

VOLUME 5
2/2018

SLOVAK JOURNAL OF PUBLIC POLICY AND PUBLIC ADMINISTRATION

ISSN 1339-5637
ISSN 1339-7826 (ONLINE)



SLOVENSKÁ REVUE PRE VEREJNÚ POLITIKU
A VEREJNÚ SPRÁVU

SLOVAK JOURNAL OF PUBLIC POLICY
AND PUBLIC ADMINISTRATION

VOLUME V.
2/2018

PUBLISHER:
FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF SAINTS CYRIL AND METHODIUS IN TRNAVA
IN COOPERATION WITH
SLOVAK SOCIETY FOR PUBLIC ADMINISTRATION AT SLOVAK
ACADEMY OF SCIENCES

CONTENT

VOLUME 5, 2/2018, s. 68

ARTICLES

HORVÁTH, Peter - MACHYNIAK, Ján: 2018 Municipal Elections in Trnava Region	73
LABANCZ, Andrea: Eu: Crisis Management Trends in the Digital Age	91
MITAL', Ondrej: Normative Aspect of Public Administration Ethics	102
VOGELOVÁ, Markéta - CHALOUPKA, Radek - ABRHÁM, Josef: Potential of New Data Sources in Tourism	118

REVIEWS

IMROVIČ, Michal: Murray - Svidroňová, Mária: Non-governmental non-profit organizations – bearers of public service innovation	130
KRÁL, Rastislav: Žofčinová, Vladimíra: Specific Categories of Employees	132

PETER HORVÁTH¹ - JÁN MACHYNIAK²

2018 MUNICIPAL ELECTIONS IN TRNAVA REGION

Abstract

Elections are a means of legitimizing power, through which citizens elect their representatives. The principle of representative democracy ensures that, for a given period, the duly elected representatives of the people manage public matters at the level of the state, the European Union, the region or the municipality. Municipal policy is the closest level to the everyday life of citizens. It immediately affects the quality of life. Accessibility of medical care, clean roads, functioning pre-school facilities, high-quality elementary schools, but also the level of local taxes and many others are factors that are also the result of who the citizens elect in the municipal elections. In Slovakia, we have more than 2800 municipalities and cities, each municipality has its mayor and deputies of the municipal council. Each municipal self-government has several thousand competencies that are enshrined in legislation. A special phenomenon of municipal elections is the institute of independent deputies, which allows to stand as a candidate without being a part of the spectrum of political parties. In the long term, these independent deputies are the most successful group among all candidates.

Key words: elections, electoral systems, municipal policy, Slovak Republic, political party.

1 INTRODUCTION

The municipal elections in 2018 confirmed several trends started during regional elections one year earlier. In particular, it is the retreat of classical political parties at the level of municipal and regional elections, in both cases, the dominant

1 doc. PhDr. Peter Horváth, PhD., Faculty of Social Sciences, University of Saints Cyril and Methodius in Trnava, Bučianska 4/A, 91701 Trnava, Slovak Republic, e-mail: peter.horvath@ucm.sk.

2 PhDr. Ján Machyniak, PhD., Faculty of Social Sciences, University of Saints Cyril and Methodius in Trnava, Bučianska 4/A, 91701 Trnava, Slovak Republic, e-mail: jan.machyniak@ucm.sk.

position of independent candidates was confirmed. Even some of the last year's political party candidates, or candidates with the support of political parties, have also been hidden under this designation. It is interesting that the phenomenon of retreat of classical political parties applies to both coalition and opposition political parties. The only political party outside the current parliament, with some success, was the Christian Democratic Movement. In the paper, we will first look at the theoretical definition of municipal self-governing bodies, then the electoral system, and in the third part we will analyze the results of the municipal elections in the region of Trnava, which forms the Trnava Self-Governing Region.

2 SUBJECT OF MUNICIPAL ELECTIONS

The subject of municipal policy and the associated municipal elections is extremely important for a number of reasons. One of them is its closeness to everyday life of every citizen of this state. Municipal policy directly interferes with everyday life of every citizen of this state. They manage huge property located in all municipalities and cities in Slovakia. For example, local self-government in Trnava has a budget of more than € 57 million, the capital of Bratislava more than € 368 million, and for example the municipality of Smolenice has a budget of over € 2,2 million. The main competencies of municipal self-government include, for example, local road administration, local public transport, care for public greenery and the overall environment within the territory of the municipality, waste management, social care, primary education, cultural events of local importance, health care in the form of type I hospitals, clinics and many others (Guťan, 2017). When calculating in the form of legislative standards, more than 5 thousand competencies are defined at this level of self-government (Brix, Švikruha, 2017; Horvách, Cíbik, Švikruha, 2018).

Municipal elections (elections to the bodies of municipal self-government) are governed by the oldest electoral type, which has not changed since its inception in 1990. It is based on the principle of an absolute winner, which means that the election wins the candidate who obtains the highest number of votes (Bardovič, 2018). It is not important whether it is the difference of one voice, a relative or an absolute majority. The number of voters is not important as well. Everyone has the right to participate, those who will use this right, will decide. It is the simplest type of electoral system, the greatest advantage of which is its clarity for citizens. If we greatly simplify it, the biggest change so far has been the adoption of electoral legislation in 2014, namely Act No. 180/2014 Coll. on Conditions of the Exercise of Voting Rights and Act No. 181/2014 Coll. on Election Campaign. Both these legislative norms have combined the exercise of voting rights and the election campaign for all five types of elections taking place in the territory of the Slovak Republic - parliamentary elections, election of the head of state, elections

to the European Parliament, elections to local and regional authorities. These statutory amendments did not change the basic principle of municipal elections, they only gave them a common framework and unified some factors of the pre-election period (Act No. 180/2014 Coll.).

The municipal elections aim to occupy two bodies within the municipal self-government - the municipal council and the mayor (Meluš, 2018). The municipal council can be characterized as a representative assembly consisting of deputies elected by the citizens of the municipality. Municipal council shall make all decisions as an assembly. It means, in general, that the municipal council is competent to negotiate and resolve when the absolute majority of all deputies of the municipal council is present. The adoption of a resolution of the municipal council requires the approval of an absolute majority of the members of the municipal council. In the case of a regulation, the approval of a three-fifths majority of the present members is required for its adoption. In principle, meetings of the municipal council are public. The municipal council usually meets as necessary, at least every three months. As a collective body, it has the right to call for a referendum at the municipal level. The number of deputies of the municipal council is between 3 and 41 deputies, according to the number of inhabitants. Passive voting rights are the same in this case as active voting rights, i.e. 18 years of age and permanent residence in the territory of the municipality. The mayor in the municipal self-government represents the highest executive body of the municipality and, at the same time, it is a public function. Passive voting rights are tied to a minimum age of 25 years on the election day. The function of the mayor of the municipality requires the performance of tasks which are generally of the nature of public administration. The most basic tasks of the mayor of the municipality in the performance of self-government include: calling and usually conducting meetings of the municipal council, signing their resolutions, responsibility for the implementation of municipal self-government, representing the municipality in relation to the state authorities, various legal and natural persons, issuing of the labour and organizational order of the municipal office and the order of remuneration of the employees of the municipality, decision-making in all matters of municipal administration, which are not reserved to the municipal council by the law or the statute of the municipality. The mayor of the municipality is a statutory body, which in general means that he/she acts on behalf of the municipality (Horvách, 2014).

2.1 2018 municipal elections at national level

The last municipal elections in Slovakia took place on Saturday, November 10, 2018. Citizens decided on their representatives in 2919 municipalities, while a total number of municipalities in Slovakia, including the municipalities of

Bratislava and Košice, is 2926. The status of the city has 140 subjects. For the statistics, 4 494 400 eligible voters were registered, of which 2 187 735 used their voting rights, which ultimately represents a voter turnout of 48.67%. Mayor was elected in 2904 municipalities, municipal council in 2 895 municipalities. The proportion of men and women among mayors was 75:25, among deputies 76:24.

