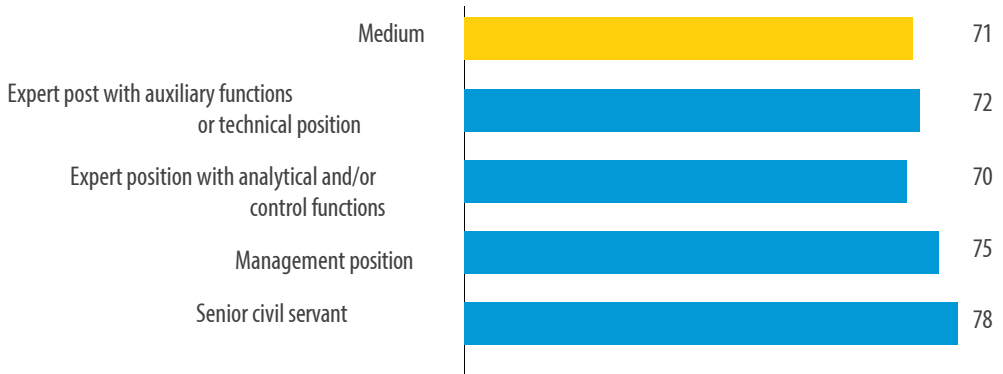




Figure 14 presents comparisons of the levels of engagement of

employees according to the type of position held.

Figure 14. Engagement index by respondent's job title



The observed differences are again statistically significant. Expectedly, the most engaged are the senior civil servants and employees in managerial positions. Similar results were found in all previous surveys. Senior civil servants and managers are more engaged than experts as they are more actively involved in decision-making processes and in the management of their own administrations.

Statistically significant differences were also observed by age. These are presented in Figure

15. The youngest and oldest employees are more engaged than middle-aged employees. This is a logical result that has been consistently replicated in all previous studies. The youngest employees

are motivated, because they are still in the process of establishing themselves in the job. They strive to perform to the best of their abilities in any task they are given and to show that they can be relied upon. This motivation gradually diminishes as the establishment process is completed and the 40s are often a period of 'plateau' in career motivation. At the end of the career, motivation increases again. This happens because staff feel confident in their professional knowledge and skills and want to demonstrate this and pass on their experience and knowledge to younger staff. In addition, by the mid-50s, children are growing up and many people devote themselves entirely to their work, seeking personal fulfilment in it.

Figure 15. Engagement index by age group



The comparisons between groups by seniority shown in Figure 16 reflect the same dynamics. Again, we see that the employees with the least and most seniority are the most engaged, which is related to the reasons just listed. It should be noted, however, that the effect of seniority does not

is simply a derivative of age, even though the two variables are undoubtedly related. When a special two-factor variance-covariance model is constructed, it can be seen that the influence of both variables remains significant despite the high correlation between them.

Figure 16. Engagement index by seniority



The data on the differences in employee engagement according to the type of administration in which they work - general or specialised - are somewhat inconsistent. Two of the studies found no statistically significant differences, while the first and this one do. The results are presented in Figure 17. The difference is only two points, but it is still statistically significant. It is interesting that in all previous studies, the

There is a tendency for employees in general administration to be slightly more motivated, although as we have already pointed out, the difference is not always statistically significant over the years.

Similar weak differences are observed by gender. The data are shown in Figure 18. As in previous studies, there is a tendency for women to be more engaged than men. Typically, the difference in motivation ranges between 1 and 2 points.

ki, but now it is 3 points. The data so far show that gender differences are greater when satisfaction

of wages is low and decrease when wage satisfaction is higher.

Figure 17. Engagement index by type of administration



Figure 18. Engagement index by employee gender



3.3 Analysis of the main factors

Employee engagement depends on a number of factors, but the most important of these factors - personality, change management, work-related experiences, team, direct supervisor, work and organisational goals, learning and development opportunities, job resourcing and remuneration - are embedded in the theoretical model of the study. That these factors have a significant impact on employee engagement is confirmed in all regression analyses carried out to date, including this one based on data collected in 2023.

Table 1 presents data

for standardized Beta coefficients from regression analyses over the years. The standardized Beta coefficients estimate the weight of each factor in explaining the engagement scores, regardless of how or how many statements measure the factor.

What is striking about the data in Table 1 is that leadership and intrinsic motivation (my work) remain as the two most important factors of engagement across all years. In 2023, however, learning and development opportunities come third in importance. This perhaps indicates that civil servants are increasingly

value professional development and learning opportunities in their work. The other significant change is a decrease in the influence of the team at the expense of an increase in the influence of work and organizational goals.

If in previous years the objectives were clear and the variation in satisfaction depended more on the quality of interpersonal relations in administrations, this is no longer quite the case.

Table 1. Significance of factors determining engagement

Factor	2019	2020	2021	2022	2023
Leadership	0,34	0,32	0,33	0,34	0,32
My work	0,24	0,21	0,23	0,22	0,20
My team	0,14	0,17	0,21	0,17	0,09
Remuneration	0,09	0,10	0,10	0,07	0,07
Resources and workload	0,10	0,10	0,09	0,10	0,12
Learning and Development	0,10	0,10	0,07	0,08	0,14
Organizational goals	0,03	0,05	0,06	0,01	0,09
Direct supervisor	0,01	0,02	0,06	0,01	0,02

Table 2 presents the estimates of the individual engagement factors obtained in 2019, 2020, 2021, 2022 and 2023. They are in the same metric in which engagement is measured.

