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## COMPARATIVE ANALYSIS OF MOTIVATION OF CIVIL SERVANTS AND PUBLIC SERVANTS IN THE LOCAL STATE ADMINISTRATION – CASE STUDY OF SLOVAKIA

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### **Abstract**

*The topic of public service motivation is very actual. In several countries, including Slovakia, the public administration employees are divided into two major groups, which are civil servants and public servants. The civil servants are the state employees, while public servants are doing public service work. As we meet these two groups of employees in the public administration, who in terms of job and working conditions perform different tasks and receive different wages and benefits, we assumed, there is a difference in their motivation level. Therefore, the aim of this paper is to present a comparative analysis of motivation of civil servants and public servants in the local state administration of Slovakia. In order to carry out the research, one of the basic methods of quantitative research was chosen, the questionnaire survey. The results of the research are mainly highlighting the differences between two groups of employees working in the local state administration.*

### **Key words**

*public administration, local state administration, public service motivation, civil servant, public servant*

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**JEL classification:** J28, J45, H83

## **Introduction**

Unfortunately, the public administration of Slovakia is characterized by late adoption of new procedures and development techniques. The public services are considered inflexible and inefficient by citizens. The increasing demand and expectations of customers encourage managers to increase the quality of public services and support the transport of knowledge. To this end, the continuous development of intellectual capital and the correct attitude of employees are essential. The largest capital of public administration is the knowledge within the organization, embodied by employees (Machová & Zsigmond, 2019; Hitka, et al., 2018; Machová & Mura, 2015; Zsigmond & Csereová, 2018; Mezeiová & Bencsik, 2017). The success of public administration institutions depends mainly on the attitude of the staff performing public services. This process is significantly influenced by how motivated the employees are. Employees perform the same task differently because of the different personality traits and different preferences of motives, understanding the motivation directly affects the public administration as well (Mura & Horvath, 2015; Harausová, 2015).

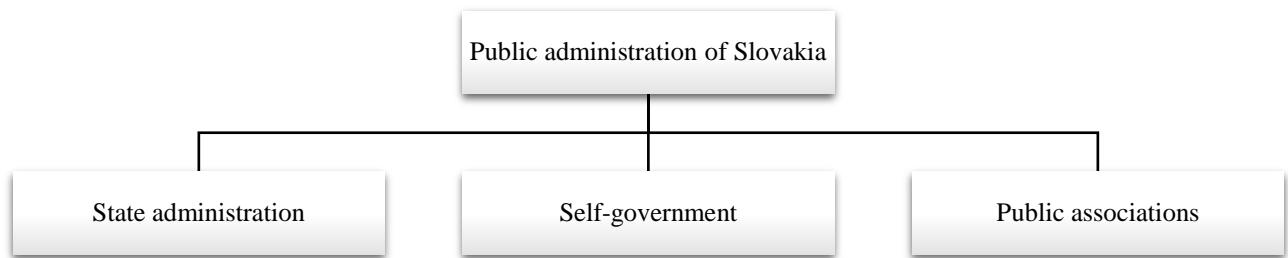
The expert group of OECD spent a year in Slovakia to map the public administration. The result of this research was a comprehensive report issued in 2015. The report focuses on five areas of public administration that present the main challenges and made concrete proposals for change. One of the five areas is the HRM in public administration. Based on the GCI (The Global Competitiveness Report), public administration is characterized by bureaucracy, corruption, restrictive legislation, political instability and high taxes, which slow down the process of economic development (Olšovská, Mura & Švec, 2018; Korcsmáros, 2018; Korcsmáros & Šimonová, 2016).

In several countries, including Slovakia, the public administration employees are divided into two major groups, which are civil servants and public servants. The civil servants are the state employees, while public servants do public service work. As we meet these two groups of employees in the public administration, who in terms of job and working conditions perform different tasks and receive different wages and benefits, we assumed, there is a difference in their motivation level. Therefore, the aim of this paper is to present a comparative analysis of motivation of civil servants and public servants in the local state administration of Slovakia.

## **Theoretical background**

The public sector can be regarded as an integral part of every state economy. Public administration is a significant part of the public sector. The organizational units within the public administration system belong to the public sector. In terms of public administration, we mean primarily administrative-type activities, which are carried out by public administration bodies (Klimovský, 2014; Potůček, et al., 2010; Papcunová, et al., 2011; Machová & Mura, 2015). Public administration of Slovakia is divided into three sub-systems: state administration, self-government and public associations (Klimovský, 2014), as illustrated in the following figure:

Figure 1 The public administration of Slovakia and its three basic subsystems



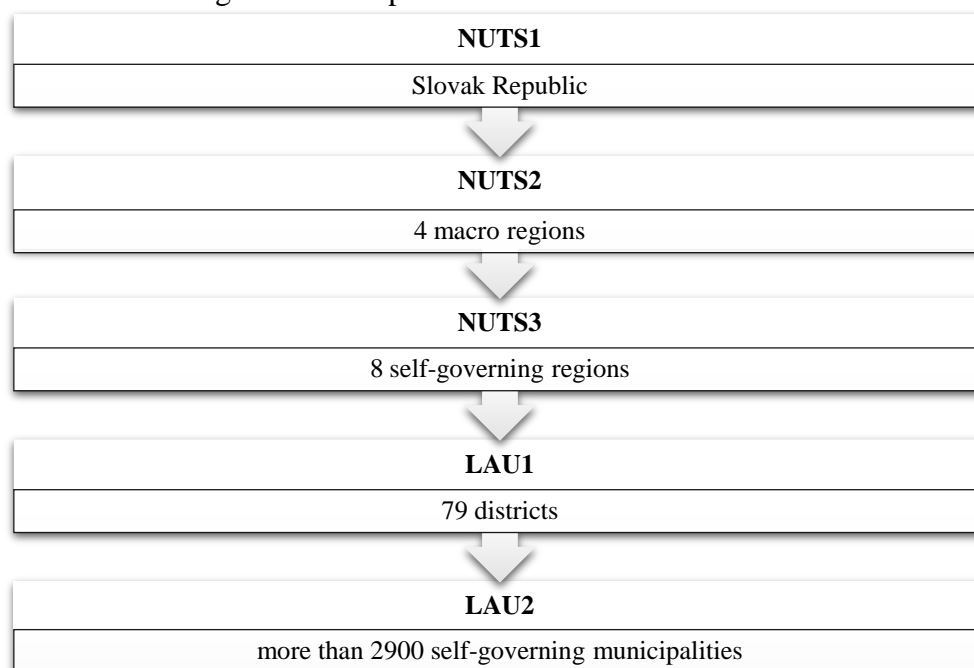
Source: Author's own editing based on Papcunová, et al, 2011, 11 p.

From the three sub-systems only the state administration is presented, because the aim of this paper is to present a comparative analysis between the two groups of employees in the local state administration of Slovakia.

The state administration of Slovakia can be divided into central and local state administration. The task of the central state administration is to provide the state administration through the state. The central state administration consists of the Government Office, ministries, central state administration bodies and other central bodies (mainly agencies) with special status (Štofko, et al., 2011; Papcunová, et al., 2011; Klimovský, 2014). The task of the local state administration is to perform state administration tasks in a certain area. Based on changes delivered by the recent ESO public administration reforms, most state administration tasks at lower levels have been performed since October 2013 by 72 district offices, responsible for general and specialized state administration. District offices fall under the authority of the Ministry of Interior (Nemec, 2018).

In Slovakia, we have five levels of regional development. Regions are divided into statistical units (Nomenclature units for territorial statistics: NUTS) (Lengyel, 2010), as illustrated in the following figure:

Figure 2 Five levels of regional development



Source: Author's own editing based on Klimovský, 2014

The administrative structure of the Slovak Republic is represented by five levels of regional development. The lowest level is LAU2 (formerly NUTS5 level), which includes more than 2900 self-governing municipalities, settlements. The next level is LAU1 level (formerly NUTS4 level), which includes 79 districts (historical territorial units – now only statistical units). Although the number of districts is 79, the number of district offices is 72, which can be explained by the fact that some district offices serve as a district office of two or more districts. According to the territorial administrative units act, Slovakia is represented by eight self-governing regions (NUTS3 level). The eight self-governing regions are grouped into four larger units, which are called macro regions (NUTS2 level). The NUTS1 level is the Slovak Republic (Rechnitzer & Smahó, 2011; Lelkes, 2008).

Various comparative studies carried out in the public administration in recent years have shown that public administrative employees have different motives than private sector employees (Tej, 2015; Harasuová, 2015; Rashid & Rashid, 2012). Perry & Hondeghem (2008) remarked that the public administration traditionally provides a strong extrinsic (external) motivation that can be attractive to employees. For example, stable job, career opportunities or retirement. The work in public administration is not dependent on the economic situation as the work in the private sector (Birčák, 2014). Many think, that the public sector offers better opportunities for reconciling work and family. Further extrinsic motivation in public sector can be the following: formulating realistic and achievable goals, providing training, recognition and praise, involving employees in decision-making, providing opportunities for development and progress.