Table 1 Voter turnout in 2018 municipal elections by regions

Region	Number of municipalities, in which elections were held	Number of registered voters	Voter turnout in %
Bratislava	88	587 139	43,74
Trnava	251	472 772	49,31
Trenčín	276	491 341	48,64
Nitra	354	580 041	47,91
Žilina	315	568 908	52,05
Banská Bystrica	513	524 203	47,91
Prešov	661	639 386	53,18
Košice	461	630 610	46,51

Source: <http://volby.statistics.sk/oso/oso2018/sk/data01.html>

Nationwide voter turnout in these elections was 48.67%. It is interesting, that the lowest voter turnout was in the Bratislava Region, where is the highest concentration of population, and on the contrary, the highest voter turnout was in the Prešov region, where most of the municipalities have a very small number of inhabitants. The geographical division of Slovakia into the north versus south, as well as lower voter turnout in the regions with a larger Hungarian minority, is also worth mentioning. It will certainly be interesting to look at the comparison of voter turnout with the previous municipal elections, or other elections.

Table 2 Comparison of nationwide voter turnout in municipal elections in 2002-2018

Municipal elections-year	2002	2006	2010	2014	2018
Voter turnout in SR in %	49,51	47,65	49,69	48,34	48,68

Source: own processing according to data of the Statistical Office of the Slovak Republic

Voter turnout in the municipal elections in Slovakia in this millennium has never exceeded the absolute majority of all eligible voters. Since the establishment of municipal self-government, historically highest voter turnout was in the first elections in 1990 (63.75%), higher than at present it was also in 1994 (52.42%) and in 1998 (53.95%). After 2000, such turnout has never been achieved, although the elections often brought interesting struggles of local politicians and,

in particular, the latter brought the unprecedented boom of the so-called non-political candidates for posts in municipal self-government.

Table 3 Comparison of voter turnout in other individual types of elections in SR

Type of elections	Parliamentary election	Presidential election(1st round)	Elections to VÚC	Municipal elections	Elections to the European Parliament
Year of elections	2016	2014	2017	2018	2014
Voter turnout in percentage	59,82	43,40	29,95	48,68	13,05

Source: own processing according to data of the Statistical Office of the Slovak Republic

When we compare the voter turnout in the other five kinds of elections in Slovakia, it may be surprising to find out that the municipal elections, on the issue of interest, expressed by the voter turnout, are the second most interesting elections. Their voter turnout was higher than in the first round of presidential elections, although in the second round of election of the head of state it increased to 50,48%, and so the local elections would hypothetically be moved to the third place. Although it is not statistically exactly expressed, an interesting factor that may reduce voter turnout may be that in some municipalities, only one candidate is running for the highest position, so his/her own vote is sufficient to be elected. This, of course, has a demotivating effect on potential voters. Attention should be paid to the extremely low turnout in regional elections and in the elections to the European Parliament, which may be caused by incomprehension, by the voters' feeling that their vote does not have enough weight, or by the lack of opinion. In various research, citizens have no problem to define municipal self-government, by the regional self-government it is much worse.

Sure, for the classical voters, the most interesting view of the results of the municipal elections is through the prism of political parties for which the individual candidates participated in the election contests. In this context, it should be noted, that in addition to political parties, also candidates with no party affiliation had the opportunity to participate in the political contest.

Table 4 Number and share of elected mayors by individual political parties in the SR (at least 10 elected per party)

Political party	Number of mayors	Share of mayors in %
NEKA	1 232	42,42
KDH	157	5,40

MOST – HÍD	127	4,37
SNS	160	5,50
SME RODINA - Boris Kollár	11	0,37
SMER-SD	592	20,38
SPOLU	16	0,55
SMK-MKP	115	3,96
MOST - HÍD, SMER-SD	41	1,41
MOST - HÍD, SMK-MKP	31	1,06
OBYČAJNÍ EUDIA a nezávislé osobnosti (OLANO), SaS	13	0,44
SNS, SMER-SD	142	4,88
KDH, OBYČAJNÍ EUDIA a nezávislé osobnosti (OLANO), SaS	10	0,34
MOST - HÍD, SNS, SMER-SD	45	1,54

Source: <http://volby.statistics.sk/oso/oso2018/sk/download.html>

Although municipal elections are ultimately about gaining the posts of mayors and deputies, politically more interesting is the fight for the post of the first citizen of the municipality. With regard to the one-round majority election, which can not be repaired earlier than in 4 years in the next election, candidates must often create the widest possible coalitions in order to increase chances of the victory, except for so-called independent candidates, of course. Therefore, a number of interesting coalitions were created in these municipal elections, and it is difficult to clearly identify the winning candidate with his/her real party. Therefore, in the table, we only list political parties and coalitions that have received at least 10 mandates for a given variation, and we consider the first party within the coalition as the true political affiliation of the winning candidate.

Looking at the results of the municipal elections of mayors, as an overall winner we can clearly identify the category of independent candidates with more than 42% of the posts (1232), second were candidates of SMER-SD with a gain of more than one fifth of all posts (592) and third was the second SNS coalition with more than 5% (160). If we add a coalition of SNS and SMER-SD with a gain of almost 5% (142), it is clear that opposition parties in this political struggle have been getting a shorter end of the stick. Even non-parliamentary KDH gained more than 5% (160). However, the fact that the ruling parties can really consider their success to be relative, confirm their gains at the level of regional capitals, where, on the contrary, they have experienced a rapid retreat from their positions.

Table 5 Number and share of elected deputies by individual political parties in the SR (at least 30)

Political party	Number of deputies	Share of deputies in %
NEKA	7301	35,36
DOMA DOBRE	126	0,61
KSS	60	0,29
ES Naše Slovensko	42	0,20
KDH	2 350	11,38
MOST – HÍD	915	4,43
NAJ	36	0,17
NÁRODNÁ KOALÍCIA	151	0,73
NOVA	92	0,44
OKS	30	0,14
OBYČAJNÍ ĽUDIA a nezávislé osobnosti (OLANO)	84	0,40
Progresívne Slovensko	46	0,22
SDKÚ-DS	56	0,27
SaS	110	0,53
SKS	74	0,35
SNS	1 678	8,12
SME RODINA - Boris Kollár	123	0,59
SMER-SD	3 692	17,88
SPOLU	285	1,38
STAROSTOVIA A NEZÁVISLÍ KANDIDÁTI	85	0,41
SMK-MKP	1 248	6,04
STRANA MODERNÉHO SLOVENSKA (SMS)	106	0,51
SRK	71	0,34
STS	30	0,14
SZ	33	0,15
SZS	84	0,40
ŠANCA	110	0,53
MOST - HÍD, SMER-SD	67	0,32
MOST - HÍD, SMK-MKP	30	0,14
OBYČAJNÍ ĽUDIA a nezávislé osobnosti (OLANO), SaS	172	0,83
Progresívne Slovensko, SPOLU	55	0,26
SNS, SMER-SD	292	1,41

KDH, OBYČAJNÍ ĽUDIA a nezávislé osobnosti (OĽANO), SaS	106	0,51
MOST - HÍD, SNS, SMER-SD	91	0,44
SNS, SMER-SD, SZ	32	0,15
KDH, NOVA, OKS, OBYČAJNÍ ĽUDIA a nezávislé osobnosti (OĽANO), SaS, SME RODINA - Boris Kollár, Zmena zdola, DÚ	48	0,23

Source: <http://volby.statistics.sk/oso/oso2018/sk/download.html>

The results of the elections of deputies of municipal self-governments are similar, independent candidates with a gain of more than 35% (7301) are again absolute winners, SMER-SD is second with a gain of almost 18% (3692) and in the third place, compared to mayoral elections, KDH with a gain of more than 11% (2350) exchanged its position with SNS with a gain of more than 8% (1678). It is also interesting to look at the struggle of two parties, declaring themselves to be the supporters of especially Hungarian minority - in mayoral elections, MOST-HÍD closely defeated SMK-MKP, in the elections of deputies, on the contrary, the extra-parliamentary party won closely - duel of mayors 127:115, duel of deputies 1248:915. Among the opposition political parties, the majority of the votes separately won SME RODINA at the level of 0.59% (123).

