

ETHICAL WORKPLACES IN LOCAL SELF-GOVERNMENT: SLOVAKIAN CASE

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DOI: 10.13165/VPA-19-18-4-08

Abstract: *The article provides a conceptual framework for the importance of ethical workplaces in the sphere of public administration. The main aim of this paper is to identify the attributes of ethical workplaces, which are included in codes of ethics adopted by the selected group of local self-government units in the Slovak Republic. The integral part of the article is devoted to the analysis of ethical norms for public officials in the Slovakian cities. The main finding of this paper is that attributes of ethical workplaces are: mutual rights and duties, reporting of misconduct, ethical virtues and ethical leadership. However, the key benefit of the identified attributes of ethical workplaces might be a comprehensive view, which from the conceptual and inspirational point of view deals with current situations in local self-government in the Slovakia. Various limits and perspectives of the identified attributes are discussed in the final part of the article.*

Keywords: *ethical workplaces, codes of ethics, public officials, local self-government units.*

Raktažodžiai: *etiška darbo vieta, etikos kodeksai, valstybės pareigūnai, vietos savivaldos skyriai.*

Introduction

As the contemporary world changes, we are being forced to reconsider the ability of public administration to satisfy the needs and expectations of citizens. Public administration is larger, more sophisticated, and more complex than in the past. Public administration has many more responsibilities to citizens, and it still must cope with the increasing demands of the people (Vigoda-Gadot 2003). Public administration faces many challenges. According to many scholars, managing of the ethical aspect in public administra-

tion is one of the most important issues for democratic states in the twenty first century. Put differently, ethics should be perceived as guide, which should help public officials to make appropriate ethical decisions in complicated and unclear situations. Generally speaking, the main goal of ethical management is to manage the ethical aspects of public administration, which should be characterized as an execution of public law and public policy. Public administration ethics is a specific field of study, which mostly includes the adoption of ethical norms, the creation of procedures focused on the receiving of gifts and conflict of interest, and the realization of ethical training as well as improving the ethical behavior of public officials. Creating an ethical workplace is another important part of ethical management. As mentioned by M. Adamcová and D. Ondrová (2017), in Slovakia there is no comprehensive model of an appropriate, consistent and context-based ethical system of professional values, principles, norms and standards for public officials which might help to overcome ethical confusion, avoid its motivational degradation, and halt professional erosion which leads to the loss of legitimacy and public confidence. Based on the aforementioned, the ambition of the presented study is to highlight the importance of ethical workplaces in the sphere of public administration. The main aim of this paper is to identify the attributes of ethical workplaces, which are included in the ethical norms adopted by the selected group of local self-government units in the Slovak Republic.

1. Theoretical background – contemporary state of knowledge

Ethical principles and ethical values have become an important part of public administration in recent decades. As mentioned by K. Kernaghan and J. Langford (2014), public administration ethics represent reflections on the guidance provided to public officials about how to behave in their relationships with various types of entities. The reason why organizations and public officials need to handle ethical challenges is very simple. Canadian researcher Ch. Taylor (1992) argues that individualism is, in the context of current problems of the globalized world one of the biggest benefits, but on the other hand, individualism is in conflict with an imperative of justice. Experts on public administration ethics A. Lawton, J. Rayner, and K. Lasthuizen (2013), highlighted the fact that under conditions of moral and cultural diversity there is no single interpretation of common good that is authoritative in the contemporary world. In addition, we need to stress another important fact. Current discussions highlight the dilemma regarding the practical realization of values, thus trying to give meaning to the practical expression of agreed values (Navickienė, 2018). The human element represents an irreplaceable part of any decision-making process and in this sense, it could not be removed from the execution of public administration functions. According to Ch. Garofalo (2008), the main aim in any event is not bureaucratic hegemony, infallibility, or perfection but, rather, the strategic exercise of morally informed decision-making in a complex environment of conflicting agendas, competing priorities, and scarce resources. Put differently, the behaviour of an individual should be a very positive factor, but it can easily harm other public officials, whole organizations, or public interest tool.

