Civil Service Management in Slovakia

EVIDENCE FROM A SURVEY OF MORE THAN 11,000 CIVIL SERVANTS AND STATE EMPLOYEES

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Introduction

This report presents the results from a National Survey of Civil Servants and State Employees in Slovakia. The survey was endorsed by the Government Office of the Government of Slovakia. The survey was supported by the Department for Civil and Public Service headed by Zuzana Dzurendova and by Slovakia’s representative on the Working Party on Public Employment and Management of the OECD’s Public Governance Directorate, Martina Mrazikova, and the former General Secretary of the Government Office, Tatiana Janečková.

The survey was conducted between February and April 2020. It targeted employees of the state administration at all levels of the Slovak public administration including: all central government organizations and selected subordinated organisations, all district offices as well as selected other state offices such as inspectorates and public health offices. The survey excluded a selected number of state institutions, most of which are regulated by other laws than the Civil Service Law such as the court administration, the police administration, fire-fighters, fiscal offices etc. In total, the survey aimed to reach approximately 35,000 civil servants and selected state employees in Slovakia.

The survey consisted of approximately 80 questions, which measure civil servants’ attitudes, their experience with human resources management, their experience with leadership practices, and the design of civil servants’ jobs in terms of their task autonomy and experience with the application of administrative rules. In addition, the survey asked questions related to the demographic attributes of respondents such as their gender, age or level of education.

Among the attitudes of civil servants, the survey addressed the job satisfaction, job engagement, work motivation, public service motivation, commitment to working in the public sector and the integrity of civil servants. These attitudes have been shown to correlate closely with the organisational performance and integrity in the public sector.

Among the human resources management practices, the survey addressed civil servants’ experience with recruitment into the civil service, career advancement, salary management, performance evaluation, job protection and training and competency development. Throughout, the survey sought identify how individual civil servants experience the day-to-day practice of human resources management.

The survey has hence provided the opportunity to systematically monitor and evaluate how civil service legislation in Slovakia is applied in practice and how management practices vary across institutions and groups of staff.

The survey was translated into Slovak language and uploaded to Qualtrics; a platform for the design and implementation of online surveys. With the support of the Government Office, the authors contacted the Heads of HRM Departments of each institution as well as the Heads of Analytical Units in ministries and central offices with the request to distribute the invitation to complete the survey among its employees. The authors sent three reminders to ensure a high cooperation rates among participants.

In total, the survey generated 11,500 responses. This reflects an overall response rate of approximately 25 – 30 per cent. The rate represents a lower bound, as it is likely that not every civil servant on the payroll of a given institution was in a position to complete the survey during the period when the survey was in the field. The ‘real’ response rate is hence likely to be higher.
The survey generated responses from 188 institutions. They include 13 central government ministries, 10 other central offices, 72 district offices and 93 other state administrative bodies such as inspectorates. In proportional terms, 26 per cent of the respondents were drawn from ministries, 11 per cent from other central offices, 23 per cent from district offices and 40 per cent from other state administrative offices. 71 per cent of the respondents were female, the average age of respondents was 44.2 years and 87 per cent had university education. Among the respondents, 13 per cent self-identified as regular managers, 11 per cent as de facto managers, 59 per cent in technical-professional positions, 10 per cent in administrative support roles. The sample largely mirrors the composition of the population of civil servants when compared to the latest numbers from the Government Office.

The report presents an overview of survey results. It is divided in two parts. The first part shows survey responses regarding the attitudes of civil servants such as their job satisfaction and motivation to work hard. It shows the distribution of responses, mean responses as well as differences across levels of the public administration, differences between institutions with a response rate of at least 20 per cent and at least 30 responses and differences between civil service ranks. The first part also shows differences in attitudes across gender, which is commonly used to map similarities and differences across the public sector workforce.

