

Appendix A. Individual items used for the construction of the dependent variables

Managerial autonomy

In my position, I have the following degree of decision autonomy with regard to

1. Budget allocations
2. Contracting out services
3. Promoting staff
4. Hiring staff
5. Dismissing or removing staff
6. Changes in the structure of my organization

(1. Very low autonomy / 7. Very high autonomy)

Direct politicization

What is your view on the following statements:

1. Politicians regularly influence senior-level appointments in my organization

(1. Strongly disagree / 7. Strongly agree / Cannot assess)

Appendix B. Responses per country

Country	Invitations sent	Response	Response rate
Austria	1.407	493	35,0%
Croatia	650	176	27,1%
Denmark	758	147	19,4%
Estonia	913	318	34,8%
Finland	1.742	703	40,4%
France	3.403	587	17,2%
Germany	1.955	445	22,8%
Iceland	392	200	51,0%
Ireland	980	375	38,3%
Italy	971	172	17,7%
Norway	1.197	334	27,9%
Portugal	1.038	296	28,5%
Spain	1.684	297	17,6%
Sweden	1.293	523	40,4%
The Netherlands	670	196	29,3%
Total	19.053	5.262	

Appendix C. Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Direct politicization	4489	1	7	4,10	2,31
managerial autonomy index	5002	-1,72828	2,14778	0,02	1,00
top hierarchical level	5069	0,00	1,00	0,24	0,42
second hierarchical level	5069	0,00	1,00	0,43	0,50
third hierarchical level	5069	0,00	1,00	0,33	0,47
org size is smaller than 100	5213	0,00	1,00	0,20	0,40
org size is between 100 and 499	5213	0,00	1,00	0,40	0,49
org size is between 500 and 999	5213	0,00	1,00	0,13	0,33
org size is 1000 or more	5213	0,00	1,00	0,28	0,45
Ministry	5262	0,00	1,00	0,42	0,49
Agency	5262	0,00	1,00	0,51	0,50
policy field infrastructure, environment, agriculture, transportation	5262	0,00	1,00	0,15	0,36
policy field finance and economic affairs	5262	0,00	1,00	0,20	0,40
policy field general government, foreign affairs	5262	0,00	1,00	0,21	0,41
policy field employment, health, social protection and welfare	5262	0,00	1,00	0,25	0,43
policy field education, recreation, culture, religion	5262	0,00	1,00	0,14	0,35
policy field other	5262	0,00	1,00	0,17	0,38
policy field justice, public order, safety, defence	5262	0,00	1,00	0,15	0,35
interaction freq. with responsible minister	5051	1	6	2,60	1,53
male	5262	0,00	1,00	0,55	0,50
female	5262	0,00	1,00	0,32	0,47
sex is missing	5262	0,00	1,00	0,13	0,33
45 or younger	5262	0,00	1,00	0,24	0,43
age 46-55	5262	0,00	1,00	0,35	0,48
age over 55	5262	0,00	1,00	0,29	0,45
age is missing	5262	0,00	1,00	0,11	0,32
less than 5 years public sector experience	5262	0,00	1,00	0,08	0,27
5-10 year public sector experience	5262	0,00	1,00	0,08	0,27
10-20 year public sector experience	5262	0,00	1,00	0,28	0,45
more than 20 year public sector experience	5262	0,00	1,00	0,45	0,50
public sector experience not indicated	5262	0,00	1,00	0,11	0,32

Min, max, mean and STD based on weighted data (equal country weights); N based on unweighted data.