Considering the complexity of public administration ethics, our attention should be directed towards the basic fragments of everyday organizational life. In this way, we could recognize a lot of ethical tension connected with a workplace. An ethical workplace must be examined in the context of other parts of the ethical infrastructure, such as ethical leadership, ethical decision-making, or integrity.

Some crucial tensions of an ethical workplace might be recognized in the perspective of ethical leadership, mutual rights and duties, ethical training, and individuals' behaviour. American expert on public administration ethics D. C. Menzel (2015) stated that benefits, which are a result of a constant ethical workplace, should be maintained by supporting ethical behaviour, creating an individual's identification with ethical management, applying the code of ethics, and finally by realizing ethical training. We have to admit that the crucial part of ethical leadership is the position of the ethical leader or manager. Leaders should use their own personal qualities to enrich ethical management both in the organization and in the ethical workplace (Haq 2011). In addition, leaders could empower public officials to act always by considering the permanent common agreed set of ethical values (Androniceanu 2013). Using the words of E. Župová (2014) we might argue that organizations should place the right people in the right places to achieve better performance of the organization. Moreover, it is important to note that some important implications of ethical principles and ethical virtues should be considered. The way managers affect the workplace was also discussed by C. E. Johnson. Managers should create clear rules and made clear statements about what is good and acceptable in everyday communication and behaviour (Johnson 2017). Benefits resulting from the aforementioned may potentially decrease corruption, misconduct and many other forms of counter-productive behaviour (Engelbrecht et al. 2017). In sum, the benefits of ethical leadership are primarily connected with employees' awareness of a code of ethics, along with ethical decision-making, and these should improve both the quality of the ethical climate and work life (Beeri et al. 2013).

Ethical decision-making is another important factor, which has to be managed and sustained by an organization. Austrian authors L. J. Noval and G. K. Stahl (2015) stated that positive and negative moods may have asymmetrical and paradoxical effects on ethical decision-making. Their study suggests that individuals in a positive mood will be more likely to engage in prosocial behaviour and less likely to refrain from activities with potential harmful consequences for colleagues, whereas individuals in a negative mood will be more likely to avoid activities that harm others, but at the same time less prone to engaging activities with positive consequences for others. The findings of this research represent another confirmation: that an ethical workplace is both an important and complex part of contemporary reality in the sphere of public administration.

Integrity is another key factor. We should agree with the words of B. Killinger (2010) that integrity is an irreplaceable requirement related to promoting ethics, and ethical principles and values in organizations. Strategies such as employees' training, the existence of ethical bodies or the application of organizational rules promoting an ethical climate need to be implemented to achieve organizations of integrity (Menzel 2006). The ideal application model of ethical integrity is focused on formulating basic principles and

creating a harmonious workplace with shared responsibility (Paine 1994). In addition, an unconventional aspect should be discussed. As mentioned by D. E. Martin (2012), the spirituality in the workplace refers to the policies and practices which are focused on the recognition of the “soul” of a public official at the organizational level. In this sense, the ethical workplace relates to the special kind of relationship between public officials and the organization they work for.

Based on the aforementioned, an ethical workplace is both influenced and determined by various factors. An ethical workplace does not only affect the behaviour of public officials, it can symbolize the line between success and disappointment. What’s more, an ethical workplace should be characterized by its side impacts on citizens, the quality of public goods, public services, and reaching public interests. That the ethical workplace needs to be sustained by both managers and public officials is an important part of this process.