According to Birčák (2014) and Kravčáková (2013) intrinsic (internal) motivation in public administration can be the desire to influence public affairs positively, work for the public, compassion and helping others as well as self-sacrifice. Vandanabeele (2007) argues that the pursuit of working in the public administration means values and attitudes that go beyond the interests of the individual and affect the interests of a larger subject. The individual wants to work for the benefit of others and for the benefit of the society (Chen et al., 2013; Perry, Hondeghem & Wise; 2010). According to Birčák (2014), intrinsic motivation can be determined from the perspective of work sustainability too. The point is that the individual will be satisfied with his work in long turn, if the work is meaningful and challenging for him. As a typical employee working in the public administration, usually carries out routine activities, leads well-defined procedures and it can reduce his motivation (Harausová, 2015). The following table shows extrinsic and intrinsic motivation in public administration:

**Table 1 Intrinsic and extrinsic motivation in public administration**

Intrinsic (internal) motivation	Extrinsic (external) motivation
<ul style="list-style-type: none"> <li>- a desire to influence public affairs positively</li> <li>- work for public</li> <li>- compassion and helping others</li> <li>- self-sacrifice</li> <li>- a creative, attractive job</li> </ul>	<ul style="list-style-type: none"> <li>- stable job</li> <li>- retirement</li> <li>- career opportunities</li> <li>- realistic and achievable goals</li> <li>- training</li> <li>- praise and recognition</li> <li>- involving employees in decision-making</li> <li>- opportunities for development and progress</li> <li>- working environment</li> <li>- working conditions</li> <li>- feedback</li> </ul>

Source: Author's own editing based on literature review

## **Material and methods**

The aim of this paper is to present a comparative analysis of motivation of civil servants and public servants in the local state administration of Slovakia. The sub-objectives of this paper are examining the differences between the motivation, motivation factors and employee benefits of civil servants and public servants.

In order to carry out the research, one of the basic quantitative methods was chosen, the questionnaire survey. Sampling was used in the research, which means that we selected a part of the population to represent the whole population. Sampling is cheaper and faster than asking the whole population. Stratified sampling was used as a random sampling technique. In the quantitative research, according to the purpose of the research, it can be stated that all local state administration bodies operating in Slovakia belong to the basic population, the district offices are the sampling unit because they are included in the sampling frame. The unit of observation for quantitative research are the employees who actually provide the data. The sample from this particular population provides relevant information only for that particular population.

Our research questions were formulated before the research. The research questions helped us to define the problem even more accurately. When formulating research questions, we took into account not only the problem definition but also the theoretical framework. The hypotheses were formulated after the research questions were formulated. Unlike research questions, the hypotheses were formulated to reject or prove them with statistical analyses. In the research, the hypotheses formulated were called the null hypothesis ( $H_0$ ), and its opposite is alternative hypothesis ( $H_1$ ). The two are mutually exclusive, they cannot be true at the same time. During the research, we wanted to reject or prove the null hypothesis. In the hypotheses, the significance level was determined by the generally accepted  $\alpha=0,05$ . The following table summarizes our research questions and the system of hypotheses:

**Table 2 System of hypotheses**

Research question	Hypotheses
Are there any differences between employee benefits of civil servants and public servants?	H1 There is no significant difference between employee benefits of civil servants and public servants.
Are there any differences between motivational factors of civil servants and public servants?	H2 There is no significant difference between motivational factors of civil servants and public servants.
Are there any differences between motivation level of civil servants and public servants?	H3 There is no significant difference between motivation level of civil servants and public servants.

Source: Author's own editing

We used one-variable and multivariate analysis to analyse the data. The one-variable analysis is the first step of each database analysis and it is designed to analyse the variables independently. The purpose of multivariate analysis is to quantify the relationship between the variables. To selecting multivariate analysis, metric and non-metric variables, dependent and independent variables were considered important. The following table summarizes the methods of data analysis used for testing the hypotheses:

**Table 3 Methods of data analysis used for testing the hypotheses**

Hypotheses	One-variable analysis	Multivariate analysis
H1 There is no significant difference between employee benefits of civil servants and public servants.	number of cases	cross-table analysis
H2 There is no significant difference between motivational factors of civil servants and public servants.	average, standard deviation, skewness	multi-point variance analysis
H3 There is no significant difference between motivation level of civil servants and public servants.	average, standard deviation, minimum, maximum, number of cases	one-way variance analysis

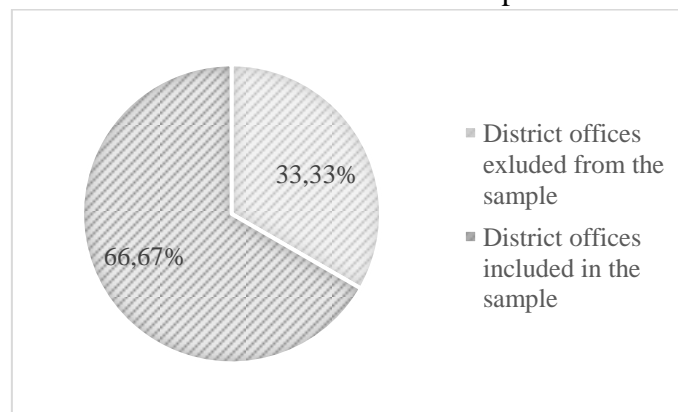
Source: Author's own editing

## **Results and discussion**

As there are two groups of employees in the public administration, who in terms of job and working conditions perform different tasks and receive different wages and benefits, we assumed, there is a difference in their motivation level.

