
Shaping the Attitudes of Innovative, Creative and Entrepreneurial Officials State Self-Government Institutions of Hungary, the Czech Republic and Slovakia in Management Public Organizations

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Abstract:

Purpose: The aim of the article is to investigate whether the driving force in the management of public organizations are the attitudes of officials on the example of local government institutions in Hungary, the Czech Republic and Slovakia.

Approach/Methodology/Design: The research problem is to establish the importance of professional development in shaping innovative, creative and entrepreneurial attitudes of state officials in local government institutions. A research hypothesis was put forward and verified, innovative, creative and entrepreneurial attitudes of state officials determine a high assessment of a state official by the organization's authorities.

Findings: Organizational development should be seen as a continuous, continuous learning process in various areas of its management, in which government officials are the most important link in the functioning of local government institutions. They are fundamentally influenced by their mission, vision and goals.

Practical Implications: The practical implications of the article are the developed principles and recommendations for innovative and entrepreneurial attitudes of public officials, which translates directly into improving the management of public organizations.

Originality/Value: Originality indicates the use of non-implemented analysis results in three countries. For the empirical part, the basis was the primary materials in the form of surveys conducted among government officials of selected self-government institutions of Hungary, the Czech Republic and Slovakia.

Keywords: Management of public organizations, innovative, creative and entrepreneurial attitudes of public officials, professional development.

JEL classification: A13, E02, E61, G28, H11, H41, M12.

Paper Type: Research study.

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1. Introduction

Government officials are the most important link in the functioning of local government institutions. They are fundamentally influenced by their mission, vision and goals. They have the driving force, they create actions and decisions, develop their skills and raise qualifications, which directly translates into high scores for the management staff. Their appropriate innovative, creative and entrepreneurial attitudes are aimed at professional self-improvement but also influence the morale of public organizations, including local government institutions (Arlbjorn, Freytag, de Haas, 2011). That is why it is so important to initiate and implement processes in public organizations related to full commitment, appropriate motivation and effective performance of entrusted employee tasks (Daly, 2002).

Organizational development should be seen as a continuous, continuous learning process in various areas of its management. It is important to remember about the employees in the organization of human resources, principles and methods of operation were applied, consistent with the values adopted by the organization (fairness, quality and appropriate working conditions) (Armstrong, 2001). Only then will employees be motivated to carry out the tasks entrusted to them and to achieve the goals of the organization.

Griffin (2013) notices that "human resource management in many organizations was once a secondary task, but in the last two decades its importance has grown enormously. This is due to the increasing complexity of the legal matter, the recognition that human resources are a valuable means of improving efficiency and the realization of the costs associated with their mismanagement (Griffin, 2013). "Human resource management should cover all areas of improvement that are part of the people management processes" (Kelt, 2021).

Improving human resources is inextricably linked with their quality, which can be considered from the perspective of excellence, minimizing and eliminating errors, adapting to the needs and expectations of the employer and the external environment, being change-oriented, achieving set standards and striving for continuous self-development (Lin, McDonough, Lin, and Lin, 2013). In order to implement these assumptions, it becomes necessary to develop human resources, defined as all activities enabling the enrichment of knowledge, development of skills, shaping attitudes when using financial incentives and non-financial by management (Karaszewska, 2010).

2. Methodology

The research problem of the article is to establish the importance of professional development in shaping innovative, creative and entrepreneurial attitudes of state officials in local government institutions. In order to solve the research problem, research was conducted among state officials and management staff of randomly selected local government institutions in Hungary, Slovakia and the Czech Republic. 10 randomly selected local government institutions in each of these countries were surveyed, 50 state officials and one representative of the management from each public institution were surveyed. A total of 150 government officials and 30 executives were surveyed. Surveys are aimed at recognizing opinions, judgments and assessing reality and facts by respondents regarding phenomena occurring in state organizations.