On the other hand, we realize that there are some scholars who do not share the optimism mentioned so far. These experts argue that there are attributes which have a greater impact on ethics than the efforts of organizations. Authors D. Holtbrugge, A. Baron, and C. B. Frieman (2015), suggest that personal attributes like gender, age, or the big five personality traits have a much greater impact on the moral standpoint of an individual than specific organizational conditions. Nevertheless, other opinions presented by J. Stare and M. Klun (2016) show that there is no general relationship between ethical infrastructure and ethical climate in the sphere of public administration. We may conclude, then, that some experts are of the opinion that the ethical workplace is something that could not be affected by an organization. At the same time, we may argue that there are more contributions connected with the positive effects of an ethical workplace on organisations than contributions which refer to the unimportance of an ethical workplace. This fact could be confirmed by the words of E. L. Borry (2017), who notes the importance of organizational norms, which have a key role in the behaviour of employees, but at the same time notes that managers could modify rules and the ethical climate should they wish to do so..

Finally, we may conclude that creating and sustaining an ethical workplace depends on various types of activities, which should be characterized by a mutual relationship. For this reason, it is important to pay attention to the attributes of an ethical workplace. In addition, the examination of real documents, activities, and behaviour, could lead to a processing of the attributes of analysed phenomena. In this context, the ambition of this article is to analyse ethical norms and identify the attributes of an ethical workplace. We hope that theoretical conceptions based on actual practice will enrich both theory and practice.

As mentioned earlier, the paper is focused on local self-government units in the Slovak Republic. In this sense, the position of local self-government units has to be defined. We have to admit that the structure of public administration is determined by various factors, such as size of the state, type of the territory, as well as number of citizens. However, the key part of public administration is local self-government. According to M. Jesenko (2017) local self-government should be characterized as a specific public activity focused on public issues and determined by public interest. The local self-government represents the right of a certain local community to govern independently certain public issues specified by law (Bobáková 2017). Despite the fact that we live in a globalized

world, local self-government units still represent entities which are much closer to citizens than any other level of public administration.

With regards to the ambition of the paper, a very important step is to analyse a selected group code of ethics. In this sense, the research is devoted to formulations connected to the ethical workplace, which are included in the ethical norms adopted by the selected group of local self-government units. Generally speaking, local self-government can be characterized as highly fragmented in the Slovak Republic. According to the official statistics, the subsystem of local self-government consists of 2,933 units (Government Office of the Slovak Republic 2018). Small units have serious problems with their functioning. Some experts argue that the number of such units (1,145) is too high, and some scholars argue that problem is the number of competencies. This challenge of Slovakian public administration is not the centre of our attention, but it will help us to choose a relevant group of units which have adequate resources and preconditions to manage ethical issues. It does not mean that small units do not have enough resources and preconditions to create an appropriate ethical workplace. Nevertheless, selected units (cities) are mostly perceived as initiators of innovative solutions in Slovakia.

Based on the above, the paper concentrates its attention on 140 local self-government units with the city status. A city is a local self-government unit, which should be characterized as an administrative, economic, or cultural centre, which provides public services for other (smaller) local self-government units. Its territory is urbanized, it has secure transport connections with other units, and the population of such units is more than 5,000 citizens (Slovak National Council Act No. 369/1990 Coll. on Municipal Establishment, as amended). The main difference between cities and other local self-government units is in fact that cities realize activities focused on fulfilling the needs of its own inhabitants and inhabitants from the closest territory (Ručinská 2017). The acceptability of selection is confirmed also within the scope of performed activities, such as variety of procedures, application of legislation, or implementation of public policies. In this context, another argument is based on the personal, organizational, and financial potential of cities to handle ethical challenges. According to this criteria, cities represent an acceptable group of local self-government units for our analysis devoted to the ethical workplace.

Finally, we might argue that public administration should be perceived as a transparent and accountable group of organizations, whose important part is represented by local self-government units. The sustaining of an ethical workplace for public officials is an important part of such an ideal.

2. Material and methods

The ambition of the study presented is to highlight the importance of an ethical workplace, which we think is a significant part of ethical management in the sphere of public administration. The main aim of this paper is to identify the attributes of an ethical workplace, which are included in ethical norms adopted by a selected group of local self-government units in Slovakia. The article is trying to answer following research question: what are the essential attributes of an ethical workplace in Slovakian cities? In this con-

text, the hypothesis is based on the statement that the attributes of an ethical workplace are included in the codes of ethics for public officials.