Of the 72 district offices, 19 district offices did not wish to participate in the quantitative research for various reasons. These included the workload of employees due to their responsibilities, such as inventory of state assets at the end of the year, archiving of documents and participation in other questionnaire surveys. These district offices were excluded from the sample. No further feedback was received from another 5 district offices despite repeated visits. They were also excluded from the sample. There are 48 district offices in the sample out of 72 district offices. The following figure shows the percentage distribution of district offices included in the sample and excluded from the sample:

Figure 3 Distribution of district offices included in the sample and excluded from the sample



Source: Author's own editing based on research

If we look at the entire sample, it is necessary to compare the number of district offices included in the sample with the number of district offices per region to get a more realistic picture of participation of district offices in the research. The following table shows the distribution of district offices taking into account the number of district offices per region:

Table 4 Distribution of the questionnaire sample taking into account the number of district offices per region

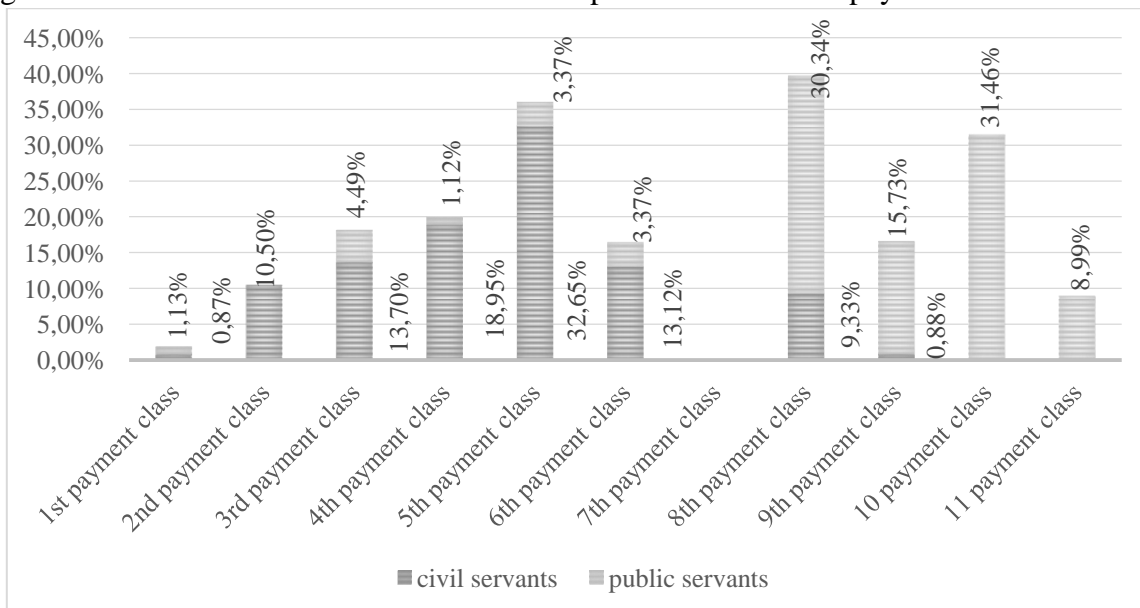
Name of region	Number of district offices	Number of district offices included in the sample	Percentage value
Banská Bystrica region	13	8	61,53 %
Bratislava region	4	3	75,00 %
Košice region	8	5	62,50 %
Nitra region	7	6	85,72 %
Prešov region	13	9	69,23 %
Trenčín region	9	6	66,67 %
Trnava region	7	5	71,42 %
Žilina region	11	6	54,54 %
Σ	72	48	66,67 %

Source: Author's own editing based on research

The unclear, logically incompatible and neglected questionnaires were excluded from the sample. A total of 432 questionnaires were included in the sample. A total of 320 women and 112 men participated in the research. 59,5 % of the respondents are civil servants and 40,5 % of respondent are public servants.