2.2 2018 Municipal elections at the level of regional capitals

Let us now look closer at the regional capitals, which are politically the most important bastions of individual political parties. However, when a political party has a winner in a small municipality or at the level of a regional capital, it is not the same, even though mathematically it is the same number one. Let us look at the regional capitals from two points of view – let us compare the voter turnout in the regional capitals and then recall the winners of the previous elections at this level.

Table 6 Voter turnout in municipal elections at the level of regional capitals in 2006 – 2018

Year of elections	BA	TT	TN	NR	ZA	BB	PO	KE	SR
2006	32,8	29,4	32,4	33,1	37,4	33,0	36,0	26,5	47,65
2010	33,6	29,4	44,9	31,4	38,4	39,0	36,6	33,4	49,69
2014	33,8	33,3	37,1	26,5	41,2	32,6	37,0	54,8	48,34
2018	36,5	37,7	42,0	43,1	41,3	37,9	43,2	35,7	48,68

Source: own calculations according to the data of the Statistical Office of the Slovak Republic

Again, this table shows that voter turnout is higher in smaller municipalities where candidates are closer to their voters. Only once, in 2018, there was a higher voter turnout in the city of Košice than the national average, but except from this one case, it was always lower. We will try to analyze this knowledge at the level of Trnava Region, where we will compare not only the regional level, but also the level of the districts and individual municipalities.

Table 7 Overview of the winners of the municipal elections in 1994 - 2018 in regional capitals

Year of elections	Regional capital	Mayor	Party affiliation
1994	Bratislava	Peter Kresánek	KDH, DÚ, DS, NDS, SPŽSR
	Trnava	Štefan Bošňák	KDH
	Trenčín	Jozef Žiška	independent
	Nitra	Vladimír Libant	independent
	Žilina	Ján Slotá	SNS
	Banská Bystrica	Igor Presperín	SDE
	Prešov	Juraj Kopčák	KDH
	Košice	Rudolf Schuster	independent
1998	Bratislava	Jozef Moravčík	SDK, SDĽ
	Trnava	Štefan Bošňák	KDH
	Trenčín	Jozef Žiška	independent
	Nitra	Jozef Prokeš	SNS
	Žilina	Ján Slotá	SNS
	Banská Bystrica	Ján Králik	SDE, HZDS, HZD, ZRS, KSS, SDSS, NOSNP
	Prešov	Juraj Kopčák	KDH
	Košice	Rudolf Schuster, Zdenko Trebul'a (1999-2002,)	independent

2002	Bratislava	Andrej Ďurkovský	KDH, ANO, DS, SZS, DÚ
	Trnava	Štefan Bošňák	KDH
	Trenčín	Juraj Liška (2002-2003) Branislav Celler (2004-2006 – DS)	SDKÚ, KDH, ANO, DS
	Nitra	Ferdinand Vítek	SDKÚ, KDH, ANO a SZS
	Žilina	Ján Slota	SNS
	Banská Bystrica	Ján Králik	SDE
	Prešov	Milan Benč	SDE, HZDS, SDA, HZD, SNS, RDH-VÝCHOD
	Košice	Zdenko Trebuľa	ANO, SMER, SMK, SDA
2006	Bratislava	Andrej Ďurkovský	KDH, SDKÚ-DS
	Trnava	Štefan Bošňák	KDH
	Trenčín	Branislav Celler	SDKÚ-DS, KDH
	Nitra	Jozef Dvonč	Smer-SD, KDH, SNS, SF a HZD
	Žilina	Ivan Harman (od 2007)	SDKÚ-DS, KDH, SF, OKS
	Banská Bystrica	Ivan Saktor	Smer-SD, SNS, SZS
	Prešov	Pavel Hagyari	independent
	Košice	František Knapík	KDH, SDKÚ-DS, SMK-MKP
2010	Bratislava	Milan Ftáčnik	independent
	Trnava	Vladimír Butko	KDH
	Trenčín	Richard Rybníček	independent
	Nitra	Jozef Dvonč	Smer-SD, KDH, SNS, SZ
	Žilina	Igor Choma	Smer-SD, SZ, ĽS-HZDS, HZD
	Banská Bystrica	Peter Gogola	independent
	Prešov	Pavel Hagyari	independent
	Košice	Richard Raši	Smer-SD, Most-Híd

2014	Bratislava	Ivo Nesrovnal	independent
	Trnava	Peter Bročka	independent
	Trenčín	Richard Rybníček	independent
	Nitra	Jozef Dvonč	Smer-SD, KDH a SNS
	Žilina	Igor Choma	Smer-SD
	Banská Bystrica	Ján Nosko	independent
	Prešov	Andrea Turčanová	KDH, SDKÚ-DS, OBYČAJNÍ ĽUDIA a nezávislé osobnosti, MOST - HÍD, NOVA, OKS
	Košice	Richard Raši	Smer-SD
2018	Bratislava	Matúš Vallo	Progresívne Slovensko, Spolu
	Trnava	Peter Bročka	independent
	Trenčín	Richard Rybníček	independent
	Nitra	Marek Hattas	independent
	Žilina	Peter Fiabáne	independent
	Banská Bystrica	Ján Nosko	independent
	Prešov	Andrea Turčanová	KDH, OĽANO, NOVA
	Košice	Jaroslav Polaček	SAS, KDH, SMK-MKP, NOVA, OKS

Source: own processing according to data of the Statistical Office of the Slovak Republic

When looking at regional capitals, it is also obvious that the municipal policy is not predominantly about party affiliation, the way of election of mayors unequivocally shows that the most important factor is the candidates themselves. We can look at individual regional capitals from several perspectives, interesting is a comparison, for example, from the perspective of „big politics“. In 1994, HZDS clearly won parliamentary elections, but at the level of the future regional capitals, it had no representation. Such ascenario has never been repeated to such an extent. Ruling parties experienced similar debacle in the last municipal elections in 2018, when they failed to win in at least one of eight cities, although in Banská Bystrica the independent candidate and the previous Mayor Ján Noska was strongly supported by SMER-SD. A new phenomenon prevailed - in five cities won an independent candidate, raising a number of issues, especially ahead of the expected parliamentary elections in early 2020.

2.3 2018 Municipal elections at Trnava Region level

Let us now look at the results of 2018 local elections at the level of one region, with regard to the academic activity of the authors of this paper, we have chosen Trnava Region. Trnava Region has an area of 4 146.4 km² (8.5% of the area of SR). It is divided into 7 districts: Dunajská Streda, Galanta, Hlohovec, Piešťany, Senica, Skalica and Trnava. The largest is the district Dunajská Streda, which occupies 25.9% of the total area of the region, and the smallest district is Hlohovec, which occupies 6.4%. On December 31, 2017, it had 562,372 inhabitants and it is the smallest of all the regions (10.3% of the population of the SR). The region consists of 251 municipalities, 17 of which are cities (with 47.6% of the population living there) (Statistical Yearbook, 2018). Let us again start with a look at the actual voter turnout, which also indicates the level of citizens' interest in municipal policy and the work of its individual actors.