The second part summarises the results insofar as human resources management is concerned. It is divided in seven sections covering civil service recruitment, career advancement, salary management, performance evaluation, job protection, job design including competency levels and task autonomy, and, finally, the evaluation of leadership practices, in particular, ethical leadership in the civil service. Each section shows the distribution of responses followed by differences between levels of the public administration, differences between institutions with a response rate of at least 20 per cent and with at least 30 responses, and differences between civil service ranks.
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Attitudes of civil servants

Job satisfaction

- I am satisfied with my job.

Job engagement

- When I get up in the morning, I feel like going to work. (Mean response)
- I feel happy when I am working intensely. (Mean response)
- I am proud of the work that I do. (Mean response)
- Job engagement index. (Mean response of three items)
Work motivation

- I am willing to do extra work for my job that isn’t really expected of me. (Mean response)
- I start work early or stay late to finish my job. (Mean response)
- I put forth my best effort to get my job done regardless of any difficulties. (Mean response)
- ‘Work motivation index. (Mean response of three items)

Pro-social motivation

- Meaningful public service is very important to me.
- I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.
- I am willing to make sacrifices for the good of society. (Mean response)
- Making a difference in society means more to me than personal achievement. (Mean response)
- Pro-social motivation index. (Mean response of four items)
Commitment to public administration

- ‘I want to leave the public administration within the next two years’.

**Varieties of turnover intentions**

- I expect to spend the rest of my career in the public administration.
- I want to leave my institution within the next two years.
- I will resign if the political leadership of my organisation does not correspond to my personal views.
Integrity

- If someone offered me a gift in exchange for helping him or her through my position, I would accept it.
- I would be willing to use my position to help out friends or family in need.
Differences across groups and institutions

Differences by type of administrative institution

The survey was conducted in
- The central government ministries (labelled as ‘Ministry’)
- Non-ministerial offices at central level (labelled as ‘Other central Office’)
- District offices (labelled as ‘District office’)
- Other state administration offices such as inspectorates (labelled as ‘Other state administration’).
- A small number of institutions is labelled as ‘Other’
I want to leave the state administration within the next two years.

If someone offered me a gift in exchange for helping him or her through my position, I would accept it.
Differences by institutions

The graphs list institutions with a response rate of at least 20 per cent and a minimum of 30 responses. All other institutions are aggregated in the category ‘other’. Labels are kept in Slovak language.
I am satisfied with my job.
I want to leave the state administration within the next two years.
If someone offered me a gift in exchange for helping him or her through my position, I would accept it.
I would be willing to use my position to help out friends or family in need.
Differences by rank

The survey distinguished six categories of administrative staff by asking respondents' rank. They are

- Upper management civil servants
- Lower management civil servants
- Civil servants with supervisory responsibilities
- Technical-professional level
- Administrative support level
- Other such as advisors and project staff
Differences by gender

The graphs in this section show basic differences between female and male civil servants.
Mean of Work motivation by Gender

Female

All

Male

Mean of Prosocial motives (FEVS) by Gender

Male

All

Female
I want to leave the state administration within the next two years.

If someone offered me a gift in exchange for helping him or her through my position, I would accept it.
I would be willing to use my position to help out friends or family in need.

Male

All

Female

Strongly disagree | Somewhat disagree | Neither agree or disagree | Somewhat agree | Strongly agree
Human resources management

Recruitment

Job advertisements

Please think back for a moment to your very first paid, full-time job in the public administration. Do you remember how you found out about the job opportunity? Please tick all that apply.

- Advertisement in a newspaper or official gazette
- Advertisement on the central civil service online job portal
- Advertisement on a private online job portal
- Advertisement on the website of the institution that subsequently employed you
- Personal communication with a government employee, family or friends
- Through a school/university I attended
- Through social media
- Other ____________________
- Don't remember / Prefer not to respond
**Assessment**

Thinking back to your first job in the public adm.: how were you assessed when applying for your first public adm. job? Select all that apply.

- Interview
- Written examination
- Other formal assessment
- No formal assessment was undertaken
- Don't know / prefer not to respond

**Entry criteria**

How important were the following criteria for you to be selected for your first public administration job?