Table 2 shows that a decrease in scores is observed for the earlier factors, with most of the changes being insignificant (from less to 1 point), while the others are small, yet statistically significant (2-3 points). The largest changes are observed in the factors "Leadership", "Team" and "Direct leadership", where we report a decrease of 3 points. At the same time, dissatisfaction with remuneration remained (+1 point). On this factor there is a

of the strongest dynamics during the five-year period. If wage satisfaction was low in 2019, it changed substantially in 2020 and 2021 to fall 11 points in 2022 and remain roughly at the same level in the current year. Clearly, inflation has melted much of the positive effect of the wage increases in 2020 and 2021. It is the declines in Leadership, Team and Direct Supervisor and the lack of significant improvement in the Remuneration factor that is causing us to see a deepening of the downward trend in engagement this year.



Table 2. Indices of factors determining engagement by year

Factor	2019	2020	2021	2022	2023
Leadership	67	74	74	73	70
My work	75	79	80	76	75
Team	75	79	80	79	76
Remuneration	37	45	49	38	39
Resources and workload	76	75	75	72	70
Learning and Development	60	67	70	67	67
Organizational goals	90	92	92	92	90
Direct supervisor	74	78	79	78	75

In the following sections of this section, we will look in detail at the results-

the individual determinants of engagement.

Leadership and Change Management

Figure 19 compares the ratings of Bulgarian and British officials for the senior management of their administrations. Both the Bulgarian and the British

the survey is down by 3 points in Bulgaria, while in the UK it is slightly higher - 4.5 points.

Figure 19. Scores on the factor "Leadership and Change Management"



Once again, it can be said that Bulgarian civil servants are satisfied with the senior management of their administrations. The score is 3 points lower than last year's, but it should still be high. Leadership at strategic level continues

is the factor that shows the biggest differences between Bulgarian and British civil servants and contributes most to the better engagement scores of Bulgarian civil servants.

Figure 20. Distribution of survey participants' responses "Engagement barometer" on leadership and change management claims

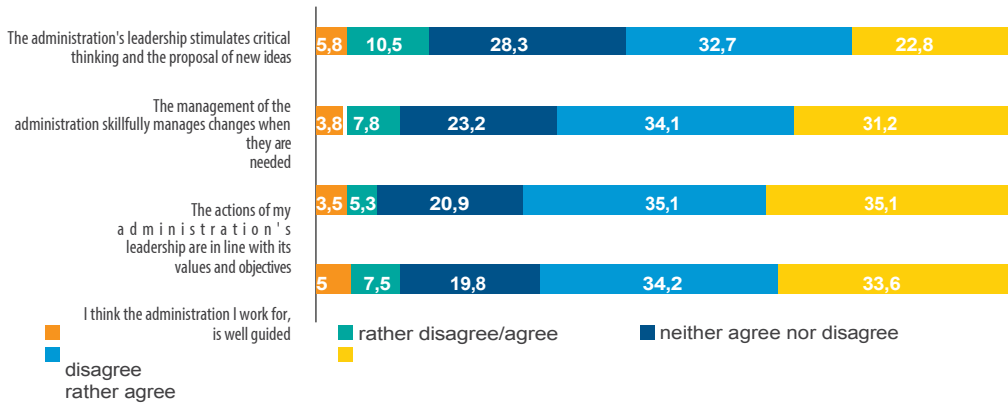


Figure 20 shows the breakdown of the respondents' answers to the different statements. Positive evaluations prevail - about 60 percent of Bulgarian employees believe that the leaders of their administrations make the right decisions, manage change skillfully, have a vision and lead their organisations well. A relative weakness of leaders in the Bulgarian civil service remains that they do not sufficiently stimulate critical insight and innovative thinking. In terms of this indicator, there has been a significant change since last year and a decrease in the share of "agree" responses from 31 to only 22 percent.

My work

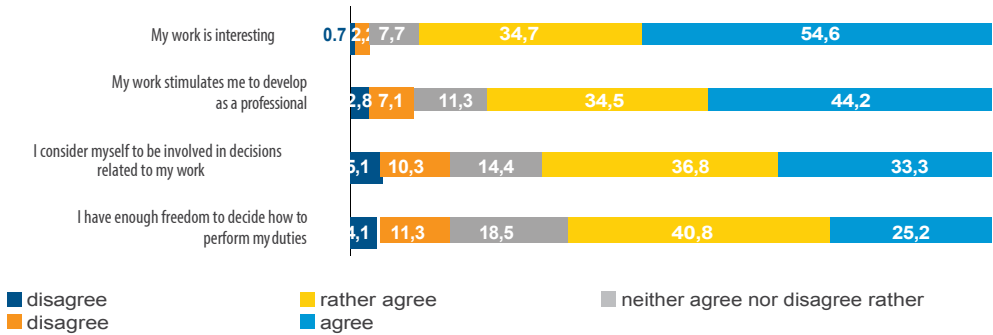
The second most important factor on which commitment depends is the nature of the work activity or the nature of the work itself. It is associated with a sense of professionalism and professional fulfilment. In the questionnaire, it is simply called 'My job'. The data are presented in Figure 21. The scores of civil servants in Bulgaria on it are identical to those of their counterparts in the UK. The indicator shows a decrease of 5 points compared to 2021 and another 1 point compared to last year's data. In the UK, the maximum for this factor was 77 points in 2020 and has since decreased each year by around 0.5 points.