From a methodological point of view the paper consists of the following parts: the theoretical introduction, regarding the potential of an ethical workplace, concentrates its attention on the meaning of the ethical workplace in public administration. In addition, the introductory part defines the position of a selected group of local self-government units (cities) in Slovakian public administration. The second part of the paper is focused on the analysis of a selected group of ethical norms for public officials. At the same time, this core part of the study (with the help of inductive and deductive methods) is trying to identify attributes of the ethical workplace included in the selected group of codes. Moreover, this part of the study deals with the partial research questions: what are the practical aspects of the identified attributes of an ethical workplace? How often are essential attributes and their practical aspects mentioned in the selected group of codes? Is the ethical workplace of the selected group of local self-government units formulated in accordance with contemporary theoretical discussions? Finally, the article ends with a discussion about the perspectives and limits of the identified attributes of ethical workplace.

In this paper, the methods of content analysis, abstraction, comparison and synthesis were involved. The successful achievement of the main goal primarily depends on a careful analysis of a selected group of ethical codes for public officials. In this sense, the method of content analysis was used to analyse a selected group of ethical norms. Content analysis was selected because of its potential to convert qualitative data mentioned in ethical norms into quantitative data. Subsequently, abstraction was used in the context of filtering those aspects of selected ethical norms, which are relevant for accomplishing the main goal of the paper. In that context, the attention was put on those parts of ethical norms which are devoted to the ethical workplace. The comparison method was used to compare important aspects of the examined issue mentioned in selected codes. Moreover, the comparison method was used to recognise differences between contemporary trends defined by theory and practice and real conditions in Slovakian cities. The method of synthesis was used to draw conclusions resulting from the analysis. Obtained data were reflected in the context of the contemporary state of knowledge. The hypothesis was verified based on descriptive statistics. The obtained data were processed using Microsoft Office Excel and were presented in tables. This paper primarily used logical scientific methods. The paper reflects the conditions of 31 December 2018.

The research sample was selected by an intentional selection and consists of ethical norms adopted by cities. Subsequently, a very important step was to identify cities with adopted codes of ethics. Codes of ethics for public officials were adopted in 46 (32.85%) cities out of 140 cities. 27 codes (58.69%) were adopted in the last seven years.

3. Results and debate

According to the literature review, the ethical workplace should be defined as an important part of ethical management. At the same time, there are different understandings of what the ethical workplace should contain. The following part of the text is devoted to the attributes of ethical workplaces included in the selected group of ethical norms for public officials adopted by Slovakian cities. Attributes consist of practical aspects, whose justifications are confirmed by the frequency of their occurrence in ethical norms.

3.1 Mutual rights and duties

Mutual right and duties should be perceived as a fundamental basis of analysed issue. Behaviour in compliance with agreed and accepted rights and duties mentioned in codes is one of the key factors in creating and sustaining an ethical workplace. The focus of the selected group of ethical norms falls into categories of collegiality, non-discrimination, abusing of authority, mobbing and harassment.

Table 1. Mutual rights and duties

n=46	Frequency	Percentage Frequency
Collegiality	27	58.70
Non- discrimination	10	21.74
Abuse of authority	33	71.74
Mobbing	15	32.61
Harassment	7	15.22

(Source: own processing)

The abuse of authority is the most frequently cited commitment connected with the ethical workplace and mutual relations of public officials. This duty is mentioned in 33 (71.74%) codes out of 46 analysed. Another important aspect of this attribute is the demanding of collegiality at the workplace. The most common formulation is that public officials should promote and sustain their positive relationships to each other. This type of sentence is included in 27 (58.70%) codes. Other important aspects of mutual rights and duties are discrimination, mobbing and harassment. But, these negative forms of behaviour are mentioned in less than a half of all cases. Mobbing is forbidden in 15 (32.61%) codes, non-discrimination behaviour is required by 10 (21.74%), and ethical norms and avoiding harassment is mentioned in only 7 (15.22%) codes. The relatively low frequency of these three aspects may look contradictory. This fact might be caused by our requirement for explicit declaration. The aforementioned negative kinds of behaviour are declared in other codes too, but they need to be indirectly deduced. In our opinion, a clear statement is more understandable both for public officials and citizens.