- Educational background (mean response)
- Previous work experience (mean response)
- Job-related skills
• Support from family, friends or other personal connections working in the public administration (mean response)
• Support from a politician or someone with political links (mean response)

Differences between groups and institutions (selected results)

Differences by types of administrative institutions
Differences by institutions

Job-related skills

- Okresný úrad Považská Bystrica
- Okresný úrad Brezno
- Pamiatkový úrad
- Ministerstvo zdravotníctva SR
- Ministerstvo kultúry SR
- Ministerstvo obrany SR
- Úrad podpredsedu vlády SR pre investície a informatizáciu
- Okresný úrad Prešov
- Úrad vlády SR
- Najvyšší kontrolný úrad
- Okresný úrad Žiar nad Hronom
- Ministerstvo financií SR
- Ministerstvo školstva, vedy, výskumu a športu SR
- Ministerstvo hospodárstva SR
- Štatistický úrad SR
- Národný inšpektorát práce
- Ministerstvo práce, sociálnych vecí a rodiny SR
- Okresný úrad Nitra
- Okresný úrad Kežmarok
- All
- Inšpektorát práce Bratislava
- Okresný úrad Košice - okolie
- Ministerstvo pôdohospodárstva a rozvoja viedeša SR
- Other
- Úrad pro verejné obstarávanie
- Úrad jadrového dozoru SR
- Okresný úrad Košice
- Okresný úrad Rimavská Sobota
- Okresný úrad Martin
- Okresný úrad Humenné
- Protinadoplnký úrad SR

1 (Not at all important)
2
3
4
5
6
7 (Very important)
Career advancement

Mobility

‘In how many public administration organizations have you worked in your career (including your current institution)?’

Mode of advancement

Do you recall through which procedure you last advanced to a better position in public administration? Please tick all that apply.

- I won a public competition against candidates from inside and outside the public administration.
- I won an public sector / civil service wide competition against candidates from my institution and other public administration institution
- I won an internal competition against candidates from my current institution
- I was transferred from another institution
- I was transferred inside my institution from another position
- Other ____________________
- Don't know / prefer not to respond
Advancement criteria

Thinking about your future career advancement in the public administration how important do you expect the following criteria to be for your advancement to better position in public administration?

- Length of service in the public sector (mean response)
- Job performance (mean response)
- Educational background (mean response)
- Support from family, friends or other personal connections in the civil service (mean response)
- Support from a politician or someone with political links (mean response)
Differences by groups and institutions (selected results)

Differences by types of administrative institutions
Differences by institutions

- Okresný úrad Považská Bystrica
- Pamiatkový úrad
- Okresný úrad Brezno
- Okresný úrad Martin
- Protiminepolný úrad SR
- Národný inšpektorát práce
- Úrad pre verejné obstarávanie
- Ministerstvo obrany SR
- Úrad jadrového dozoru SR
- Ministerstvo kultúry SR
- Okresný úrad Žiar nad Hronom
- Úrad vlády SR
- Ministerstvo práce, sociálnych vecí a rodiny SR
- Ministerstvo hospodárstva SR
- Ministerstvo financií SR
- Najvyšší kontrolný úrad
- Úrad podpredsedu vlády SR pre investície a informatizáciu
- Okresný úrad Prešov
- Ministerstvo pôdohospodárstva a rozvoja vieda SR
- All
- Other
- Okresný úrad Rimavská Sobota
- Okresný úrad Nitra
- Ministerstvo školstva, vedy, výskumu a športu SR
- Ministerstvo zdravotníctva SR
- Okresný úrad Humenné
- Štatistický úrad SR
- Okresný úrad Košice - okolie
- Okresný úrad Košice
- Okresný úrad Kežmarok
- Inšpektorát práce Bratislava

1 (Not at all important)
All important

Job performance
Salary management

To what extent do you agree with the following statements about your salary?