Figure 21. Scores on the factor "My job"



The detailed distribution of responses presented in Figure 22.

Figure 22. Distribution of survey participants' responses "Engagement barometer" on work-related statements and work routines



The data in Figure 22 show that a large share of employees in the Bulgarian state administration find their work interesting - 55% answered "agree" and another 35% "somewhat agree", and also consider that they are involved in the decision-making process that affects their work - 33% "agree" and 37% "somewhat agree". In fact, despite the overall decrease in the factor scores, the proportion of employees who dislike their job in the civil service is decreasing. In previous surveys it seemed to be growing rapidly, being 6% in 2021 and reaching 10% in 2022. Now it is again below 5%, which shows that only people who like what they do and see the point of doing it remain in the administration. At the time of the health crisis, many private sector and NGO workers were temporarily out of work and more

sought employment in the state administration. Now these people have either found their new vocation or, with the passing of the Kovid restrictions, have found other work. My team The "team" factor is one of the few factors on which British employees consistently outperform their Bulgarian counterparts. Bulgarian civil servants' assessments of their teams are good, but those of their British counterparts are even better. Since the first survey this has been the case. The change in the score of the Bulgarian administrations on this indicator compared to last year is a decrease of 3 points, which is not big, but it is significant. In the British survey, there is also a decrease in this indicator, but only by 0.5 points, so the gap is widening.

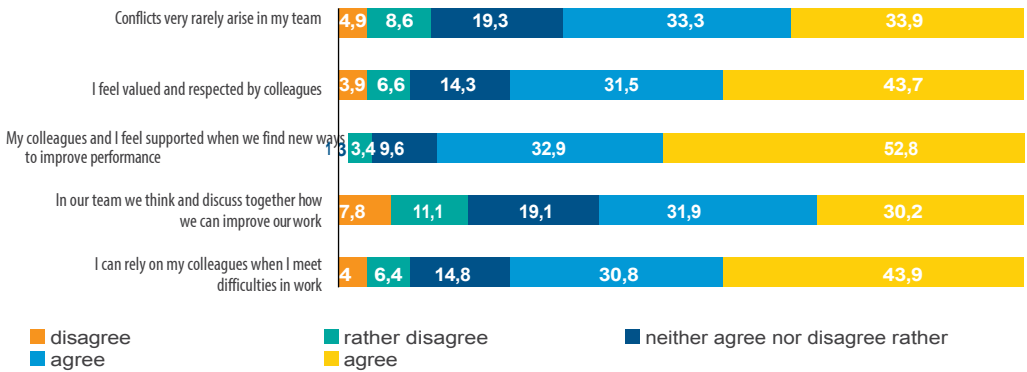
Figure 23. Results by factor "My team"



The distribution of respondents' answers by statement in Figure 24 shows that one of the reasons for the lower score on this factor is that managers in Bulgaria still relatively rarely use their teams to look for innovative solutions and opportunities for improvement. On this indicator, the share of agreeers in Bulgaria ('agreeers' or 'rather

agree") is around 65%, while in the UK it is 10 points higher. This problem was already identified in the first Barometer survey, but has continued to be so. It is the statement with the lowest approval rate of the five statements in this factor and which most determines the divergence with British civil servants.

Figure 24. Distribution of survey participants' responses "Engagement barometer" on claims related to teamwork



Resources and workload

Resource availability and strain are related to job stress. This is one of the few engagement factors on which employees in the

Gharatian civil service are consistently lower than those of their British counterparts. The data are presented in Figure 25. In Bulgaria there has been a decrease of 2

points compared to last year, while in the UK it is almost unchanged since 2016.

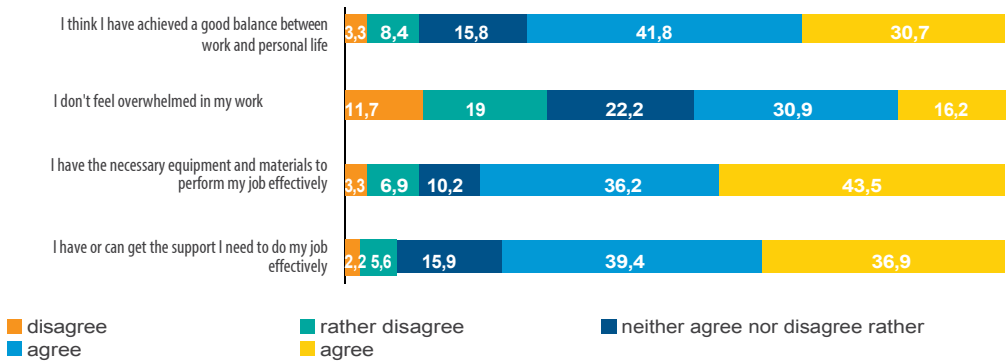
Figure 25. Resource and workload factor results



Figure 26 shows the distribution of responses by statements of this factor. The lowest-rated of these is the perception of workload, with almost 30% of respondents in Bulgaria saying they feel overworked. Compared to last year, however, there has been some improvement, and compared to 2021, the under- breach in terms of workload is very high, as

then the share of dissatisfied employees was even more than 45%. However, there has been a significant deterioration in the provision of resources. If in 2021 85% thought that it was at a high level, last year and this year this share has dropped to around 78%. This is probably a direct consequence of the financial difficulties that the public administration has to cope with.