Table 8 Voter turnout in 2018 municipal elections by districts in Trnava Region

District	Number of municipalities in which elections were held	Voter turnout in %
Dunajská Streda	67	54,49
Galanta	36	47,34
Piešťany	27	47,07
Senica	31	46,81
Skalica	21	50,89
Hlohovec	24	49,33
Trnava	45	47,55

Source: <http://volby.statistics.sk/oso/oso2018/sk/download.html>

Table 9 Overview of voter turnout in municipal elections in district towns in Trnava Region in 2010 – 2018

District town	2010	2014	2018
Dunajská Streda	40,66	38,18	36,32
Galanta	38,34	39,65	38,52
Hlohovec	39,81	40,96	43,37
Piešťany	35,39	36,44	37,12
Senica	34,72	33,90	38,37
Skalica	41,05	37,79	46,36
Trnava	29,35	33,29	37,74

Source: own processing according to data of the Statistical Office of the Slovak Republic

Let us recall, that the nationwide voter turnout in 2018 municipal elections was 48,64%, in Trnava Region it was 49,31%. Looking at the individual

districts, the highest voter turnout was in the district of Dunajská Streda 54,49%, absolute majority had also the district of Skalica 50,89% in the opposite part of the region, the lowest voter turnout, on the contrary, was in the districts Senica, Piešťany, Galanta and Trnava, with almost identical values. The district of Hlohovec was closest to the national average. From the point of view of district towns, the highest voter turnout was in Skalica (maybe because the then mayor eventually occupied the fifth position), Dunajská Streda had the lowest voter turnout, so the voter turnout in the district town was exactly the opposite to the voter turnout in the whole district. Very low voter turnout was also in Trnava and Piešťany. It confirms again the thesis, that the smaller the municipality, the greater the voter turnout, unless specific local conditions (lack of candidates, one candidate for mayor, etc.) occur. For better clarity, we attach a table showing the voter turnout at Trnava district level. In 2018 only three municipalities (Cífer, Horná Krupá and Dobrá Voda) had lower voter turnout than the city of Trnava, all other municipalities, on the contrary, had higher voter turnout.

Table 10 Voter turnout in municipalities in Trnava district in municipal elections in 2010 – 2018

Name of the municipality	2010	2014	2018
Biely Kostol	52,86	55,80	52,22
Bíňovce	68,97	73,33	75,36
Bohdanovce nad Trnavou	71,45	33,68	64,13
Boleráz	53,78	49,10	55,45
Borová	73,91	68,24	77,26
Brestovany	62,67	54,25	53,59
Bučany	63,32	60,18	63,20
Buková	71,63	57,09	53,88
Cífer	56,96	55,56	33,53
Dechtice	69,62	68,73	67,10
Dlhá	44,83	44,28	62,01
Dobrá Voda	72,46	66,81	37,33
Dolná Krupá	58,41	57,67	60,59
Dolné Dubové	71,32	31,95	63,49
Dolné Lovčice	60,12	51,99	65,81
Dolné Orešany	66,69	61,07	63,14
Horná Krupá	84,24	57,84	37,64
Horné Dubové	42,24	74,22	75,78
Horné Orešany	56,47	60,99	58,86
Hrnčiarovce nad Parnou	55,70	57,80	57,92

Jaslovské Bohunice	72,44	77,47	69,84
Kátlovce	74,23	75,34	73,58
Košolná	42,08	77,02	74,31
Križovany nad Dudváhom	62,11	55,85	64,28
Lošonec	73,74	66,88	50,21
Majcichov	63,03	54,47	51,21
Malženice	68,48	68,22	54,51
Naháč	79,48	58,13	69,78
Opoj	70,05	65,22	59,65
Pavlice	81,19	74,48	69,31
Radošovce	82,84	86,39	76,20
Ružindol	70,20	63,54	65,29
Slovenská Nová Ves	63,07	62,18	62,67
Smolenice	59,57	57,74	55,51
Suchá nad Parnou	61,67	53,95	61,86
Šelpice	69,23	66,57	51,88
Špačince	66,83	59,39	64,18
Šúrovce	56,16	55,00	48,19
Trnava	29,35	33,29	37,74
Trstín	63,65	59,58	59,17
Vlčkovce	63,67	32,81	57,15
Voderady	68,37	49,17	58,76
Zavar	46,54	43,25	53,86
Zeleneč	50,84	49,07	46,90
Zvončín	77,28	70,79	61,16

Source: own processing according to data of the Statistical Office of the Slovak Republic

The national structure of Trnava Region is diverse and in the districts of the southern part (Galanta, Dunajská Streda) have always prevailed Hungarian political parties, so it will be interesting to look at the results of these municipal elections in terms of the number of mayors and deputies, this time we will look at the levels of the individual districts.

Table 11 Overview of elected mayors in Trnava Region by political party (more than 5 mandates in the district)

Name of the district	Political party	Number of mayors	Share of mayors in %
Dunajská Streda	NEKA	28	41,79
Dunajská Streda	MOST – HÍD	6	8,95
Dunajská Streda	SMK-MKP	13	19,40
Dunajská Streda	MOST - HÍD, SMK-MKP	13	19,40
Dunajská Streda	MOST - HÍD, SMER-SD, SMK-MKP	5	7,46
Galanta	NEKA	14	40,00
Galanta	MOST – HÍD	6	17,14
Galanta	SMER-SD	5	14,28
Galanta	SMK-MKP	5	14,28
Piešťany	NEKA	19	70,37
Piešťany	SMER-SD	7	25,92
Senica	NEKA	24	77,41
Skalica	NEKA	15	71,42
Hlohovec	NEKA	12	50,00
Hlohovec	SMER-SD	6	25,00
Trnava	NEKA	35	77,77
Trnava	SMER-SD	5	11,11

Source: own processing according to data of the Statistical Office of the Slovak Republic

In each district, the most successful were independent candidates, relatively most successful among the districts they were in the districts of Trnava, Senica and Piešťany, where they gained the share of more than 70%, relatively least share they gained in the districts of Galanta and Dunajská Streda, only about 40%, and in the district of Hlohovec it was exactly 50%. This is related to the fact that the parties in the southern districts were successful either alone or in coalition - MOST-HÍD and SMK-MKP. From the parliamentary parties in other districts, only SMER-SD was successful in the district of Piešťany, with 26% and in the district of Hlohovec, with 25%. No other parliamentary or extra-parliamentary political party received more than 5 mandates in the district, in the Senica and Skalica districts, it was no political party or coalition at all. Similarly, without any significant differences ended also the elections of deputies, as it is shown in the last table.

Table 12 Overview of elected deputies in Trnava Region by political party (more than 10 mandates in the district)

Name of the district	Political party	Number of deputies	Share of deputies in %
Dunajská Streda	NEKA	179	35,51
Dunajská Streda	MOST - HÍD	82	16,26
Dunajská Streda	RIS	11	2,18
Dunajská Streda	SMK-MKP	197	39,08
Dunajská Streda	MOST - HÍD, SMK-MKP	17	3,37
Galanta	NEKA	140	45,01
Galanta	KDH	12	3,85
Galanta	MOST - HÍD	31	9,96
Galanta	SNS	13	4,18
Galanta	SMER-SD	24	7,71
Galanta	SMK-MKP	77	24,75
Piešťany	NEKA	129	62,01
Piešťany	KDH	29	13,94
Piešťany	SMER-SD	22	10,57
Piešťany	OBYČAJNÍ ĽUDIA a nezávislé osobnosti (OLANO), SaS	10	4,80
Senica	NEKA	153	60,00
Senica	KDH	25	9,80
Senica	SNS	21	8,23
Senica	SMER-SD	25	9,80
Skalica	NEKA	67	39,18
Skalica	KDH	39	22,80
Skalica	MOST - HÍD, SNS, SMER-SD	30	17,54
Hlohovec	NEKA	68	38,20
Hlohovec	KDH	39	21,91
Hlohovec	SNS	10	5,61
Hlohovec	SMER-SD	29	16,29
Hlohovec	SNS, SMER-SD	24	13,48
Trnava	NEKA	250	66,66
Trnava	KDH	50	13,33
Trnava	SMER-SD	31	8,26
Trnava	STAROSTOVIA A NEZÁVISLÍ KANDIDÁTI	16	4,26

Source: own processing according to data of the Statistical Office of the Slovak Republic

3 CONCLUSION

Every electoral struggle brings many interesting results, events and views. The last municipal elections in 2018 were no exception. We have tried to show that it is impossible to look at these elections simply through the prism of summaries, but on the contrary, it is important to look at individual aspects at the level of small municipalities, larger municipalities, small towns, district towns and regional capitals. It turned out that although we have almost 3 thousand towns and cities, each victory is specific. Politically most interesting are always municipalities with over 5 thousand inhabitants, as they have the greatest potential for political parties at the level of parliamentary elections. However, these municipal elections have also sent a serious signal to all representatives of political parties that there is a dissatisfaction with their work and their results. The largest parties of the ruling coalition SMER-SD and SNS have had quite good results, even though they have also lost significantly. The opposition political parties have not been able to persuade their supporters, Ján Mrva, the joint candidate for the post of Mayor of Bratislava, should be a memento for them. Also two Hungarian political groupings have maintained their positions on "their" territory, but have failed to extend their influence either numerically or geographically. A crisis of political parties? The next parliamentary elections will show whether it is a permanent trend or just a transient phenomenon. Independent candidates will not be opponents this time, but it is possible that the lack of interest will be again one of the main factors influencing their results.