- I could sustain my household through my salary alone (mean response)
- I am satisfied with my salary (mean response)
- When I perform well at work, my prospects for a pay rise or bonus improve (mean response)
• As I gain years of work experience, my salary increases. (mean response)
• I am paid at least as well as colleagues who have job responsibilities similar to me (mean response)
• It would be easy for me to find a job outside the public administration that pays better than my current job. (mean response)

Salary bonuses and allowances

During the last 12 months, did you receive one or several bonuses that increased your salary? (Dostali ste počas uplynulých 12 mesiacov odmeny a/alebo osobný príplatok, ktoré navýšili Váš základný (funkčný) plat?)

• Yes
• No
• Don’t know / prefer not to respond

[If Yes] How large was your bonus relative to your annual salary?

• 0 – 5 per cent
• 6 – 10 per cent
• 11 – 25 per cent
• 26 – 50 per cent
• 51 – 100 per cent
• More than 100 per cent
• Don't remember / prefer not to respond
Ancillary employment

During the last two years, which of the following paid activities have you undertaken in addition to your job in the civil service? Please tick all that apply.

- Teaching and training
- Consultancy and provision of services
- Self-employed work or private company ownership
- Employment in a private company
- Other ______
- I have not undertaken paid activities besides my civil service job
- Don't remember / prefer not to respond

How important have these paid activities been for your overall income?

On average, how many hours per month do you spend these paid activities?

- Approximately ____ hours per month [drop down menu]
- Don't remember / prefer not to respond
Differences by groups and institutions  (selected results)

Differences by types of administrative institutions

- Ministry
- Other central office
- All
- Other state administration
- Other
- District office

It would be easy for me to find a job outside the state administration that pays better than my current job.
When I perform well at work, my prospects for a pay rise or bonus improve

- Other central office
- Ministry
- All
- Other
- Other state administration
- District office

Strongly disagree | Somewhat disagree | Neither agree or disagree | Somewhat agree | Strongly agree

I am satisfied with my salary

- Other central office
- Ministry
- All
- Other
- District office
- Other state administration

Strongly disagree | Somewhat disagree | Neither agree or disagree | Somewhat agree | Strongly agree
During the last 12 months, did you receive one or several bonuses that increased your salary?

- Other central office
- Other state administration
- Ministry
- All
- District office
- Other

How important have these paid activities been for your overall income?

- Other state administration
- Other
- All
- Ministry
- District office
- Other central office
Differences by institutions

It would be easy for me to find a job outside the state administration that pays better than my current job.
When I perform well at work, my prospects for a pay rise or bonus improve

- Úrad pre verejné obstarávanie
- Protiminočný úrad SR
- Úrad podpredsedu vlády SR pre investície a informatizáciu
- Národný inšPEKTORAT práce
- Ministerstvo financií SR
- Úrad jadrového dozoru SR
- Úrad vlády SR
- Najvyšší kontrolný úrad
- Ministerstvo pôdohospodárstva a rozvoja viediaka SR
- Pamiatkový úrad
- Ministerstvo kultúry SR
- Ministerstvo hospodárstva SR
- Ministerstvo školstva, vedy, výskumu a športu SR
- Ministerstvo zdravotníctva SR
- Štatistikový úrad SR
- Okresný úrad Brezno
- All
- Ministerstvo obrany SR
- Ministerstvo práce, sociálnych vecí a rodiny SR
- Other
- InšPEKTORAT práce Bratislava
- Okresný úrad Žilina nad Hronom
- Okresný úrad Martin
- Okresný úrad Rimavská Sobota
- Okresný úrad Kežmarok
- Okresný úrad Považská Bystrica
- Okresný úrad Nitra
- Okresný úrad Košice - okolie
- Okresný úrad Humenné
- Okresný úrad Košice
- Okresný úrad Prešov

Scale: Strongly disagree, Somewhat disagree, Neither agree or disagree, Somewhat agree, Strongly agree
During the last 12 months, did you receive one or several bonuses that increased your salary?
How important have these paid activities been for your overall income?