Figure 26. Distribution of survey participants' responses "Engagement barometer" on claims related to resource availability and workplace stress



Learning and Development

In terms of learning and development, very large differences have been consistently observed since the survey was conducted in Bulgaria.

between the assessments of Bulgarian and British civil servants, and in favour of Bulgaria. Bulgarian administrations, it seems,

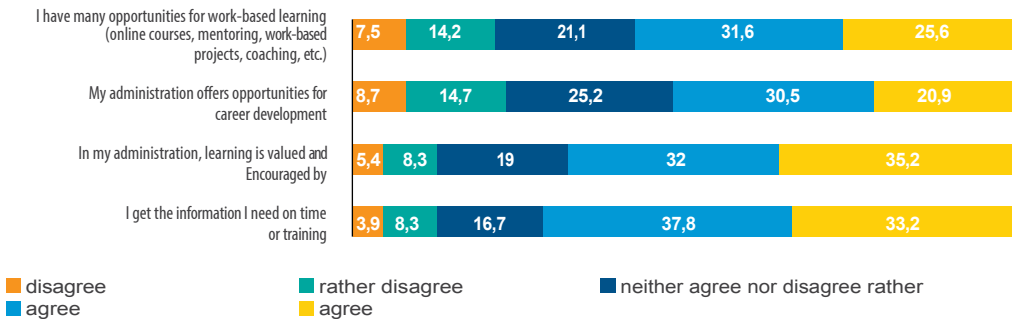
more encourage their employees to attend various training courses. Video and online courses are becoming increasingly popular, enabling administrations to save money on travel and business expenses. As early as 2015. The IPA has purposefully invested efforts in the modernization of the training process and the inclusion of modern digital forms of learning to provide more flexibility and efficiency in training.

tions. The COVID-19 pandemic has further contributed to promoting these forms of learning. In addition, last year the IPA offered a large number of training courses funded by European projects, which were free of charge for Bulgarian administrations. The combination of free training and the growing popularity of distance learning is the reason for the high score of the Bulgarian administration on this indicator.

Figure 27. Scores on the "Learning and Development" factor



Figure 28. Distribution of survey responses 'Engagement barometer' on learning and development claims



Remuneration

Bulgaria has seen the most changes in this indicator. When the Barometer was launched, the satisfaction with rewards was very low. The

the studies in 2020 and 2021 showed a significant increase in the indicator, which was somewhat objective, as it was linked to real wage increases.

of civil servants during these years. In 2020 and 2021, it was this factor that largely determined the increase, which also marked the global engagement index in Bulgaria, but last year it fell dramatically and became the main reason for its decrease. Inflation in 2022 has literally "melted" wage increases and returned wage satisfaction to 2019 levels. This year's satisfaction

public servants from the salaries received is only a point above last year's, which practically shows that there is no change. Satisfaction with remuneration fluctuates not only in Bulgaria but also in the UK. Over a period of 12 years, it had its maximum of 40 points in 2020. Last year, however, there, too, there was a drop of more than 10 points and it is now at its minimum of 28 points, which it has not been at since 2014.

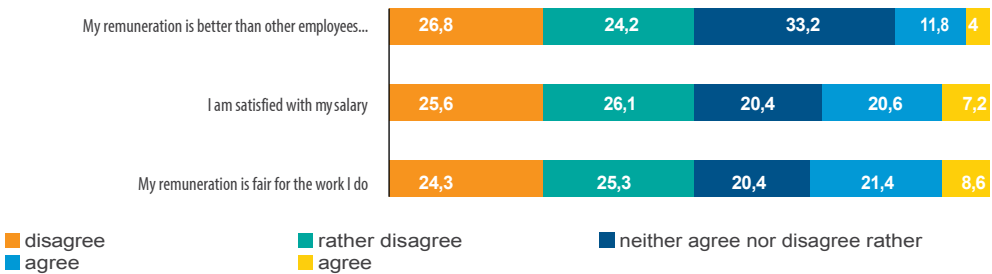
Figure 29. Results by factor "Remuneration"



The following figure shows the distribution of scores on the three remuneration-related statements. Whereas in 2021 almost half of the respondents were satisfied with their salaries, their share has now melted to

about 25 percent. Less than one-third of respondents felt that the wages they received were fair for the work they do. There has also been no change or improvement in this indicator compared to last year.