REFERENCES

- ACT NO. 180/2014 Coll. on Conditions of the Exercise of Voting Rights and on Amendments and Supplements to certain Acts as amended.
- ACT NO. 181/2014 Coll. on Election Campaigne and on Amendments and Supplements to the Act No. 85/2005 Coll. on Political Parties and Political Movements as amended.
- BARDOVIČ, J. Voľby a volebné systémy v krajinách Vyšehradskej skupiny. In Transformácia a premeny politických systémov v krajinách Vyšehradskej skupiny. Bratislava: IRIS - Vydavateľstvo a tlač, 2018. ISBN 978-80-8200-031-6, s. 121-143.
- BRIX, R., ŠVIKRUHA, M. Impact of Small Municipalities on Local Public Service in Slovakia. In Public Economics and Administration 2017. Proceedings of the 12th International Scientific Conference. Ostrava: VŠB - Technical University of Ostrava, 2017. ISBN 978-80-248-4131-1. s. 36-42.
- GUŤAN, D. Regional Marketing as a Functional of Region's Development. In The Quality of Democracy in the New Political Era, Taranu, A. (ed.), Filodiritto,

Bologna, pp. 119-123, ISBN 978-88-95922-86-7.

HORVÁTH, P. A KOL. Kapitoly z politického systému SR. Trnava: Slovenská spoločnosť pre verejnú správu pri Slovenskej akadémii vied, 2014. 220 s. ISBN 978-80-971627-1-9.

HORVÁTH, P., CÍBIK, L., ŠVIKRUHA, M. Financial dependency of territorial self-government in Slovakia. In Scientific Papers of the University of Pardubice, Series D. ISSN 1211-555X, Roč. XXV, č. 42 (2018), s. 67-79.

MELUŠ, M. Komunálna politika v hlavných mestách krajín Vyšehradskej skupiny. In Transformácia a premeny politických systémov v krajinách Vyšehradskej skupiny. Bratislava: IRIS - Vydavateľstvo a tlač, 2018. ISBN 978-80-8200-031-6, s. 219-243.

STATISTICAL OFFICE OF THE SLOVAK REPUBLIC. Available on the Internet: www.statistics.sk.

ANDREA LABANZ¹

EU: CRISIS MANAGEMNET TRENDS IN THE DIGITAL AGE

Abstract

The 2008 financial crisis has affected the European Union's economy. The past two decades are characterized by the aspiration to exit the financial crisis and to reach the economic stability. However, in recent times, with the development of digitalisation, it may be necessary to review the area of crisis management specific to the digital economy to prevent further adverse consequences may originate from the development of digitalisation. In connection with the above, in the area of cryptocurrencies, it is necessary to consider not only potential risks for economic stability, but also on cyber- and hybrid threats. This paper focuses on centralized and decentralized EU crisis management trends, and analyzes them from the perspective of future crisis-prevention at an EU level. In order to achieve its goals, this paper considers the financial crisis management techniques developed until today, and then explores the issue of Bitcoin and crypto assets, and cyber security issues.

Key words: crisis, Bitcoin, cryptocurrency.

1 INTRODUCTION

The financial-economic crisis started from the United States of America has not only led to the economic recession of some Member States, but also had an adverse affect on the economy of the European Union as a whole. Andor states that the crisis has caused so great economic instability that can be interpreted as the deepest recession of the post-war era (Andor, 2013).

In the post-crisis period, a specific distinction should be made on the topic of crisis management techniques based on regulation.

In cases, where these techniques are regulated by the European Union or any institute or organ, a traditional crisis management trend may be considered, while in other cases, where these techniques are executed by peers, an alternative crisis management solution should be considered. Based on the above distinction,

¹ dr. Andrea Labancz, Institute of Business Law, Faculty of Law and Political Sciences, University of Szeged, Bocskai Street 10-12. 6721, Szeged, Hungary, e-mail: labancz.a@gmail.com.

centralized and decentralized crisis management solutions should be considered, where centralized crisis management solutions may be considered traditional, regulated and institutional, and decentralized crisis management solutions may be considered peer-to-peer, technological and most of the cases, outside the scope of the regulation.

2 CENTRALIZED CRISIS MANAGEMENT SOLUTIONS

Centralized crisis management trends should be considered institutionalized crisis management solutions made by or related to the European Union. Actually, crisis management trends, in which the role and decisions of a central player is significant should be taken into account in this category.

In case of centralized crisis management solutions, subcategories may also be made on the basis of the bodies responsible for decision making. The categories of central players may contain Member States, international organizations and the European Union.

2.1 Crisis management by the Member States and international organs

In order to eliminate the negative economic situation emerged; the Member States affected by the crisis have used an expansive anti-cyclical fiscal and monetary policy. In parallel, the revision of the financial system regulation has been made (Andor, 2013).

Amongst the crisis management techniques, Member States also devoted particular attention to issues affecting the financial system. Priority was given to stabilizing the banking system and restoring its operational capability (Andor, 2013).

Co-operation between international organizations has become tighter, as a result of which the IMF or the G20 have become active participants in crisis management (Andor, 2013).

2.2 Crisis management by the European Union

Crisis management solutions have also been established in the level of the European Union.

The European Economic Recovery Plan (EERP) was presented by the European Commission and then accepted by the European Council in 2008.

The EERP lays down how the Member States and the European Union should coordinate their policies. As the first pillar of EERP, Member States had to support consumer demand by 1.5% of their GDP in full respect of the Stability

and Growth Pact (Andor, 2013). The second pillar of the EERP covers “smart investments”: the launch of energy efficiency projects for job creation and energy saving, investments in technologies that are indispensable for the creation of future vehicles, and investing in the information infrastructure (Györffy, 2013).

As far as crisis management is concerned, the establishment of crisis management funds should be considered an important step under the scope of economic governance. The European Financial Stability Facility (EFSF) set up in 2010 should be considered such a temporary financial assistance solution, which was used under strict conditions by the eurozone Member States to solve financial difficulties (Györffy, 2013). The European Financial Stabilization Mechanism (EFSM) should also be considered such a temporary crisis management solution (Györffy, 2013; Andor, 2013).

As a permanent solution, the European Stability Mechanism (ESM) was established in 2012, which can provide support under a strict framework of € 500 billion (Györffy, 2013; Andor 2013).

Apart from the establishment of crisis management funds, an institutional reform has been established, that should be considered an important step in the European Union.

In 2010, the European System of Financial Supervision (hereinafter referred to as ‘ESFS’) was set up (European Central Bank, s.d.). The ESFS includes the three European Supervisory Authorities (hereinafter referred to as ‘ESAs’) and the European Systemic Risk Board (hereinafter referred to as ‘ESRB’) (European Commission, s.d.). The ESAs’ bodies, which have been established for the proper regulation of the financial sector, are the European Banking Authority (hereinafter referred to as ‘EBA’), the European Securities and Markets Authority (hereinafter referred to as ‘ESMA’) and the European Insurance and Occupational Pensions Authority (hereinafter referred to as ‘EIOPA’) (European Commission, s.d.).

The EBA is responsible for supervising the banking system, ESMA is responsible for supervising money and capital markets, while the EIOPA is responsible for supervising the insurance sector and occupational pensions. The ESRB is responsible for measuring systemic risks in the financial system (Andor, 2013).