For the purposes of the conducted research, a research hypothesis was put forward and verified, innovative, creative and entrepreneurial attitudes of state officials determine a high assessment of a state official by the organization's authorities. The theoretical verification of the research hypothesis was carried out using the method of scientific cognition, the basis of which was Polish and foreign compact literature and articles published in scientific journals. For the empirical part, the basis was the primary materials in the form of surveys conducted among government officials of selected self-government institutions of Hungary, the Czech Republic and Slovakia on the aspects causing difficulties in the workplace and the significance of those selected in their professional work.

The research results clearly indicate poor knowledge of the provisions concerning the implementation of entrusted tasks, insufficient knowledge of foreign languages, lack of knowledge of basic computer programs used in offices, insufficient computer literacy and poor knowledge of local government regulations.

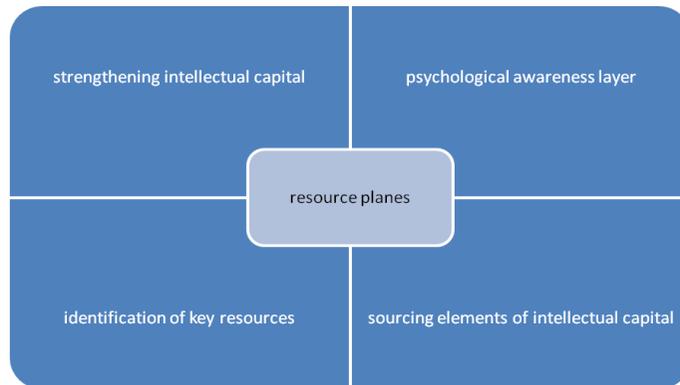
Therefore, it is recommended to systematically conduct employee training in order to improve the quality of work of government officials. According to the superiors, the most important element of the clerks' work is the organization of training and the motivation to share knowledge. The test results can be used by:

- executives, managers and heads of state public organizations who constantly undertake actions aimed at multifaceted changes in the area of human resource management;
- government officials, whose attitudes are often shaped not only by the internal environment of the organization, but also by the external environment;
- beneficiaries of public services, to whom the subject matter of the article will introduce the processes taking place in public organizations and supplement their knowledge in this area.

3. Literature Review

Managing local government institutions requires conscious involvement of intellectual capital, identifying its key resources, strengthening its value and determining the conditions for managing its resources (Kenis and Provan, 2009).

Figure 1. Resource planes in a local government organization



Source: Babel, 2016.

The implementation of objectives adopted by self-government organisations requires effective organisation of work, development of methods and techniques taking into account the resources at hand, so that the team of employees created for this purpose, both managerial and executive staff, is open to gaining knowledge, adaptable and capable of transferring employees' competences to the whole institution. Analyzing Figure 1 it can be concluded that employees of this type of organisations should be aware of the existence of many resource levels determining the effectiveness and competence in the performed duties. This is because the psychological-consciousness layer helps identify the directions of change necessary for self-improvement and self-actualization.

Identification of key intellectual capital, which includes such elements as knowledge, experience, qualifications, intelligence, reliability, energy, age, etc., enables managers to delegate tasks appropriately so that the natural predispositions of employees are their allies in achieving the objectives of the entire institution. In turn, the acquisition of intellectual capital is: the result of the identification of strategic intellectual competencies, the assessment of which can be both qualitative and quantitative. Deficiencies and inadequacies must be made up either by acquiring new skills or by strengthening existing ones (Mandell and Keast, 2007).

It is noticed that the employees of the organization are becoming more and more aware of the actions taken towards self-development and professional development, proposing their choice, taking into account the expectations towards the employer

(Bush, Heichlinger, and Johnsen, 2013). The needs in the context of professional development should align with the expectations and common goal of the entire organization. Partnership relationships between government officials and management, proper communication and the selection of appropriate training are extremely important. Improving the skills of state officials is carried out by extending the tasks performed, enriching the content of work and training (Kamińska, 2016). Extending the scope of work is related to combining similar or different operations performed at various work stations. This process may include additional tasks assigned to the employee.