Figure 30. Distribution of survey responses 'Engagement barometer' on pay-related claims



Organizational goals

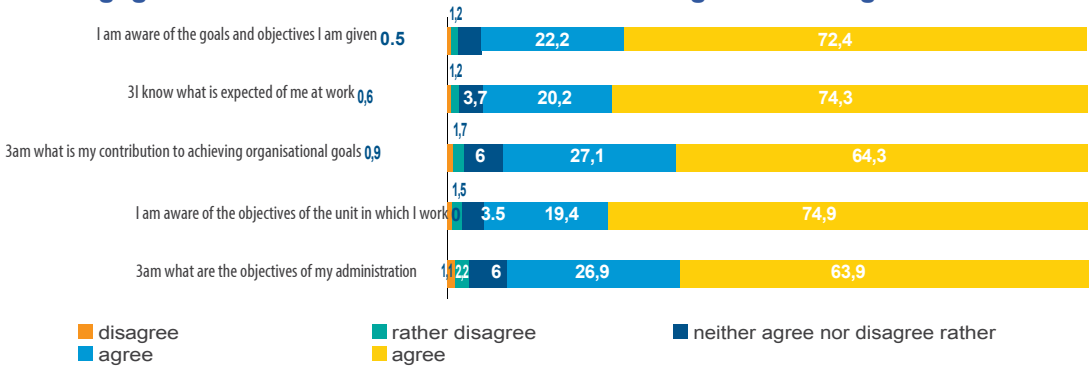
Clarity of objectives has emerged as the strength of the Bulgarian administration. Consistently, this is the factor with the highest score in all studies so far. It is extremely rare for employees to indicate that they are not clear about their tasks or the objectives of their unit. Thus

this year as well, although there is a 2-point decrease in the average score. However, it remains high and is significantly better than the UK civil service indicator (see Figure 31).

Figure 31. Scores on the factor "Organizational goals"



Figure 32. Distribution of survey responses "Engagement barometer" on claims related to organizational goals



My direct supervisor

Once again, the direct leader is the factor with the smallest gesture in the regression model of engagement. This seems strange against the backdrop of other studies showing that it is the direct manager who is the main reason for employees leaving organisations. The explanation for this is that the factor "direct manager

ditel" very little variation is observed. In most places, people have no problems with their direct supervisors. Therefore, part of the factor's determining power is allocated to leadership, and another part - to the team. On these two factors - "leadership" and "team" - there is much greater variation in the data and therefore they are among the significant

Determinants of engagement. Dissatisfied employees are more often critical of the management of the administration, their colleagues, the lack of career development opportunities and low remuneration than of their direct supervisors. Figure 33 presents the data from the benchmarking on this factor among the public administration employees in Bulgaria.

and the UK. The results of the Bulgarian civil servants are good, but the scores of their British counterparts are even better. There have been no significant changes in this indicator in Bulgaria over the years, while in the UK in 2020 there is a significant increase in the indicator and it remains at this high level in the following years.

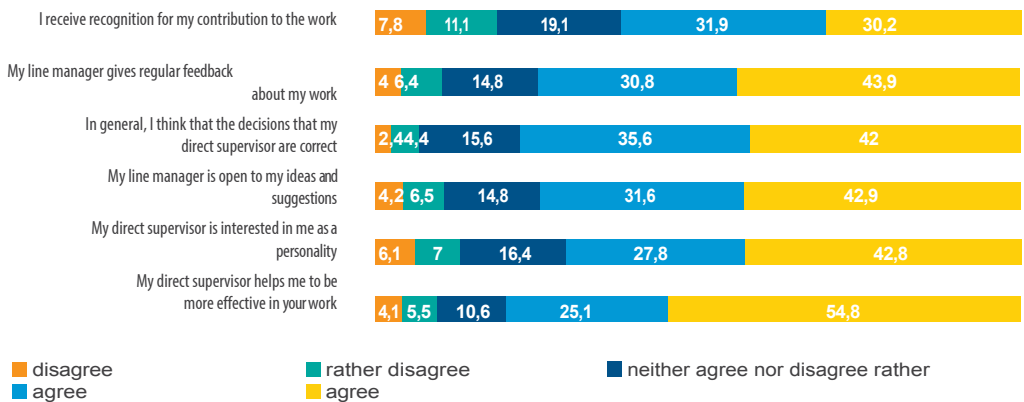
Figure 33. Results by factor "My direct supervisor"



Figure 34 shows the distribution of participants' responses to the statements included in this factor. Positive evaluations prevailed on all aspects, with satisfaction on

different aspects ranges from approximately 70% to over 80%. An area for improvement could be the recognition of the contribution of collaborators to the achievement of performance objectives/outcomes.

Figure 34. Distribution of survey responses 'Engagement barometer' on allegations relating to line manager conduct



Additional index: well-being index

The COVID-19 pandemic and related counter-epidemic measures have put the well-being of the people in the organizations in the spotlight. Dozens of studies and analyses have shown an increase in the incidence of anxiety, stress and depression among workers as a consequence. This was particularly pronounced in business, where a number of sectors were on the verge of survival. Now the situation has changed, but the causes for concern are not diminishing because of the conflict and war in Ukraine. At the same time, the demands on the quality of relations and organisational culture are constantly increasing. Leading global companies are constantly striving to improve working conditions and reduce stress at work. In Bulgaria, the leading sector in this respect is the IT sector, where employee care is a permanent task of the Human Resources units. However, this leads to increased expectations for all employers in Bulgaria, including the administrations of the

the manner and extent to which they provide favourable working conditions and health support for their employees.