3.2 Reporting of misconduct

The reporting of misconduct is important for a very simply reason. The complexity of our society causes a mixing of right and wrong. We need, therefore, to concentrate our attention on situations when a morally strong person may fail to accomplish basic ethical requirements. In this sense, the mechanism on how to report misconduct looks like an important part of the ethical workplace. Based on selected codes there are four aspects devoted to reporting of misconduct, such as the obligation to report, the reporting procedure, the consequence of reporting, and the adjustment of whistleblowers protection (Table 2).

Table 2. Reporting of misconduct

n=46	Frequency	Percentage Frequency
Obligation to report	31	67.39
Reporting procedure	30	65.22
Consequence of reporting	20	48.48
Protection of whistleblower	3	6.52

(Source: own processing)

The obligation to report the misconduct is mentioned in 31 (67.39%) codes, and the regulation of procedures on how misconduct should be reported is very important. As we could see, the details associated with the reporting procedure is included in 30 out of 31 codes containing a declared obligation to report the misconduct. On the other hand, only 20 codes of ethics include statements connected with potential consequences and sanctions. Unfortunately, only 3 codes contain a declaration focused on the protection of whistleblower. If we look at contemporary trends, this result is both surprising and alarming. Without the obligation to report the misconduct, the behaviour of individuals in accordance with agreed ethical rules is only the matter of an individual’s awareness.

3.3 Professional ethical qualities

Ethical virtues are important predispositions and qualities for public officials. For this reason, ethical virtues symbolise another attribute of the ethical workplace. Ethical virtues are mostly discussed in their connection to ethical training and the awareness of public officials. Beyond this, some virtues could guide public officials in situations which are not regulated by codes. There are various opinions on which ethical virtues are important in the sphere of public administration. But some specific virtues must be mentioned in the context of the ethical workplace. Such virtues should be characterized

by their ability to regulate the behaviour of public officials in their mutual relations at the workplace. Table 3 shows the most frequently used relevant ethical virtues in the conditions of Slovakian cities.

Table 3. Ethical virtues

n=46	Frequency	Percentage Frequency
Tolerance	23	50.00
Courtesy	33	71.74
Correctness	19	41.30
Fairness	33	71.74
Consistency	16	34.78
Respectful approach	30	65.22

(Source: own processing)

As we could see, the most frequently mentioned ethical virtues are courtesy, fairness, and a respectful approach. All three virtues are included at least in 30 codes. Based on this fact, these virtues seem to be very important for creating and sustaining an ethical workplace. Moreover, codes include other virtues which could not be considered as less valuable. In this sense, adequate attention has to be directed towards tolerance, correctness, and consistency. It is hard to assess which virtue is the most important. According to global trends, there is no universal document concentrating its attention on the enumeration of irreplaceable ethical virtues in the sphere of public administration. But, based on our analysis, the selected group of codes contain ethical virtues.

3.4 Ethical leadership

Ethical leadership is the last identified attribute of the ethical workplace. We might argue that each form of ethical leadership is relatively specific. Based on our analysis, we could identify three forms of ethical leadership: the position of manager, the individual ethical instance, and the collective ethical body (Table 4). Generally, we might argue that a manager has the closest relationship with public officials and from the ethical point of view their relationship is less formal. On the other hand, specialized ethical instances are more formal, but they can create complex ethical strategies, perform ethical training, and realize many other actions. Ultimately, the final choice should be made by each organization, but key factors could be the number of public officials, the organizational structure, or the quality of human resource management.