1. (Not at all important)
2.
3.
4.
5.
6.
7. (Very important)
**Differences by rank**

**It would be easy for me to find a job outside the state administration that pays better than my current job.**

- Other
- Regular Management
- De facto Management
- All
- Technical-professional
- Administrative support

**When I perform well at work, my prospects for a pay rise or bonus improve**

- Regular Management
- De facto Management
- Administrative support
- All
- Technical-professional
- Other
Performance evaluation

Process of performance evaluation

Has your performance been formally evaluated during the last two years?

- Yes
- No
- Don’t know / prefer not to respond

Before the beginning of the last evaluation period, did someone set your performance objectives with you?

- Yes
- No
- Don’t know / prefer not to respond

After the end of your last evaluation period, did someone discuss the results of your performance evaluation with you?

- Yes
- No
- Don’t know / prefer not to respond
Consequences of performance evaluations

To what extent do you agree with the following statements about your performance evaluation?

- I get a better performance evaluation if I work harder (mean response)
- Positive evaluation ratings may lead to a rise in my salary (mean response)
- Positive performance evaluation ratings help my career advancement (mean response)
• A negative performance rating may lead to my dismissal from the public sector (mean response)

Differences by groups and institutions (selected results)

Differences by types of administrative institutions

Frequency
After the end of your last evaluation period, did someone discuss the results of your performance evaluation with you?

- Other state administration
- Other central office
- District office
- All
- Ministry
- Other

Positive performance evaluation ratings help my career advancement

- Ministry
- Other central office
- Other
- All
- District office
- Other state administration

Strongly disagree  Somewhat disagree  Neither agree nor disagree  Somewhat agree  Strongly agree
Positive evaluation ratings may lead to a rise in my salary

A negative performance rating may lead to my dismissal from the state administration
Before the beginning of the last evaluation period, did you agree your performance objectives with someone?

Options:
- Štatistický úrad SR
- Okresný úrad Považská Bystrica
- Národný inšpektorát práce
- Najvyšší kontrolný úrad
- Okresný úrad Žiar nad Hronom
- Okresný úrad Rimavská Sobota
- Okresný úrad Brezno
- Okresný úrad Nitra
- Úrad vlády SR
- Úrad jadrovoého dozoru SR
- Prezident úrad SR
- Ministerstvo financií SR
- Úrad pre verejné obstarávanie
- Okresný úrad Prešov
- Ministerstvo obrany SR
- Ministerstvo hospodárstva SR
- Ministerstvo práce, sociálnych vecí a rodiny SR
- Okresný úrad Humenné
- Úrad podpredsedu vlády SR pre investície a informatizáciu
- Pamiatkový úrad
- All
- Inšpektorát práce Bratislava
- Other
- Ministerstvo pôdohospodárstva a rozvoja viedeľa SR
- Okresný úrad Košice
- Ministerstvo školstva, vedy, výskumu a športu SR
- Okresný úrad Kežmarok
- Okresný úrad Košice - okolie
- Okresný úrad Martin
- Ministerstvo kultúry SR
- Ministerstvo zdravotníctva SR
After the end of your last evaluation period, did someone discuss the results of your performance evaluation with you?
Positive evaluation ratings may lead to a rise in my salary
A negative performance rating may lead to my dismissal from the state administration.
Differences by rank

Before the beginning of the last evaluation period, did you agree your performance objectives with someone?

- De facto Management: Yes
- Regular Management: Yes
- All: Yes
- Technical-professional: Yes
- Other: Yes
- Administrative support: Yes

After the end of your last evaluation period, did someone discuss the results of your performance evaluation with you?

- De facto Management: Yes
- Technical-professional: Yes
- Regular Management: Yes
- All: Yes
- Other: Yes
- Administrative support: Yes
Job protection

Thinking about your job stability, to what extent do you agree with the following statements?

- It would be difficult to dismiss me from the public service. (mean response)
- I might be dismissed from the public service if I do not perform well (mean response)
- Transitions between governments affect the stability of my job (mean response)
Differences by groups and institutions (selected results)

**Differences by types of administrative institutions**

1. **It would be difficult to dismiss me from the public service.**
   - Other central office
   - Other state administration
   - Other
   - All
   - District office
   - Ministry

2. **I might be dismissed from the public service if I do not perform well**
   - Ministry
   - Other central office
   - Other state administration
   - All
   - District office
   - Other
Differences by institutions

It would be difficult to dismiss me from the public service.