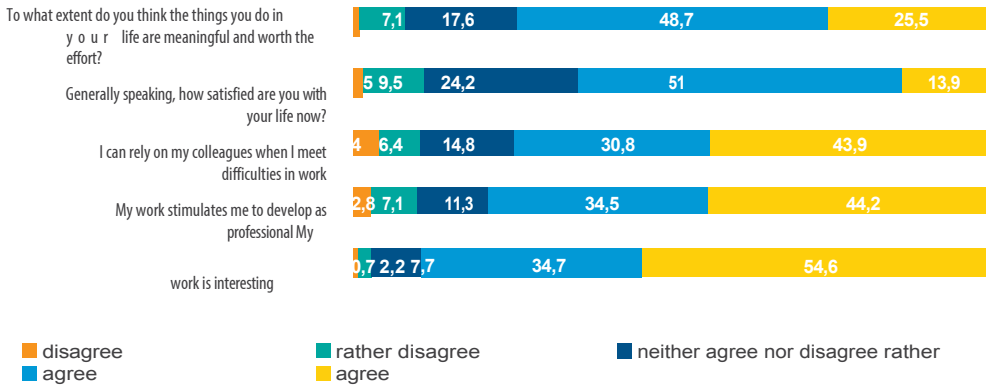
The Well-being Index was introduced in the British Civil Servant Engagement Survey in 2012 at the urging of the National Statistics Office, which measures the well-being of Britons. The idea is that when people feel engaged with their work, they feel happier and more fulfilled by their lives in general. Last year, it was also introduced in the Bulgarian Engagement Barometer and this is the second year that we have reported on it.

Figure 35 presents a comparison between the subjective well-being index of Bulgarian and British civil servants. The sense of well-being among Bulgarian civil servants is slightly higher, but the difference of 2 points is too small to speak of great distinctions. The detailed breakdown of responses by statement is presented in Figure 36.

Figure 35. PERMA well-being index



**Figure 36. Distribution of survey responses
"Engagement barometer" on claims related to subjective well-being**



The results in Figure 36 show that 75% of the employees in the Bulgarian public administration believe that the things they do in their lives are meaningful and worth the effort. Among British civil servants, far fewer, or 64% of respondents, think so. In terms of overall life satisfaction, however, the results are reversed, but the difference is smaller. 69% of British civil servants are satisfied with their lives, compared with 65% of their Bulgarian counterparts. On the other three aspects of subjective well-being, the results are almost identical: 88% of Bulgarian and 90% of British civil servants find their work interesting; 77% of Bulgarian and 78% of British civil servants find their work stimulating and 78% of Bulgarian and the same proportion of British civil servants say they can rely on their colleagues for help in difficult situations.

Better data for Bulgarian civil servants on the three questions related to

61% of British and 66% of Bulgarian employees feel happy, while only 29% of Bulgarian but over 35% of British civil servants feel anxious. There is a particular difference on the third supplementary question, relating to perceived mental and emotional health - 88% of Bulgarian but only 71% of British civil servants rate their mental health as good or very good. On the latter question, almost identical results were registered last year.



4. Conclusions and recommendations

After the several engagement studies conducted, the conclusions and inferences come more easily. For example, in the first national Engagement Barometer, the high proportion of engaged civil servants in Bulgaria and especially the positive comparisons with British civil servants were surprising and were met with scepticism. Some looked for flaws in the methodology, others in the sample, others in the way the survey information was disseminated through the HR units of the administrations. However, more annual Barometer surveys followed and it was apparent that the 2019 data was not so good because

In 2020 and 2021, all engagement indicators saw an increase and the level of engagement became even higher. Then came the political crisis, the war in Ukraine, inflation, and it was seen that negative events also had an impact. It was realised that the Engagement Barometer is a complex and sensible tool, but also that it works, and better through comparisons with historical data on the Bulgarian administration than through comparisons with UK data. For these five years

learned to read and understand the data collected by the survey through our own measures.

Five consecutive surveys are enough to identify the strengths and weaknesses of the motivation of Bulgarian civil servants. Some of the drivers of engagement have remained relatively constant over these years, while others have changed and it is evident how this has affected engagement. One of the indicators with a large weight that has remained relatively constant over the period is the intrinsic motivation of civil servants, or the motivation coming from the essence of the work itself. Civil servants overwhelmingly like their work. They have chosen to work in the public sector not for the rewards, but because they find meaning in their work, because they believe that through it they can fulfil themselves as individuals and professionals. In this respect, Bulgarian and British civil servants are similar, and this factor that determines their commitment does not change with external circumstances - crises, political instability, economic woes or upturn.

For a number of reasons, intrinsic motivation is very important. On the one hand, the public sector in neither Bulgaria nor the UK is able to provide business-competitive remuneration. However, what makes working for the state attractive is that you are doing something significant for society. The civil service manages to attract

people with causes and giving them a chance to work towards achieving them. In the Bulgarian administration, these employees are change agents. They would support any change that demonstrably improves the quality of administrative services or the effectiveness of government regulations and policies, simply because the employees themselves want to work better and strive to achieve better results.