In the Slovak Republic, a separate law regulates the remuneration of civil servants and public servants. In the case of civil servants, 9 payment classes were defined according to 55/2018 law from January 2019. In the case of public servants, 11 payment classes were defined according to 55/2018 law from January 2019. The following figure shows the classification of civil servants and public servants into payment classes:

Figure 4 The classification of civil servants and public servants into payment classes



Source: Author's own editing based on research



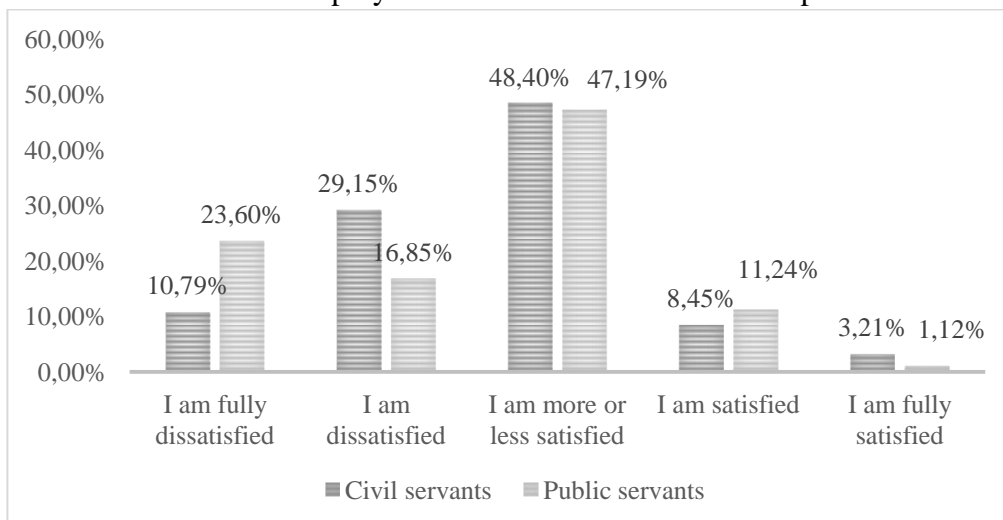
The next question was about the salary supplements that makes up the monthly wage of employees. Since the wage of civil servants and public servants are made up of different salary supplements, we evaluated the question separately.

100 % of civil servants receive the basic salary, which is not surprising, as this is the basis of the monthly wage according to law. 69,39 % of civil servants receive a personal salary, which they can receive for high quality of public services. 29,15 % of civil servants are rewarded by bonus, which they can receive for high quality of public services or after a certain age. 25,29 % of civil servants receive a supplement, which is due to a reduction in the basic salary due to changes in the law. 22,45 % of civil servants receive an allowance for driving a company car and 22,16 % of civil servants receive a management allowance. 4,66 % of civil servants receive compensation for incapacity for work and 12,24 % of civil servants receive another allowances, like allowance for overtime, allowance for public holidays, etc.

100 % of public servants receive the basic salary, which is not surprising, as this is the basic for the monthly wage according to law. 52,81 % of public servants receive a personal salary, which they can receive for high quality of public services. 23,60 % of public servants receive bonus, 10,11 % of them receive a special salary, which can be awarded instead of a basic salary for performing particularly difficult or important tasks. 6,74 % of public servants receive a management allowance. 6,74 % of public servants receive an allowance for practical training and 2,25 % of them receive an allowance for replacement.

The result showed that civil servants receive more salary supplements than the public servants. After that we asked the respondents about the satisfaction with the employee benefits. The respondents were able to mark their opinion on a five-point Likert scale. The following figure shows the satisfaction with the employee benefits of civil servants and public servants:

Figure 5 Satisfaction with the employee benefits of civil servants and public servants



Source: Author's own editing based on research

We considered it important to prioritize the order of preferences of employee benefits according to motivation. The responses were weighted. The following table shows the order of preferences that motivate the civil servants and public servants:

Table 5 Order of references of employee benefits that motivate the civil servants and public servants

Employee benefits	Order of preference	
	Civil servants	Public servants
providing meal vouchers or eating contribution	3	4
contribution to cultural events, sports activities and recreation	8	7
contribution to life insurance or to supplementary pension insurance	1	1
compensation for incapacity for work	2	2
reimbursement of the costs of education	4	3
reimbursement of health care costs	5	5
contribution to marriage, funeral, birth of a child	7	8
possibility to use a service car or service phone, or reimbursement of travel and telecommunication costs	6	6

Source: Author's own editing based on research

Taking into account the order of preferences of the respondents, the order of preference of civil servants and public servants in some places is relatively the same. In the 3<sup>rd</sup> and 4<sup>th</sup> place are providing meal vouchers or eating contribution and reimbursement of the costs of education. In the 7<sup>th</sup> and 8<sup>th</sup> place are contribution to cultural events, sports activities and recreation and contribution to marriage, funeral, birth of a child.

In the following, we listed various motivational factors. We asked the respondents about extrinsic and intrinsic motivation. The respondents were able to mark their opinion on a five-point Likert scale.