Table 4. Ethical leadership

n=46	Frequency	Percentage Frequency
Manager	21	45.65
Individual instance	10	21.47
Collective body	6	13.04

(Source: own processing)

Exactly 21 codes of ethics entrust the procedures and roles of ethical leadership to the manager. Individual instances, called as ethical representatives or representatives for ethics and transparency, are established in 10 cities. Collective bodies, called ethical boards or committees for ethics, are established in only 6 cities. Three Slovakian cities have established both the individual instance and the collective body. This could be indicative of a very inspirational and innovative approach to ethical leadership. On the other hand, the significant part of ethical norms does not concentrate adequate attention on ethical leadership.

4. Ethical management – reality without sustaining the ethical workplace?

The ethical workplace is an important predisposition of high-quality ethical management. As already said, the ambition of the article was to identify attributes of the ethical workplace included in the most frequently used tool of ethical management. Mutual rights and duties, the reporting of misconduct, professional ethical qualities, and ethical leadership, are attributes of the ethical workplace included in codes of ethics for public officials adopted by Slovakian cities. The importance of the ethical workplace is supported by the fact that almost every code of ethics contains at least minimal requirements connected with the analysed phenomena. The number of codes and the number of selected local self-government units with identified attributes could not be generalized. Nevertheless, the key benefit of the four attributes presented might be a comprehensive view which, from a conceptual and inspirational point of view, deals with the current situation in Slovakian cities.

Based on the aforementioned we should highlight the following findings. Almost every code of ethics contains some indicators associated with the necessity of creating and sustaining the ethical workplace. Some aspects of identified attributes are mentioned more frequently than others. Based on the presented data, we might say that the most significant compliance identified was in the context of attributes, such as the reporting of misconduct and the dissemination of ethical virtues. The most frequently mentioned ethical virtues are courtesy, fairness, and a respectful approach. In the context of mutual rights and duties, selected ethical norms attend to preventing abuses of authority, and to the requiring of collegiality. On the other hand, unfortunately, ethical leadership is not mentioned as often as it should be. This fact should be recognised as some level of contradiction to the current theoretical discussions. We might also argue that the reporting of misconduct is mentioned

in the dominant part of examined codes, but at the same time there is minimal protection of whistleblowers. This fact may threaten the fulfilling of responsibilities related to the reporting of unacceptable behaviour. At the same time, the current state may be suitable for those public officials who want to bend agreed ethical requirements.

We may argue that any analysis of ethical norms cannot be perfect. Both codes of ethics and the ethical workplace are dynamic features of managing ethics in public administration. In this context, we may identify another benefit presented in this article. Reaching the imperatives and aiming for an ideal state are some of the biggest challenges to applied ethics, public administration, and to contemporary globalized society too. By adopting good practice in local self-government units and formulating theoretical recommendations, there is the potential to enrich current public administration practice.

The benefits of any identified attributes of the ethical workplace should be considered in tandem with their limits. Firstly, the research sample was selected by intentional selection based on the criteria of the status of a local self-government unit. Equally, the paper examines only those ethical norms which were relevant for Slovakian cities. Accordingly, widening the number of organizations and ethical norms could prove very useful both for theory and practice. The quality of the ethical workplace is closely related to other features and procedures of ethical management. Put differently, the ethical workplace could influence the effectivity of other tools of ethical management. Firstly, the quality of ethical norms and included requirements are very important. Moreover, a stable ethical workplace also depends on the quality and frequency of ethical training. On the other hand, there is a close relationship between training and virtues. We might also argue that there is close relationship between the quality of ethical management and the impacts of ethical training. Another important part of ethical management is an adjustment of the sanctions linked to misconduct. These limits need to be perceived in the context of the relatively short existence of democracy in Slovakia. In this context, contemporary normative attributes of the ethical workplace should be evaluated as appropriate.