On the other hand, enriching the content of the work means combining activities of various difficulty levels, increasing the share of decision-making elements in executive work. It is related to the intellectual development of an employee, who very often faces the necessity to process incoming information, diagnose it, and choose methods and methods of operation. The use of this form of influence of the superior on the employee allows you to meet the ambitions, improve the efficiency and quality of work.

Trainings are conducted to shape appropriate attitudes of government officials. Staff training can be theoretical or practical. Theoretical ones include a cross-section of the basics of knowledge in a given field, they have the form of lectures at symposia, conferences, and postgraduate studies. The practical ones are related to the implementation of the acquired theoretical knowledge into the practical skills of the participants. They take the form of business trips, demonstrations or simulations, which allows for greater integration and getting to know the workforce (Bańka, 2001). The cycle of organized trainings is characterized by the following attributes: systematic, continuous, dynamic and participatory. Systematicity is expressed by grouping training activities into management-oriented stages in such a way as to meet specific requirements.

Continuity, as another feature of the cycle of organized training, means continuous and systematic activities consisting in learning and further education, it is not a one-off, but a long-term activity spread over time (Klijn, 2008). This enables organizations to take appropriate responses to changes that occur. Individual stages and procedures of training are subject to change and are interconnected in a dynamic training process. Participation is the participation of many parties in the preparation of the training program, incl. by lecturers, organizers and participants of the training (Kowalski, 2006). Completion of training requires checking its effectiveness in terms of results and the following benefits (Kuśmierz, Jędrzejewski, and Kirov, 2009):

1. level of reaction - professionalism and reliability of the trainer's competence, quality of training materials, level of satisfaction, organizational aspects of the training;

2. level of education - assessment of the level of knowledge, skills and attitudes; diagnosis of in put / out put training participants in the above-mentioned criteria;
3. level of behavior - assessment of the manner of performing employee tasks using the knowledge, skills and abilities acquired during the training; takes the form of interviews, observations and surveys;
4. level of results - measured by the results and efficiency of work of the trained employees, which clearly affects the achievement of the strategic goals of the entire organization and allows for the assessment of the organizational effects of the training or the possible return of costs.

Trainings of state officials are usually highly specialized, relate to the performance of tasks at individual positions and focus on improving knowledge and skills in the field of human resources management, work quality, entrepreneurship, financial management, organizational culture, internal communication, quality of the applicant's service, comprehensive quality management, implementation of modern IT techniques. Recruitment of employees is carried out in accordance with the requirements and needs of a specific job, i.e., the recruited is expected to have appropriate education, qualifications, skills and authorizations. Special allowances, discretionary awards and non-financial awards for effective employees are an effective motivator in their professional work. Promoting content workers also positively affects their morale and is related with further planned development of knowledge and skills (Popiel and Jachymska, 2004). Efficient management of human resources in public administration units depends on the quality of human capital. This quality is created by competent state officials with appropriate qualifications and in appropriate working conditions (Orłowski, 2010).

Appropriate competences are required of all employees, because these are the expectations of the management staff in relation to the staff who must have them, have them in the implementation of specific tasks (Oleksyn, 2011). Competency management, on the other hand, means close cooperation of the management in ensuring that the organization has a full staffing of positions, by staff with appropriate competences, i.e., knowledge, skills, abilities, professional experience or the expected value system (Böhm, 2002). Knowledge and skills as the basic components of competences mean that employees of the organization should be characterized by (Marzec, van der Heijden, 2003):

- the ability to understand the expectations and requirements of the organization, i.e. they should have the ability to properly interpret the assumptions, mission, vision and goals;
- the skills of the service provider who is focused on providing services to the petitioner, i.e. have such features as: communication skills, ease of establishing contacts, the ability to negotiate, recognizing the needs and expectations of the petitioner, quick transition from thinking to action, organizing activities;
- managerial skills necessary to manage the workforce, suppliers, applicants and all resources of the entire organization;