85,42 % of civil servants are very motivated or motivated by a stable work, 83,09 % of them by flexible working hours. 76,09 % of civil servants are very motivated or motivated by the workplace collective, 75,51 % of them by praise and recognition and 74,64 % of them by working conditions. 72,01 % of civil servants are very motivated or motivated by communication within the organization, 71,43 % of them by the working environment and 69,68 % of them by self-realization. 68,51 % of civil servants are very motivated or motivated by feedback, 64,43 % of them by knowledgeability within the organization and 62,97 % of them by training and education opportunities. 59,48 % of civil servants are very motivated or motivated by helping others, 58,31 % of them by working for public and 57,73 % of them by career opportunities. 56,85 % of civil servants are very motivated or motivated by influencing public affairs in a positive direction, 53,64 % of them by interesting and varied job. Less than half (47,81 %) of civil servants are very motivated or motivated by the opportunity to engage in organizational life, by the catering system (46,06 %), by the possibility of transferring responsibility (42,57 %), by self-sacrifice (30,32 %) and by organizational events (18,37 %).

87,64 % of public servants are very motivated or motivated by the attitude of the leader, 85,39 % of them by the communication within the organization, 84,27 % of them by the working environment and 84,27 % of them by training and education opportunities. 80,90 % of public servants are very motivated or motivated by stable work and 80,90 % of them by working conditions. 78,65 % of public servants are very motivated or motivated by workplace collective and 78,65 % of them by self-realization. 77,53 % of public servant are very motivated or motivated by praise and recognition, 75,58 % of them by career opportunities and 74,16 % of them by flexible working hours and 74,16 % of them by an interesting and varied job. 70,79 % of public servants are very motivated or motivated by feedback, 69,66 % of them by knowledgeability within the organization and 62,92 % of them by influencing public affairs in a positive direction. 60,67 % of public servants are very motivated or motivated by opportunity to engage in organizational life, 55,06 % of them by possibility of transferring responsibility and 52,81 % of them by catering system. Less than half of public servants are very motivated or motivated by working for public (49,44 %), by organizational events (33,71 %) and by self-sacrifice (32,58 %).

We considered it important to prioritize the motivational factors, which motivate the employees, whether they are civil servants or public servants. The responses were weighted and we could determine the order of preferences. The following table shows the order of preferences of motivational factors of civil servants and public servants:

Table 6 Order of preferences of motivational factors of civil servants and public servants

Motivational factor	Order of preference	
	Civil servant	Public servant
workplace collective	4	10
attitude of the leader	3	2
communication within the organization	7	8
self-realization	8	11
working conditions	5	4
working environment	9	6
praise and recognition	6	7
feedback	10	12
knowledgeability within the organization	12	13
training and education opportunities	11	3
possibility of transferring responsibility	20	18
career opportunity	17	14
opportunity to engage in organizational life	18	16
flexible working hours	2	1
catering system	19	17
organizational events	22	21
interesting and varied job	15	9
stable work	1	5
influencing public affairs in a positive direction	14	15
working for public	16	20
helping others	13	15
self-sacrifice	21	22

Source: Author's own editing based on research

The next step was to test the hypotheses.

In the first hypothesis we were looking for the answer to the research question, are there any differences between the employee benefits of civil servants and public servants or not. We chose a cross-table analysis to test our hypothesis that examines the relationship between two or more variables. During the cross-table analysis, we examined whether the non-metric (ordinal) variables are related to each other.

H<sub>0</sub>: There is no significant difference between employee benefits of civil servants and public servants.

H<sub>1</sub>: There is significant difference between employee benefits of civil servants and public servants.

The following table shows the results of  $\chi^2$ -test, which helps determine whether there is a relationship between the two variables. Since we were dealing with ordinal scales, we used a Gamma coefficient that can be used for symmetric and non-symmetric tables too.

Table 7 Person  $\chi^2$ -test and Gamma coefficient

Employee benefits	Pearson Chi-Square	df	Asymptotic Significance (2-sided)	Gamma
providing meal vouchers or eating contribution	4,431	1	,011	-,089
contribution to cultural events, sports activities and recreation	18,106	1	,000	,515
contribution to life insurance or to supplementary pension insurance	9,008	1	,000	-,367
compensation for incapacity for work	5,926	1	,000	-,290
reimbursement of the costs of education	18,559	1	,000	-,519
reimbursement of health care costs	4,580	1	,000	,480
contribution to marriage, funeral, birth of a child	4,330	1	,005	,080
possibility to use a service car or service phone, or reimbursement of travel and telecommunication costs	9,922	1	,000	-,422

Source: Author's own editing based on research

The  $\chi^2$ -test are used to measure the statistical significance of the relationships and show whether there is relationship between two variables. The  $\chi^2$ -test is <0,05 in all cases, so there is significant relationship between the variables.