- Okresný úrad Humenné
- Najvyšší kontrolný úrad
- Úrad jadrového dozoru SR
- Okresný úrad Kežmarok
- Okresný úrad Košice - okolie
- Inšpektorát práce Bratislava
- Okresný úrad Košice
- Štatistický úrad SR
- Pamiatkový úrad
- Úrad vlády SR
- Národný inšpektorát práce
- Okresný úrad Nitra
- Úrad podpredseda vlády SR pre investície a informatizáciu
- Okresný úrad Žiar nad Hronom
- Other
- Ministerstvo financií SR
- Protimonoľný úrad SR
- All
- Ministerstvo školstva, vedy, výskumu a športu SR
- Ministerstvo práce, sociálnych vecí a rodiny SR
- Úrad pre verejné obstarávanie
- Ministerstvo hospodárstva SR
- Okresný úrad Martin
- Ministerstvo pôdohospodárstva a rozvoja vidielka SR
- Ministerstvo kultúry SR
- Okresný úrad Rimavská Sobota
- Okresný úrad Brezno
- Ministerstvo obrany SR
- Okresný úrad Prešov
- Okresný úrad Považská Bystrica
- Ministerstvo zdravotníctva SR

Scale:
- Strongly disagree
- Somewhat disagree
- Neither agree or disagree
- Somewhat agree
- Strongly agree
I might be dismissed from the public service if I do not perform well

- Národný inšpektorát práce
- Úrad pre verejné obstarávanie
- Okresný úrad Rimavská Sobota
- Okresný úrad Žiar nad Hronom
- Ministerstvo financií SR
- Ministerstvo hospodárstva SR
- Ministerstvo školstva, vedy, výskumu a športu SR
- Ministerstvo obrany SR
- Okresný úrad Nitra
- Úrad jadrového dozoru SR
- Úrad vlády SR
- Okresný úrad Martin
- Ministerstvo práce, sociálnych vecí a rodín SR
- Úrad podpredsedu vlády SR pre investície a informatizáciu
- Okresný úrad Považská Bystrica
- Okresný úrad Kežmarok
- Pamiatkový úrad
- Other
- All
- Okresný úrad Košice
- Štatistický úrad SR
- Ministerstvo pôdohospodárstva a rozvoja viedeľa SR
- Inšpektorát práce Bratislava
- Najvyšší kontrolný úrad
- Okresný úrad Prešov
- Okresný úrad Brezno
- Ministerstvo kultúry SR
- Protimopolný úrad SR
- Okresný úrad Košice - okolie
- Ministerstvo zdravotníctva SR
- Okresný úrad Humenné

Strongly disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Strongly agree
Transitions between governments affect the stability of my job.

Strongly disagree
Somewhat disagree
Neither agree or disagree
Somewhat agree
Strongly agree
Differences by rank

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**It would be difficult to dismiss me from the public service.**

- Regular Management
- Technical-professional
- All
- De facto Management
- Administrative support
- Other

---

**I might be dismissed from the public service if I do not perform well**

- Regular Management
- De facto Management
- All
- Technical-professional
- Other
- Administrative support
Training and competencies

Competencies and training opportunities

Thinking about your job and the tasks you do every day, to what extent do you agree with the following statements?

- I am confident about my ability to do my job. (mean response)
- I receive sufficient training at work to be able to complete my work tasks effectively (mean response)
Training participation

Did you receive training by (or paid for by) your organization in the last year?
- Yes
- No
- Don't know / prefer not to respond

Who selected you for your last training? Please select all that apply.
- I self-selected into the training
- My superior
- Human Resources Department
- Senior management
- Don't know / prefer not to respond

How many colleagues in your unit received the same training?
- All colleagues (the training was mandatory)
- Most colleagues
- Some colleagues
- Few colleagues
- You were the only one trained in your unit
- Don't know / prefer not to respond

For colleagues in your unit who have not attended this training, how important would it be for colleagues' job performance to attend it as well? (7-point scale)

Since you returned to work, have you used any of the skills/knowledge gained from the training?
- Yes
- No
- Don't know / prefer not to respond

To what extent do you agree with the following statements?
- 'I have shared the skills/knowledge gained from the training widely with colleagues at work'
- 'I often get new information about organizational procedures and skills from colleagues'
Absolvovali ste v ostatnom roku školenie, ktoré organizoval (alebo platil) Váš Úrad?