- ability to solve interpersonal conflicts, business, IT and analytical problems;
- interpersonal skills and personality traits, which include such aspects as: enthusiasm and positive attitude, flexibility in thinking and acting, friendly way of being, self-confidence, vigilance, reliability, personal culture, the ability to listen, responding to the petitioner's needs, initiative, responsibility, the ability to adapt to a changing environment, flexibility in action and thinking, assimilating, processing and transferring professional and reliable knowledge.

Professional experience, knowledge, competences, professed values are factors of organizational culture shaped by everyday events, which is multilaterally and multifactorial and requires the interest of all government officials to bring the expected results (Caputa, 2013; Sikorski, 2009). Officials, by exchanging knowledge and experience, increase their skills, and thus develop their competences (Wojtaszek and Miciuła, 2019). The culture of public organization shapes certain patterns, examples of behavior and clerical attitudes, it also influences the ambitions and professional aspirations of employees, but is also an effective stimulator of development and acquisition of competences (Walczak, 2009).

4. Research Results

In the analysis of the research results, the number tables were used. The research sample covered 3 countries (Hungary, Czech Republic, Slovakia). The selection of the participants in the study was random. The respondents were selected from the entire group of employees of the institution by random selection, the so-called a random sample assuming that the sample is representative of the population. The research was carried out in the so-called "Eastern bloc" (Czech Republic, Slovakia, Hungary) paying special attention to certain cultural similarities. From each country in the selected local authorities, 50 government officials (lower-level employees) were asked for responses, while 10 government officials (senior employees) responded from the management team.

The following hypothesis was formulated in the research, innovative, creative and entrepreneurial attitudes of state officials determine the high assessment of a state official by the organization's authorities.

A short questionnaire was selected for the research from among many other measurement instruments from the classification of direct survey methods of collecting data from primary sources to the direct questionnaire method, due to the multitude of advantages of its use. The method of data collection is direct questionnaire with immediate return as one of the measurement techniques. The questions were answered by selecting the suggested ones, with the possibility of multiple choice. Therefore, the frequency tables were selected that show the popularity of a given answer in the form of a specific number. It can be noticed that the respondents did not always choose the maximum number of variants of answers

to a given question. In question 1, the respondents were asked to answer the question what aspects of the official's work cause problems (Table 1).

Table 1. *What aspects at the workplace cause you the most difficulties?*

Table of numbers: What aspects at the workplace cause you the most difficulties? You can choose more than one answer.			
Response class	Number	Cumulative number	Details (countries: Hungary, Czech Republic, Slovakia)
Computer literacy	27	27	14+3+10
Knowledge of basic programs	31	58	12+0+19
Knowledge of the regulations	41	99	18+0+23
Knowledge of the provisions of the code	21	120	21+0+0
Knowledge of goals and functions of local government organization	15	135	4+0+11
Knowledge of local government regulations	27	162	19+0+8
Knowledge of foreign languages	32	194	0+14+18
Availability during work	19	213	0+19+0
The way of approaching the implementation of tasks and effects	11	224	0+11+0

Source: *Own study in the Statistica 13 program based on research results.*

On the basis of the data contained in the table, obtained through statistical analysis, it can be concluded that the most frequently repeated problems are:

- poor knowledge of the provisions concerning the implementation of the tasks entrusted;
- insufficient knowledge of foreign languages;
- lack of knowledge of basic computer programs used in offices;
- insufficient computer skills;
- poor knowledge of local government regulations.