Another constant factor underpinning engagement in Bulgarian administrations is the trust of civil servants in their senior management. Satisfaction with high-level leadership is one of the two factors on which the Bulgarian Barometer data has been consistently better than the British over all years. This is a somewhat difficult result to accept because of all the negative talk in the media about leadership in public administration. Hardly all of us live with the conviction that most, if not all, senior civil servants in Bulgaria are people with not only no personal but even no professional qualities, that they have been appointed to senior positions only because of their loyalty to a ruling political party. Data from five surveys with a total of more than 20 000 respondents paint a different picture. They show that people who work under their leaders on a daily basis actually value and trust them. If nothing else, at least one thing is certain - senior civil servants in Bulgaria are more

valued for their leadership qualities compared to their British counterparts. Another remarkable fact is that the relatively high score for leadership remains independent of political instability and the change of three regular and three caretaker governments. It is unlikely that all of these changes have passed without a change at the top; it is more likely that the Bulgarian state administration has the ability to create leaders from within, which is particularly pleasing.

The third strength, on which the motivation of Bulgarian civil servants is based, is training and development opportunities. On no other factor of engagement are there such large and consistent differences between the Bulgarian and British civil service as on training opportunities. It is perhaps not a well-known fact that some 15 years ago the British Institute of Public Administration was closed in a reform aimed at optimising public sector spending, and since then administrations have sought and recruited their own training providers with the budgets allocated to them for this purpose. Perhaps something in this mechanism is not working so well, because since 2009 the score of the "training and development" factor in the UK has not exceeded 55 points, while since 2019 the score of the same factor in Bulgaria has not fallen below the 60 points. The Barometer data show that training in public administration in Bulgaria is

and more accessible, and more timely. This is why the flexible forms of learning offered by the IPA and the free training funded by the Good Governance Operational Programme have played a very important role.

The fourth pillar of civil servant engagement is organizational goals. This is true for both Bulgaria and Great Britain. Civil servants know their work, their expectations, quality standards and their area of personal responsibility very well. Professional roles and work processes are well established and clear.

There is no shortage of problem areas, but they do not seem to be so consistent. The most serious reason for the decrease in the level of commitment is remuneration. Last year, there was a serial decline in satisfaction with remuneration by as much as 11 index points and this year the indicator is at the same level. The importance of the factor was already evident in 2020 and 2021, when several subsequent and real salary increases raised the overall engagement score by several points. Now the trend is reversed and the decrease in engagement is in roughly the same range. However, the dynamics of growth and decline are interesting. When salaries increase, there is a very rapid increase in commitment, whereas when satisfaction with salaries falls, the decrease in commitment is initially small, but if the problem remains - commitment

began to decline much more substantially. Wages may not be the most important factor of work motivation, but they are important, and the longer dissatisfaction with them grows, the more the other pillars of commitment will be put under strain.

In 2023, scores on leadership, team, direct supervisor, and organizational goals are reported to decline by 2 to 3 points. This is not a large difference, but it is a noticeable decrease that actually determines the lower engagement this year. Detailed analysis of the distribution of responses does not point to any particular reason - the scores on all aspects are simply lower than last year. This is probably due to a structural change or organisational transformation in one of the large administrations. The problem requires further research and, for the time being, the reasons for this decline remain unclear.

For another year, one of the factors on which the Bulgarian administration scores lower than the British administration is teamwork. Comparing the data from the distribution of answers to the individual questions, it is clear that the difference comes not from the fact that there are conflicts, that interpersonal relations are poor or that colleagues do not support each other, but from the fact that teams in the Bulgarian public administration rarely discuss problems together and that the teams themselves are not actively involved in making key decisions or seeking

t of opportunities for improvement. The Bulgarian administration in many cases seems to be too conservative and as if it is waiting for someone "from outside" to show it where to develop, instead of using the collective experience and the team as an initiator and driver of reforms and improvements.

We end the conclusions with the on-loading at work and stress. The Barometer data on the so-called PERMA index are good, but the trend in terms of stress and workload is negative. Since 2019, satisfaction on the factor "Resources and workload" has been dropping by a point or two per year, and now the gap between 2023 and 2019 is

6 points. The dynamics in the work of civil servants are gradually increasing and occupational stress is increasing. We will probably have to discuss this problem more in the future.

Based on the Barometer data, the following measures can be recommended in 2023:

- ▶ Opportunities must be found to increase rewards in the administration. In 2020 and 2021, two successive salary increases were made for civil servants, but these have long been melted by inflation. Ahead of last year, there was an 11-point drop in remuneration satisfaction, but the inflationary process had just started and the global engagement index was little affected by this. Now the picture is different. Remuneration

of state employees are lagging behind the national average and this situation has been going on for more than a year. At the moment, the frustration of low remuneration leads directly to lower motivation and the departure of the most capable employees. It is worth noting that after the survey was carried out, the 2023 State Budget Law was adopted, in which funds were earmarked for salary increases in the public sector. When the survey is carried out next year, we will have to observe the effect of this measure on the commitment of employees in the administration.