Appendix D: Correlation table

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
top hierarchical level	1																									
second hierarchical level	-.448**	1																								
third hierarchical level	-.407**	-.635**	1																							
org size is smaller than 100	.090**	-.038**	-.039**	1																						
org size is between 100 and 499	0,013	.034*	-.046**	-.372**	1																					
org size is between 500 and 999	-0,007	-0,010	0,017	-.191**	-.323**	1																				
org size is 1000 or more	-.085**	0,004	.069**	-.301**	-.509**	-.261**	1																			
agency	.077**	.130**	-.200**	0,026	-.028*	.050**	-.030*	1																		
Ministry central	-.182**	-.072**	.231**	-0,004	-0,012	-.053**	.057**	-.870**	1																	
policy field infra, env, etc.	0,020	-0,006	-0,011	-.036**	.035*	.065**	-.058**	.034*	-.061**	1																
policy field finance and economic affairs	-.039**	.029*	0,004	-.045**	0,021	0,009	0,009	-.030*	.030*	-.075**	1															
policy field general government, foreign affairs	-0,025	0,012	0,010	-0,018	0,023	-0,008	-0,003	-.060**	.089**	-.084**	-.077**	1														
policy field employment, health, etc	-.030*	0,021	0,005	-.030*	-.047**	-.035*	.103**	.132**	-.122**	-.143**	-.189**	-.182**	1													
policy field education, recreation, culture, religion	.065**	-0,012	-.045**	.101**	0,023	-0,012	-.101**	.040**	-.037**	-.098**	-.149**	-.144**	-.169**	1												
policy field other	-0,002	0,007	-0,006	0,018	.048**	.041**	-.099**	0,021	-.050**	.043**	-0,006	0,012	-.122**	-0,023	1											
policy field justice, public order, safety, defence	.076**	-0,025	-.040**	0,011	-0,006	-0,005	0,001	-0,017	0,016	-.077**	-.128**	-.112**	-.173**	-.127**	-.097**	1										
Interaction freq.: Responsible minister	.326**	-.090**	-.190**	-0,004	.103**	-0,021	-.090**	-.338**	.231**	0,010	-.035*	0,027	-.048**	.031*	-.037**	.056**	1									
resp is female	-.109**	.045**	.048**	0,002	.039**	0,019	-.058**	.041**	-0,009	-.062**	-0,013	.031*	.036**	0,025	.041**	-.069**	-.091**	1								
resp is male	.124**	-.045**	-.061**	-0,007	-.029*	0,002	.035*	-.027*	-0,008	.060**	0,005	-0,023	-.043**	-0,019	-.051**	.086**	.100**	-.762**	1							
45 or younger	-.123**	.033*	.073**	-0,020	.068**	-.029*	-.033*	-.033*	.051**	-0,003	.029*	.041**	-.030*	-.028*	0,023	-0,007	-.052**	.117**	0,018	1						
age 46-55	-0,009	0,009	-0,002	-0,012	-.037**	.030*	0,026	-0,007	0,008	-0,005	-0,002	0,000	-0,001	0,007	-0,005	.043**	0,000	.066**	.098**	-.416**	1					
age over 55	.144**	-.040**	-.083**	.031*	-0,016	0,011	-0,017	.048**	-.069**	0,013	-.040**	-0,025	0,020	0,024	-0,021	-0,016	.065**	-0,013	.147**	-.350**	-.490**	1				
less than 5 years public sector experience	-0,021	.074**	-.057**	0,011	.065**	-0,016	-.067**	0,016	0,005	-.034*	.062**	-0,001	-0,007	0,003	.033*	-.027*	-.089**	0,026	-.044**	.122**	-0,019	-.111**	1			
5-10 year public sector experience	-.050**	0,014	.028*	0,024	.035*	-0,022	-.041**	.046**	-.034*	0,011	0,018	-0,021	0,013	-0,008	0,008	-.031*	-.031*	.063**	0,007	.277**	-.076**	-.109**	-.080**	1		
10-20 year public sector experience	-.070**	.033*	0,027	-0,011	.067**	-.038**	-.034*	0,018	0,002	-0,017	-0,002	.059**	0,015	0,001	0,014	-.032*	0,004	.105**	.040**	.395**	-0,007	-.215**	-.163**	-.171**	1	
more than 20 year public sector experience	.118**	-.067**	-.033*	-0,007	-.100**	.064**	.063**	-.041**	0,005	.041**	-.048**	-.032*	-0,022	0,006	-.031*	.078**	.061**	-0,006	.204**	-.445**	.205**	.426**	-.266**	-.279**	-.570**	