Among the EU-wide crisis management practices, it is also necessary to mention the so-called “European Semester” established in 2010 by the Commission, as a tool of strengthening economic governance (European Council, s.d.). The essence of the European Semester is that the Member States could harmonize their fiscal and economic policies with the purposes and rules adopted at an EU level in a year-to-year, ongoing winter-to-summer process (Andor, 2013; European Council, s.d.).

In the area of crisis management, it is necessary to mention the Euro Plus Pact signed in 2010 (European Commission, 2015). Beside this, legislative

packages on economic governance have a significant role. These are the so-called “Six Pack” adopted in 2011, and the so-called “Two-Pack” which have intensified the rules of the Stability and Growth Pact and its application (European Council, s.d.).

In addition, the Commission has initiated new legislation on banks’ capital adequacy, limitation of money market and capital market derivatives, and separation of various financial activities and the functioning of credit rating agencies (European Council, s.d.; Andor, 2013).

In 2010, the Europe 2020 strategy was established. The Strategy focuses on smart, sustainable and inclusive growth in terms of long-term economic growth and sets out priorities (European Commission, 2010).

In addition of the above, the activities of the European Central Bank are of the utmost importance when considering crisis management on an institutional level. Measures of the ECB include the introduction of the government securities purchase program and the introduction of three-year collateralized lending (Györfy, 2013).

In 2010, the European Systemic Risk Board was established to monitor and evaluate possible risks arising from macroeconomic developments and other risks in the financial system (1092/2010/EU).

The Treaty on Stability, Coordination and Governance in Economic and Monetary Union was signed in 2012 and aims to strengthen fiscal discipline (European Council, s.d.; Györfy, 2013).

In addition, the creation of the troika can be interpreted as such a crisis management technique in which the European Commission together with the European Central Bank (ECB) and the International Monetary Fund (IMF) developed and supervised the adjustment programs of the countries need of assistance (Andor, 2013).

Between 2011 and 2013, the EU has introduced stricter rules to monitor government debt and budget deficit in each country (European Union, s.d.).

The Resolution Directive (Directive 2014/59 / EU) entered into force in all EU countries in July 2014. It sets out a number of rules regarding the coordination and improvement of instruments to facilitate the management of EU banking crises. For the euro area countries, a Resolution Fund was established in 2016.

The Deposit Guarantee Schemes Directive (2014/49 / EU) entered into force in 2014, confirming the ability of existing national deposit guarantee schemes to react to the deficiencies identified by the financial crisis.

3 DECENTRALIZED CRISIS MANAGEMENT SOLUTION

In parallel with regulated solutions, a crisis management technique that focuses on consumer confidence has also been established.

Considering confidence, it should be noted that it plays a significant role in the functioning of the economy, especially in the financial sector. To take an example, the failure of consumers' confidence in the financial sector may start with badly-managed credits, poor outsourcing, which may lead to insolvency of banks and to the loss of capital. The lack of confidence in banks may lead to liquidity shortages and create a so-called 'crisis of confidence' in the financial system (Kosztópulosz, 2012).

The 2008 economic crisis is often called the crisis of confidence. As a consequence of it, a specific process has begun in the area of consumer confidence, which has resulted in paralysis of financial markets, the collapse of funding sources and the demand of real economy activity (Bagó, 2009.).

In the aftermath of the crisis, Satoshi Nakamoto published his White Paper in which he establishes a digital payment instrument, called the Bitcoin, and its technical rules (Nakamoto, 2009). Bitcoin is considered to be an alternative crisis management technique by a majority of people. By examining this approach, Bitcoin offers alternative financial solutions to financial consumers who lost confidence in banks. In addition, no central player is involved in these transactions; transactions are executed by peers.

All this means that this alternative crisis management solution may be considered decentralized, as follows:

3.1 Bitcoin

Essentially, Bitcoin is a digital asset created and recorded electronically; has neither a real issuer, such as the euro, nor a printed version. The way Bitcoin is established is the so-called mining process. The term mining means the use of computer software to solve mathematical problems (Gábor-Kiss, 2018).

Bitcoin is characterized by a number of specialties. Decentralized system, cryptography, anonymity, validation and mining should be considered such basic features of Bitcoin. These specialties can properly be determined by comparing them to traditional bank-based financial transactions.

As regards the decentralized system, Satoshi Nakamoto laid down an image of a system in which there is no central player, i.e. an image of a peer-to-peer network, characterized by publicity. In case of Bitcoin payment transactions, payment systems operated by central counterparties are not included in the transaction. Transactions are instantaneous, are not under the influence of any central bank and are characterized by low transaction costs (Gábor-Kiss, 2018; Brühl, 2017; Eszteri, 2012).

The system uses cryptography. Each transaction is implemented in the system by sending the cryptographic keys of the users to carry out the transactions. Due to the use of asymmetric cryptography, Bitcoin transactions are characterized

by anonymity. Unlike traditional banking, in case of Bitcoin transactions, the users' personality is in secret, while transactions are open to the public, and DLT technology makes transactions transparent (Eszteri, 2012).

In case of traditional transactions, the operation of online accounting schemes requires data transmission and validation. Validation in Satoshi Nakamoto's solution means using time stamp in each transaction. The aim of using time stamp is to ensure systemic stability and to secure bookkeeping. In centralized system, it is the central players' obligation to ensure that a given amount of money can not be used more than once. In case of Bitcoin, this function is implemented by the users of the decentralized system. Miners are those who examine pending transactions and ensure that an amount can not be spent twice, and it is also their responsibility to grant the transfer to be executed and the proper functioning of the specified operating rules (Gábor – Kiss, 2018; Brühl, 2017; Eszteri, 2012).

3.2 Bitcoin as a cybersecurity threat

Considering the European Digital Economy, the EU has a strategic interest in developing technology tools to protect both the digital economy and the security. According to the Commission's report, digital threats are spreading rapidly. While virus attacks have risen by 300% since 2015, the economic impact of cybercrime has increased fivefold between 2013 and 2017. According to the Commission's report, it may show an additional fourfold increase for 2019 (JOIN/2013/01 final).

This entire means that, even if we accept the view that Bitcoin is an alternative crisis management technique, it may serve as a source of cyber security issues.

According to the NIS Directive, cyber security means 'the ability of network and information systems to resist, at a given level of confidence, any action that compromises the availability, authenticity, integrity or confidentiality of stored or transmitted or processed data or the related services offered by, or accessible via, those network and information systems', an incident means 'any event having an actual adverse effect on the security of network and information systems' and a risk means 'any reasonably identifiable circumstance or event having a potential adverse effect on the security of network and information systems' (NIS Directive, 2016). On the basis of the above, a hacker attack should be considered a cyber-security incident or a risk.

In case of Bitcoin, it should be highlighted that these transactions can easily be applied to cybercrime due to the anonymity of the transactions. According to a study (Department of Homeland Security), 33% of Bitcoin-traded platforms have already been hacked. In addition, Bitcoin and other cryptocurrencies are able to be used in a manner of cybercrime, due to unregulated, decentralized and anonymous

characteristics. Suffice is to say that the Dark Web, where payments are usually associated with anonymity, and is typically connected to illegal activity (CCN, 2016). The cyber security risk originates from Bitcoin should be exemplified by the activity of a hacker group (Armada Collective) which attacked banks in Greece in 2015, and demanded hundreds of thousands euros in Bitcoin. Other risks were embodied in case of the WannaCry ransomware, where payment in Bitcoin was demanded. The WannaCry ransomware has attacked Britain's National Health Service, some Spanish companies, such as Telefónica, or Russian, Ukrainian and Taiwanese computers (Guardian, 2017).

3.3 ENISA

In the field of cyber security, the European Union Agency for Network and Information Security (hereinafter referred to as 'ENISA') has a major role.

ENISA is contributing to a high level of NIS Directive within the EU. ENISA works together Member States, the Committee and other agencies to prevent cyber-security incidents and crises and to establish appropriate responses to their occurrence. ENISA's cyber security and crisis management activities include crisis simulation, training, support for crises and architecture of Member States, international conferences and studies (ENISA, s.d.)