- ▶ There is a need to increase the efficiency and productivity of the administration by automating work processes and speeding up digitalisation. The slow pace of digitisation of the public administration not only makes it an unattractive place to work for creative, innovative and ambitious young people, but also affects the remuneration, professional self-confidence and professional development of employees. Too many inefficient civil servants is not a positive thing for citizens, for public policies or even for civil servants themselves.
- ▶ Consideration should be given to improving the quality and speed of decisions, stimulating critical insight and innovative thinking by more effectively introducing team organization.

the job. Leaders in administrations need to involve teams more actively in solving important issues or in development planning because the work context is becoming more dynamic and complex and it is difficult for anyone to make decisions alone. The Barometer data show that one of the things in which the British administration excels is in using teams to solve complex problems.

- ▶ The capacity of the administration to implement modern forms of work-based learning needs to be developed. The learning process is changing and the boundary between learning and work is increasingly blurred. More and more work tasks require information acquisition and learning in order to be successfully solved. Knowledge needs to be available immediately when it is needed, not months or years later. The vast opportunities for online training or information exchange need to be fully exploited, with the time, equipment, software and skills to do so. At the same time, leaders should strive to establish a culture of continuous learning in their units and organisations, and employees should be actively encouraged to learn and take personal responsibility for their future professional development and prosperity.
- ▶ From 2022, the Barometer includes an index that tracks the subjective well-being of

Employees. So far, the data are good, but the trend is towards deterioration. Every year, the proportion of civil servants complaining of stress and overwork increases slightly but steadily. It would be appropriate to plan measures to identify and reduce the sources of stress at work and to provide some form of support for employees who are experiencing difficult times in their careers or in their personal lives.

- ▶ Every year, dozens of administrations request organisation-specific reports on the engagement of their staff and receive relevant data and recommendations. However, it is imperative that where problems are identified, real action is taken to resolve them, as only in this way will staff be able to convince themselves that their voice matters and they will continue to think and work to improve the effectiveness and efficiency of their administrations.
- ▶ Although this year the survey dropped the section with questions on employees' attitudes towards teleworking, the need to adopt more flexible working conditions in the administration, including teleworking, remains particularly relevant. Increasing numbers of employees are seeking full or partial teleworking opportunities, driven by a desire for more flexibility, autonomy and a more ad-

a better work-life balance. The administration as an employer cannot afford to stand aside from these processes, as it thereby loses its competitive advantage over the private sector in attracting and retaining talented employees.

- ▶ Leadership should also be an area for improvement this year. The results in this area continue to be good, but the trend is negative. Employees would like to receive more frequent feedback on their work and to be more actively involved in decision-making processes related to their work. Increasingly, managers in the administration are expected not only to plan and organise tasks, but also to build teams and motivate their staff.

Annex: Questionnaire

My work

1. My work is interesting.
2. My work stimulates me to develop as a professional.
3. I consider myself to be involved in decisions related to my work.
4. I have enough freedom to decide how to carry out my duties.

Organizational goals

5. I know what the goals of my administration are.
6. I am aware of the objectives of the unit in which I work.
7. I know what my contribution is to achieving organisational goals.
8. I know what is expected of me in the workplace.
9. I am aware of the goals and objectives that are set for me.

My direct supervisor

10. My direct supervisor helps me to be more effective in my work.
11. My direct supervisor is interested in me as a person.
12. My supervisor is open to my ideas and suggestions.
13. In general, I think that the decisions that my line manager makes are the right ones.
14. My line manager regularly gives feedback on my work.
15. I receive recognition for my contribution to the work.

My team

16. I can rely on my colleagues when I encounter difficulties in my work.
17. In our team we think and discuss together how we can improve our work.
18. My teammates and I feel supported as we look for new ways to improve performance.
19. I feel valued and respected by my colleagues.
20. Conflicts very rarely arise in my team.

Learning and Development

21. I get the information or training I need in a timely manner.
22. In my administration, learning is valued and encouraged.
23. My administration offers opportunities for career development.
24. I have many opportunities for work-based learning (online courses, mentoring, project work, coaching, etc.)

Resources and workload

25. I have or can get the support I need to do my job effectively.
26. I have the necessary equipment and materials to do my job effectively.
27. I don't feel overwhelmed in my work.
28. I think I have achieved a good work/life balance.

Remuneration

29. My remuneration is fair for the work I do.
30. I am satisfied with my salary.
31. My remuneration is better than that of other employees in similar positions in the administration.

Leadership and Change Management

32. I think the administration I work for is well run.
33. The actions and values of my administration are in line with its values and goals.
34. The administration's leadership skillfully manages change when change is needed.
35. The administration's leadership stimulates critical thinking and the proposal of new ideas.

Engagement

36. I feel pride when I say where I work.
37. I would recommend my administration as a very good place to work.
38. I am attached to the administration where I work.
39. I refer to my administration as "we" rather than "they".
40. I have built friendly relationships with colleagues in my administration.
41. My administration motivates me to do my best.

Workplace Health and Wellbeing Section

1. Generally speaking, how satisfied are you with your life now?
2. To what extent do you think the things you do in your life are meaningful and worth the effort?
3. Generally speaking, how happy do you feel?
4. Generally speaking, how anxious do you feel?
5. Overall, how would you rate your mental health?
6. Overall, how would you rate your physical health?

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