Respondents indicated a total of 9 types of areas that made them difficult to work in, but not all problems related to the same degree to local government units in all 3 countries. In Hungary, the most important thing is knowledge of the regulations (code, local government, general) and computer skills. In the Czech Republic, the most important thing is the knowledge of foreign languages and availability during work, as well as the approach to achieving results. On the other hand, in Slovakia, the most important are knowledge of general regulations, knowledge of basic computer programs used in local governments and knowledge of foreign languages. In the opinion of the superior, the most important aspect of the clerk's work was also highlighted (Table 2).

Table 2. Which aspect of the professional work of officials according to superiors is the most important in your opinion?

Table of numbers: Which of the aspects in the professional work of officials, according to their superiors, is the most important in your opinion? (you can circle up to 3 answers)			
Grade	Number	Cumulative number	Country details (Hungary, Czech Republic, Slovakia)
Motivation to share knowledge	54	54	19+16+19
Openness to initiative	29	83	10+0+19
Knowledge orientation	30	113	18+0 +12
Organized teamwork	26	139	26+0+0
Organizing training	54	193	0+29+25
Acquiring new employees	11	204	0+11+0
Orientation on communication and interpersonal relationships	29	233	0+29+0
Orientation on entrepreneurial activities	11	244	0+11+0
Perceiving creativity and resourcefulness of officials	17	261	0+0+17

Source: Own study in the Statistica 13 program based on research results.

Based on the table of numbers, it can be concluded that, according to the superiors, the most important element of the clerks' work is the organization of training and the motivation to share knowledge. The other aspects are less noticeable. An especially insignificant aspect is the orientation towards entrepreneurial activity, which may result from the nature of the official's work. The clerk can share knowledge, but is not enterprising. The hypothesis put forward in the research: Innovative, creative and entrepreneurial attitudes of state officials determine the high assessment of a state official by the authorities of the organization was confirmed. The research analysis showed that the management of public organizations is a complex process, which is the result of many influencing factors determining the culture of an organization, its innovation and competency management.

Human resource management in local government units is a long-term process in the socio-economic environment, where the authorities are supposed to activate the clerical staff through the comprehensive use of methods and tools for this purpose. The society is interested in high quality of public services, and thus a rich offer oriented to the needs of applicants. In order to provide high-quality services, it is necessary to intensively and constantly improve the skills and knowledge of the staff. Continuous monitoring of all activities of officials in relations with the beneficiaries of public services, colleagues and superiors will allow to minimize possible errors in their attitudes and hard work on their exclusion in the future.

5. Conclusion

The management of civil servants in local government institutions in Hungary, the Czech Republic and Slovakia is a management challenge especially in the areas of:

- improvement of human capital-oriented management processes in public

- organizations;
- monitoring the development of human resources management in local government institutions;
- determining the impact of human resource management on the activities undertaken in local government institutions;
- improving old and creative creation of new concepts and models supporting human resource management processes in public organizations.

Public officials in the Hungarian, Czech and Slovak local self-governments should be managed in such a way that they perform their duties responsibly and in accordance with the applicable legislation. Motivating the staff to implement the organization's strategy, including it in decision-making processes, focusing on activities related to creativity, innovation and entrepreneurship, aims to create full involvement of a public organization with a developed organizational culture.

Moreover, it is noted that Hungary, the Czech Republic and Slovakia have a different degree and nature of decentralization, while maintaining their distinctiveness in terms of characteristics. The decentralization of unitary states is carried out by transferring administrative powers mainly at the commune and poviat and region (voivodship) levels, while maintaining unitarity and uniformity of the system. The influence of decentralized self-government authorities on the activity of the state is usually limited and varied.

In each of the analyzed countries, in terms of self-governance, the full cooperation of individual structures of local government institutions with neighboring countries is emphasized. This cooperation is to bring tangible benefits for each party and determine further shaping of changes and transformations in the public administration sector, it also applies to shaping innovative and creative attitudes and enterprising officials of state self-government institutions. Human resources management in Hungarian, Czech and Slovak self-government institutions performs many responsible functions. These are activities that require time, management and communication skills, but also the development of a good strategy and effective care for the clerical staff.

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