ENISA also deals with Bitcoin and cryptocurrencies. According to its study, virtual currencies can be categorized into various subcategories. „*Virtual currencies can for instance be convertible, meaning they can be directly exchanged for “real” currency by virtual currency exchangers, or non-convertible, meaning they cannot be exchanged for real currency. Furthermore, virtual currencies can be centralised, meaning they have a single administrating authority, or decentralised. ENISA considers cryptocurrencies as a subset of virtual currencies that are used in a decentralised manner, using for example Blockchain technology. A proposed definition for cryptocurrency is: “Cryptocurrency refers to a math-based, decentralised convertible virtual currency that is protected by cryptography.—i.e., it incorporates principles of cryptography to implement a distributed, decentralised, secure information economy”* (ENISA, 2017).

According to the study of the ENISA, a large amount of risks may originate from cryptocurrencies, such as the risk of key and wallet management, cryptography risks, attacks on consensus protocol, distributed denial of service (DDos), smart contract management, illegal use, privacy, or addressing future challenges such as quantum computing (ENISA, 2017).

The ENISA study also defines the current regulatory environment of cryptocurrencies, where anti-money laundering and terrorist attacks take an important place.

3.4 Anti Money Laundering Directive 5

In the field of cyber security risks arising from Bitcoin, the Directive (EU) 2018/843 of the European Parliament and of the Council of 30 May 2018 amending Directive (EU) 2015/849 on the prevention of the use of the financial system for money laundering or terrorist financing, and amending the provisions contained in Directives 2009/138 / EC and 2013/36 / EU (hereinafter referred to as ‘AMLD5’) should be considered.

AMLD5 is the main legal instrument for preventing the use of the EU financial system for money laundering and terrorist financing. The Directive lays down a legal framework by requiring Member States to identify, interpret and mitigate the risks of money laundering and terrorist financing. As stated in the Directive, recent terrorist attacks have shown new tendencies in which terrorist groups finance and implement their operations using alternative payment solutions. As for an example, the use of modern technology services as alternative financial payment methods, such as Bitcoin, is a typical practice in case of cyber crime (AMLD5).

In addition to the risks presented, AMLD5 refers to financial innovations, establishing the legal concept of “virtual currency”; as a specific unit of law and technology.

Under the scope of the AMLD5, “virtual currency” means ‘a digital representation of value that is not issued or guaranteed by a central bank or a public authority, is not necessarily attached to a legally established currency and does not possess a legal status of currency or money, but is accepted by natural or legal persons as a means of exchange and which can be transferred, stored and traded electronically’ (AMLD5).

In parallel, a special harmonization of the centralized and decentralized models may appear.

3.4 Comparison of the centralized and decentralized model

There are similarities and differences between centralized and decentralized (or traditional and alternative) crisis management techniques. For both types of crisis management techniques, a common element may be identified, that is the confidence in the financial system.

However, while the centralized crisis management solution targets to consolidate and maintain confidence by setting up individual guarantee institutions, the decentralized crisis management solution targets to establish a new type of, so to say, quasi-financial system.

Another difference between the two models may be identified. While the centralized model seeks to provide guarantees via legal instruments, the

decentralized model tries to establish a stable and resistant system due to the possibilities provided by technological standards.

The complexity of the situation is well illustrated by the fact that in 2018 all three ESAs issued a joint warning referring Bitcoin transactions.

According to the EBA: „*The VCs (...) are highly risky, generally not backed by any tangible assets and unregulated under EU law, and do not, therefore, offer any legal protection to consumers.*” (EBA, 2014). „*The three ESAs are concerned by the fact that an increasing number of consumers buy VCs particularly with the expectation that the value of VCs will continue to grow but without being aware of the high risk of losing their money invested.*” (ESMA, 2018).

Warnings of the three ESAs are also of the utmost importance because in a situation where financial consumers lost their invested assets, loss in consumer confidence could start.

This problem also highlights the detrimental consequences of the lack of a complex regulatory system or of the lack of a guarantee structure.

4 CONCLUSION

In view of the above, it can be concluded that, in case of Bitcoin and other cryptocurrencies, an economic situation has established that is outside the scope of a complex regulation. Although the European Union has developed a complex regulatory system in the area of financial crisis management, cryptocurrencies do not fall under the scope of it.

Additionally, Bitcoin and cryptocurrencies may also lead to cyber security risks. It is easy to see that Bitcoin and cryptocurrencies, as results of intense innovation efforts in the 21st century, establish a situation in which law and technology are in conflict. However, this conflict is not irresolvable. AMLD5 may be considered as a kind of a harmonization in these areas.

However, it may be a question of whether the law is able to regulate the achievements of 21st century technology; and if so, then it can provide adequate protection for financial consumers.

Although the answer to the question goes beyond the boundaries of this study, it will certainly be an important part of future legal literature and legislation.

REFERENCES

- ANDOR, L. 2013: Válságkezelés az Európai Unióban és a valutaunió reformja. Köz-Gazdaság. 2013. 5-20. pp. ISSN: 1788-0696
- BAGÓ, E. 2009: Válságstatisztika. Statisztikai Szemle 2009. 882-897. pp. ISSN 0039-0690 http://www.ksh.hu/statszemple_archive/2009/2009_09/2009_09_881.pdf

- BRÜHL, V. 2017: Virtual Currencies, Distributed Ledgers and the Future of Financial Services. *Intereconomics*. 2017. 370-376. pp. ISSN: 0020-5346
- CCN: Bitcoin Crime <https://www.ccn.com/research-a-third-of-bitcoin-exchanges-have-been-hacked/> (2018. 11. 04.)
- EBA OPINION ON VIRTUAL CURRENCIES 2014. <https://www.eba.europa.eu/documents/10180/657547/EBA-Op-2014-08+Opinion+on+Virtual+Currencies.pdf> (2018. 11. 04.)
- ENISA Opinion Paper on Cryptocurrencies in the EU 2017. <https://www.enisa.europa.eu/publications/enisa-position-papers-and-opinions/enisa-opinion-paper-on-cryptocurrencies-in-the-eu> (2018. 11. 04.)
- ESMA, EBA and EIOPA joint warning https://www.esma.europa.eu/sites/default/files/library/esma50-164-1284_joint_esas_warning_on_virtual_currenciesl.pdf (2018. 11. 04.)
- ESZTERI, D. 2012: Bitcoin: Az anarchisták pénze vagy a jövő fizetőeszköze? *Infokommunikáció és jog*. 2012. 71-77. pp. ISSN: 1786-0776
- EUROPEAN COMMISSION 2010 http://ec.europa.eu/eu2020/pdf/1_HU_ACT_part1_v1.pdf (2018. 11. 04.)
- EUROPEAN COMMISSION 2015: https://ec.europa.eu/epsc/publications/strategic-notes/euro-plus-pact_en (2018. 11. 04.)
- EUROPEAN COMMISSION (s. d.): The European system of financial supervision https://ec.europa.eu/info/business-economy-euro/banking-and-finance/financial-supervision-and-risk-management/european-system-financial-supervision_en (2018. 11. 04.)
- EUROPEAN COUNCIL (s.d.): European Semester <https://www.consilium.europa.eu/hu/policies/european-semester/> (2018. 11. 04.)
- EUROPEAN COUNCIL (s.d.) Hogyan működik az európai szemeszter? <https://www.consilium.europa.eu/hu/policies/european-semester/how-european-semester-works/> (2018. 11. 04.)
- EUROPEAN UNION: https://europa.eu/european-union/topics/economic-monetary-affairs_hu (2018. 11. 04.)
- FATF REPORT 2014: Virtual Currencies Key Definitions and Potential AML/CFT Risks <http://www.fatf-gafi.org/media/fatf/documents/reports/Virtual-currency-key-definitions-and-potential-aml-cft-risks.pdf> (2018. 11. 04.)
- GÁBOR, T. – KISS, G. 2018: Bevezetés a kriptovaluták világába. *Gazdaság és Pénzügy* 2018. 31-65. pp. ISSN: 2415-8909 <http://www.bankszovetseg.hu/Public/gep/2018/031-65g%20Gabor-Kiss.pdf>
- GYÖRFFY, D. 2013: Válságkezelés Európában, a gazdaságpolitika depolitizálásának kilátásai. *Pénzügyi Szemle*. 123-135. pp. ISSN 2064 – 8278
- KOSZTOPULOSZ, A. 2012: A pénzügyi válság és következményei: monetáris politikai és szabályozási kihívások. Szeged: Szegedi Tudományegyetem.