Based on the above, this paper could encourage future research. The paper is devoted to an issue which is not currently examined and discussed adequately in the Slovak Republic. Given this, the paper may support interest in deeper research both in local self-government and public administration. Moreover, the paper concentrates its attention on public officials, which are employed by local self-government units. The examination of distinctions between rules and standards for public officials and employees in the private sector could enrich ethical management in both sectors. The importance of comparisons with European states should be characterised as one that proves very attractive in a contemporary globalized world. In this sense, the findings of the presented study could enrich discussions on ethics in public administration especially in the territory of Eastern Europe.

In summary, we realize that a well-functioning ethical workplace could not guarantee better meeting the needs of citizens or the more effective implementation of public policies. However, the identified attributes of an ethical workplace represent basic requirements which we hope might improve current ethical management in the sphere of public administration. Ethical challenges related to the ethical workplace should be characterized as important factors, which determine the activities of public officials in the context

of providing public goods and services and, of course, serving the public interest. Thus, any issues occurring 'behind the scene', so to speak, should not prove as attractive to the wider public. Based on the theory and realized research, we might assume that healthy working relations could influence the execution of public administration functions in a positive manner.

Conclusions

1. Public administration is an integral part of a dynamically changing society. Experts argue that the ethical workplace is an important part of organizations in the sphere of public administration. The importance of an ethical workplace is confirmed by the identified attributes defined by the Slovakian cities.
2. The article examined the attributes of an ethical workplace mentioned in the selected group of ethical norms for public officials. We may conclude that codes of ethics include the following attributes of the ethical workplace: mutual rights and duties, reporting of misconduct, professional ethical qualities, and ethical leadership.
3. The key benefit of the identified attributes might be realised via a comprehensive view, which, from the conceptual and inspirational point of view, deals with current situations in the Slovak Republic. Both ethical workplaces and codes of ethics should be perceived as dynamic parts of ethical management. In this sense, these irreplaceable parts of public administration organizations should be enhanced persistently. Finally, we hope that the identified attributes of an ethical workplace could be inspirational for any type of organization in the sphere of public administration. We believe that this article will enrich contemporary discussions on the importance of ethics in public administration.

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Ondrej, MITAĽ

Etiška darbo vieta vietos savivaldoje: Slovakijos atvejis

Anotacija

Straipsnyje pateikiamas etiškos darbo vietos svarbos viešojo administravimo srityje koncepcinis pagrindas. Teoriniame įvade apie etiškos darbo vietos potencialą daugiausia dėmesio skiriama etiškos darbo vietos sampratai. Be to, įžanginėje dalyje apibūdinama pasirinktos vietos savivaldos objektų (miestų) grupės padėtis Slovakijos viešajame administravime. Integrali straipsnio dalis yra skirta Slovakijos Respublikos valstybės miestų tarnautojų etikos normų analizei. Etiškos darbo vietos svarbą patvirtina tai, kad beveik kiekviename etikos kodekse yra minimi bent minimalūs reikalavimai, susiję su analizuojamu reiškiniu. Straipsnyje pirmiausia buvo naudojami loginiai moksliniai metodai. Remiantis pasirinktų etikos normų analize, pagrindinė šio darbo išvada yra ta, kad etinės darbo vietos atributai yra: abipusės teisės ir pareigos, informavimas apie netinkamą elgesį, profesinės etikos savybės ir etiškas vadovavimas. Remiantis mūsų tyrimais, tiek etiška darbo vieta, tiek etikos kodeksai turėtų būti suvokiami kaip dinamiška etiško valdymo dalis. Šia prasme pagrindinis identifikuotų etiškos darbo vietos požymių privalumas gali būti išsamus vaizdas, leidžiantis konceptualių požiūrių nagrinėti dabartinę situaciją Slovakijos Respublikos vietos savivaldoje. Galiausiai, baigiamojoje straipsnio dalyje aptariamos įvairios minėtų požymių ribos ir perspektyvos. Šia prasme straipsnis gali paskatinti domėjimąsi gilesniais vietos savivaldos ir viešojo administravimo tyrimais. Pateiktas tyrimas galėtų praturtinti diskusijas apie viešojo administravimo etiką, ypač Rytų Europos teritorijoje.

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