Who selected you for your last training?
Since you returned to work, have you used any of the skills/knowledge gained from the training?

- Áno
- Nie

‘I have shared the skills/knowledge gained from the training widely with colleagues at work’

- Veľmi nesúhlasím
- Nesúhlasím
- Ani nesúhlasím, ani súhlasím
- Súhlasím
- Veľmi súhlasím
Do akej miery súhlasíte s nasledujúcimi tvrdeniami? - Zručnosti a vedomosti, ktoré získan na školení zdieľam s kolegami v práci

'I often get new information about organizational procedures and skills from colleagues'
Differences by groups and institutions (selected results)

*Differences by types of administrative institutions*
I am confident about my ability to do my job.

- Ministry
- District office
- All
- Other state administration
- Other central office
- Other

I receive sufficient training at work to be able to complete my work tasks effectively

- Other central office
- Other
- All
- Other state administration
- Ministry
- District office
Differences by institutions

I am confident about my ability to do my job.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Institutions listed include various Slovak governmental agencies and regional offices, with some agencies marked as 'All' or 'Other' at the end.
I receive sufficient training at work to be able to complete my work tasks effectively

- Žiar nad Hronom
- Považská Bystrica
- Kežmarok
- All
- Rimavská Sobota
- Podpredsedu vlády SR pre investicu a informatizáciu
- Humenné
- Martin
- Ministerstvo školstva, vedy, výskumu a športu SR
- Pamiatkový úrad
- Košice - okolie
- Kúty SR
- Brezno
- SR
- Prešov
- Ministerstvo práce, sociálnych vecí a rodiny SR
- Úrad povinností SR
- Úrad vlády SR
- ministerstvo financií SR
- Národný inšpektorát práce
- Úrad jadrového dozoru SR
**Differences by rank**

**Thinking about your job and the tasks you do every day, to what extent do you agree with the following statements?**

- I am confident about my ability to do my job.
- I receive sufficient training at work to be able to complete my work tasks effectively.

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**Job design**

Thinking about your job and the tasks you do every day, to what extent do you agree with the following statements?
- I have significant autonomy in determining how I do my job. (mean response)
- I have significant influence over what happens in my department. (mean response)
- In my job, I feel encouraged to come up with new and improved work methods. (Mean response)

Differences by types of administrative institutions
Differences by institutions

I have significant autonomy in determining how I do my job.
**Leadership**

**Ethical leadership**

Thinking about your superior and managers, to what extent do you agree with the following statements?

- My direct superior cares about my wellbeing (mean response)
- My direct superior disciplines employees who violate ethical standards (mean response)
- My direct superior discusses ethics or values with employees (mean response)
- My direct superior sets an example of how to do things the right way in terms of ethics (mean response)
- My direct superior defines success not just by results but also the way that they are obtained (mean response)
Quality of feedback by superiors

Thinking about your supervisor, to what extent do you agree with the following statements?

- My supervisor gives me useful feedback about my job performance.
- The performance information I receive from my supervisor is generally not very meaningful.
- The feedback I receive from my supervisor helps me do my job.
Differences by groups and institutions (selected results)

**Differences by types of administrative institutions**

![Bar chart showing mean of ethical leadership by institution type.]

- Other central office
- District office
- All
- Ministry
- Other state administration
- Other

The chart displays the mean of ethical leadership by institution type, with categories ranging from strongly disagree to strongly agree.
Differences by rank

Mean of Ethical leadership by Rank

Mean of Feedback quality by Rank