The Gamma coefficient shows the tightness of the relationship between two variables. The value of Gamma coefficient can be between -1 and +1, where 0 means that the variables are independent from each other, while 1 means that the variables are completely dependent on each other. The absolute value of Gamma coefficient indicates the tightness of the relationship and the sign shows the direction of the relationship.

The  $\chi^2$ -test is characterized by the magnitude of the degree of freedom (df). With the significance level of 0,05 and a degree of freedom of 1, the critical value of  $\chi^2$ -test is 3,841. This is shown in the following table:

Table 8 Upper-tail critical values of Chi-square distribution with 1 degrees of freedom

(df)	Upper-tail critical values											
	0,995	0,99	0,975	0,95	0,90	0,75	0,25	0,10	0,05	0,025	0,01	0,005
1			0,001	0,004	0,016	0,102	1,323	2,706	3,841	5,024	6,635	7,879

Source: Author's own editing

The null hypothesis is rejected if the calculated value of the probe function at the given degree of freedom is greater than the critical value of the  $\chi^2$ -test. Since the value of the test is always smaller than the critical value of  $\chi^2$ -test, the null hypothesis is rejected. Based on the results, it can be stated that there is a significant difference between the employee benefits of civil servants and public servants.

When testing the second hypothesis, we were looking for the answer to the research question, if there are any differences between motivation of civil servants and public servants or not. The multi-point variance analysis was used to test the hypothesis, where we examined the effect of several independent non-metric variables on a dependent metric variable.

H<sub>0</sub>: There is no significant difference between motivation of civil servants and public servants.

H<sub>1</sub>: There is significant difference between motivation of civil servants and public servants.

The applicability of variance analysis has two conditions, one is the normal distribution of the dependent variable and the other is the condition of homogeneity of variance. The Levene statistic examines the condition of homogeneity. This is shown in the following table:

**Table 9 Levene Statistic**

Motivational factor	Levene statistic	df1	df2	Sig.
workplace collective	3,856	7	424	,000
attitude of the leader	2,748	7	424	,008
communication within the organization	3,779	7	424	,001
self-realization	4,041	7	424	,000
working conditions	3,869	7	424	,000
working environment	4,581	7	424	,000
praise and recognition	4,982	7	424	,000
feedback	6,382	7	424	,000
knowledgeability within the organization	5,138	7	424	,000
training and education opportunities	1,621	7	424	,128
possibility of transferring responsibility	4,213	7	424	,000
career opportunity	3,425	7	424	,001
opportunity to engage in organizational life	1,119	7	424	,350
flexible working hours	5,401	7	424	,000
catering system	2,669	7	424	,010
organizational events	5,024	7	424	,000
interesting and varied job	4,293	7	424	,000
stable work	3,320	7	424	,002

Source: Author's own editing based on research

In our case, based on the Levene statistic, it can be stated that the condition of homogeneity of variance is not fulfilled, which can be seen from the fact that the test is significant ( $<0,05$ ) except for two variables.

In the following we examined the second condition, the normal distribution of the dependent variable. Variance analysis can only be done if our data is normal. The skewness in this case is 0 or very close to it. The following table shows the skewness and std. deviation of variables:

**Table 10 Skewness and std. deviation**

Motivational factors	Std. deviation	Skewness	Std. Error of Skewness
workplace collective	1,26626	-,202	,117
attitude of the leader	1,42445	-,766	,117
communication within the organization	1,10183	,147	,117
self-realization	1,13328	-,393	,117
working conditions	1,16511	-,364	,117
working environment	1,24698	-,358	,117
praise and recognition	1,25018	-,081	,117
feedback	1,17526	-,067	,117
knowledgeability within the organization	1,19113	,107	,117
training and education opportunities	1,34354	-,320	,117
possibility of transferring responsibility	1,07267	-,006	,117
career opportunity	1,50362	,020	,117
opportunity to engage in organizational life	1,33154	,052	,117
flexible working hours	1,50148	-1,044	,117
catering system	1,52700	-,342	,117
organizational events	1,47384	,129	,117
interesting and varied job	1,38353	-,382	,117
stable work	1,33893	-,591	,117

Source: Author's own editing based on research

The condition of normality is not fulfilled in every case. Since the Levene statistic is significant except for two variables, and the condition of normality is not met, we cannot use classical variance analysis. Instead, we chose robust tests like Welch and Brown-Forsythe. The following table shows the results:

Table 11 Welch and Brown-Forsythe tests

		Statistic <sup>a</sup>	df1	df2	Sig.
workplace collective	Welch	4,112	7	165,028	,000
	Brown-Forsythe	2,620	7	359,922	,012
attitude of the leader	Welch	2,777	7	161,682	,009
	Brown-Forsythe	3,497	7	303,985	,001
communication within the organization	Welch	13,813	7	167,821	,000
	Brown-Forsythe	5,984	7	329,032	,000
self-realization	Welch	6,085	7	162,941	,000
	Brown-Forsythe	5,240	7	331,167	,000
working conditions	Welch	4,963	7	161,052	,000
	Brown-Forsythe	5,109	7	324,290	,000
working environment	Welch	4,666	7	162,327	,000
	Brown-Forsythe	4,681	7	348,996	,000
praise and recognition	Welch	1,989	7	164,921	,009
	Brown-Forsythe	2,118	7	328,525	,001
feedback	Welch	5,191	7	167,933	,000
	Brown-Forsythe	3,345	7	335,689	,002
knowledgeability within the organization	Welch	2,250	7	163,164	,033
	Brown-Forsythe	1,703	7	348,296	,007
training and education opportunities	Welch	5,149	7	161,747	,000
	Brown-Forsythe	4,208	7	337,005	,000
possibility of transferring responsibility	Welch	3,466	7	170,067	,002
	Brown-Forsythe	2,580	7	341,175	,013
career opportunity	Welch	7,037	7	160,976	,000
	Brown-Forsythe	6,050	7	317,963	,000
opportunity to engage in organizational life	Welch	3,455	7	161,787	,002
	Brown-Forsythe	2,548	7	330,187	,014
flexible working hours	Welch	4,093	7	162,722	,000
	Brown-Forsythe	3,604	7	367,252	,001
catering system	Welch	4,151	7	162,894	,000
	Brown-Forsythe	3,240	7	350,749	,002
organizational events	Welch	2,708	7	172,686	,011
	Brown-Forsythe	2,925	7	372,500	,005
interesting and varied job	Welch	5,623	7	164,295	,000
	Brown-Forsythe	4,486	7	355,518	,000
stable work	Welch	6,015	7	162,874	,000
	Brown-Forsythe	4,308	7	313,598	,000

Source: Author's own editing based on research

Since the significance of the Welch and Brown-Forsythe tests is  $<0,05$  in all cases, the null hypothesis is rejected. Based on the results, it can be stated that there is a significant difference in the motivation of civil servants and public servants.



When testing the third hypothesis, we were looking for the answer to the research question if there are any differences between motivation level of civil servants and public servants or not. The one-way variance analysis was used to test the hypothesis, where we examined the effect of and independent non-metric variable on a dependent metric variable.

H<sub>0</sub>: There is no significant difference between motivation level of civil servants and public servants.

H<sub>1</sub>: There is significant difference between motivation level of civil servants and public servants.

Table 12 Descriptive statistics

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
public servants	257	,2857	2,52589	,13639	,0175	,5540	-5,00	5,00
civil servants	175	,8652	2,09540	,22211	,4238	1,3066	-5,00	3,00
Total	432	,4051	2,45238	,11799	,1732	,6370	-5,00	5,00

Source: Author's own editing based on research

The applicability of variance analysis has two conditions, one is the normal distribution of the dependent variable, and the other is the condition of homogeneity of variance. In this case, both conditions were met, so we could use a classical variance analysis. The following table shows the results of variance analysis.

Table 13 The ANOVA table

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	23,727	1	23,727	3,972	,047
Within Groups	2568,382	430	5,973		
Total	2592,109	432			

Source: Author's own editing based on research

Since the significance level of F is 0,047, which is less than 0,05, we reject the null hypothesis. The results show that there is a significant difference between the motivation level of civil servants and public servants.

## **Conclusion**

The research revealed that the problem is the benefit system itself and the benefits. It is logical that 31,70 % of the respondents want to change the system of benefits. Employees said that benefits are so low that they are almost non-existing. It has also turned out that public servants receive less employee benefits than civil servants. This was also evident from our first hypothesis, where we state there is significant difference between employee benefits of civil servants and public servants. Public servants receive significantly less benefits than civil servants. The second hypothesis also shows that there is a significant difference between motivational level of civil servants and public servants. It can be said that civil servants receive more motivational factors than public servants. The third hypothesis shows that there is significant difference between motivation of civil servants and public servants. It was logical. Public servants receive substantially fewer employee benefits and less motivational factors, and therefore their motivation level is much lower than the motivation level of civil servants.

In the future we want to expand our research further. The research presented in this paper – due to time and financial constraints – was only the first step in deeper understanding of public administration. As the public administration of Slovakia is extremely complex and based on different sub-pillars, we would like to conduct research within other sub-pillars. This is a direction that can predestine our research for many years. Mapping the entire public administration promises a very time-consuming job. Of course, we must not forget about the constantly changing laws and regulations that impose new expectations on employees. These constantly changing expectations create a new situations for the future public administration. This research topic offers many more opportunities for researchers.

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