- Műhelytanulmányok. 14-47. pp. <http://eco.oldportal.u-szeged.hu/download.php?docID=13978> (2018. 11. 04.)
- SATOSHI, N. 2009: Bitcoin: A Peer-to-Peer Electronic Cash System <https://bitcoin.org/bitcoin.pdf> (2018. 11. 04.)
- THE GUARDIAN ON WANNACRY <https://www.theguardian.com/technology/2017/may/12/nhs-ransomware-cyber-attack-what-is-wanacrypt0r-20> (2018. 11. 04.)
- JOINT COMMUNICATION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace /* JOIN/2013/01 final */
- REGULATION (EU) No 1093/2010 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 24 November 2010 establishing a European Supervisory Authority (European Banking Authority), amending Decision No 716/2009/EC and repealing Commission Decision 2009/78/EC
- THE DIRECTIVE (EU) 2018/843 of the European Parliament and of the Council of 30 May 2018 amending Directive (EU) 2015/849 on the prevention of the use of the financial system for money laundering or terrorist financing, and amending the provisions contained in Directives 2009/138 / EC and 2013/36 / EU

ONDREJ MITAL¹

NORMATIVE ASPECT OF PUBLIC ADMINISTRATION ETHICS

Abstract

Managing of ethics is an essential part of public administration in democratic countries. Normative aspects of ethics is often considered as a necessary basis of public administration ethics. The main aim of this study is to identify the importance of ethical norms for employees in the conditions of Slovak cities. The article is trying to answer following research question: What is the importance of ethical norms for employees in the conditions of Slovak Republic cities? Besides that, the core part of study concentrates its attention on analysis of selected group of ethical norms for employees, and thus stirring up a pressure to find some recommendations in the context of contemporary inconsistencies. Moreover, the article examines, with the help of deductive and inductive method, the potential of qualitative improvement of normative aspect of public administration ethics. Findings suggest that normative aspects of public administration ethics should be perceived as an important factor of employees' regulation. At the same time, normative aspect of ethics should be perceived as fundamental basis for other aspects of public administration ethics, which quality is based on other aspects of public administration ethics. Besides that, practical implications should be identified in the context of achieving higher ethical standards in public administration organizations. Finally, various limits and perspectives of examined issues are discussed in the final part of the article.

KEY WORDS: codes of ethics, normative systems, ethical requirements, employees, cities

1 INTRODUCTION

Public administration is a fundamental part of contemporary democratic societies. At the same time, public administration of 21st century faces many challenges. Decentralization of competencies on local self-government units, effectivity of public finances, transparency of public administration or fighting

¹ PhDr. Ondrej Mital', PhD., Faculty of Public Administration, Pavol Jozef Šafárik University in Košice, Popradská 66, P.O. BOX C-2, 04132 Košice 1, Slovak Republic, e-mail: ondrej.mital@upjs.sk.

against frauds and corruption are the most discussed challenges of public administration in Slovak Republic. Many challenges are similar for other countries of Central Europe. In this sense, we could identify an objectively existing effort to make public administration functioning more transparent, more accountable and more ethical as well. Besides that, there is an ambition to decrease the level of corruption perception. These objectives are examined by public administration ethics, dynamically developing part of applied ethics. The main goal of this part of applied ethics is to formulate ethical requirements linked to the sphere of public administration.

Public administration should be perceived as a complex system of organizations everywhere in the world. Slovak public administration consists of three dominant subsystems, which are state administration, self-government and public institutions. However, based on the ambition of presented study, which is mentioned in the following section, the exact analysis of whole public administration is due to the quantity of organizations very difficult. If we consider the contemporary initiatives in the Slovak public administration, than local self-government units should be perceived as an appropriate base for our analysis. Local self-government is an expression of democracy in the sphere of public affairs at the closest level to the citizens (Jesenko, 2017). Moreover, according to the theory of power distribution, local self-government limits central power in its vertical sense, what could be perceived additionally to horizontal distribution of power realized by the system of checks and balances at the central level (Palúš, 2017). Based on these opinions, we may argue that ethical initiatives of local self-government units fully correspond with their potential to reflect contemporary needs of the public. But, there are still almost 3000 organizations and further concretization is more than desirable. We might concentrate our attention on the 140 local self-government units with the city status. In this sense, we should emphasize personal, financial and organizational ability to manage ethical aspect of everyday activities. The legitimacy of selection is confirmed also with scope of performed activities, such as variety of procedures, applying of legislative, decision-making and implementing public policies too. From what was said, the following text will be focused on normative aspect of public administration ethics in Slovak cities.

Based on abovementioned, the ambition of presented study is to highlight the importance of normative aspects of public administration ethics. The purpose of this research is based on constraint, that legislative as primary regulation mechanism is not flawless. Moreover, the ability of legal norms to regulate every human activity is limited. In this sense, another mechanism linked to regulation of individuals' behaviour is more than desirable. The main aim of study is to identify the importance of ethical norms for employees in the conditions of Slovak cities. The article is trying to answer following research question: What is the importance

of ethical norms for employees in the conditions of Slovak cities? In this context, the hypothesis is based on the statement, that code of ethics for employees is an important tool of employees' regulation in the sphere of public administration. The introductory part is devoted to theoretical basis of ethical norms in public administration. The core part of this study concentrates its attention on analysis of selected group of ethical norms. Besides that, this part of the study, with the help of inductive and deductive methods, is trying to answer the following partial questions: How often do cities use codes of ethics to regulate professional behaviour of their employees? Which factors do determine the content of analysed codes? Which ethical requirements are mentioned in selected group of codes? The article ends with a discussion about the perspectives and limits of ethical norms for employees.

2 NORMATIVE ASPECT OF PUBLIC ADMINISTRATION

The interest in ethical dimension of public administration has been growing constantly in last decades. Normative aspects of public administration ethics is mostly discussed in the context of transparency, ethical competence or fighting against corruption. Moreover, qualitative and quantitative aspects of some requirements are difficult to reach, but we might say that they are objective and legitimate. Besides that, ethics should be perceived in wider social circumstances. Public administration of 21st century should reflect contemporary challenges, otherwise it would not be able to realize its basic functions and satisfy expectations of the public. The understanding of ethics are because of its ability to guide individuals in a contradictory situations very important in the contemporary dynamically changing world (Konkolski, 2008). The existence of appropriate and consistent ethical standards seems important because of prevention of ethical chaos, reduction of professional erosion, increasing motivation of employees and increasing of public confidence and legitimacy (Haque, 2011). Based on above mentioned, we may argue that ethical requirements should be complementary and additional element of individuals' regulation besides legally adopted requirements mentioned in legal norms.

Ethical requirements for employees are mostly mentioned in the codes of ethics. Managing ethics in the context of selected units of local self-government is part of public administration ethics as a whole. That is the main reason why this part of study concentrates its attention on the concept of public administration ethics. On the other hand, the attention is put on specific characteristic of ethical management in the context of local self-government units.

Public administration ethics is a complex field of study. In this sense, there are other aspects which are irreplaceable, such as organizational aspects and ethical virtues. Furthermore, these significant attributes of public administration

ethics closely relate to examined normative aspect of ethics. Ethical workplace, relationship between employee and supervisor, creation and functioning of specialized ethical bodies are important part of ethical program in the organization of public administration. Expert on public administration ethics C. E. Johnson (2017) stated that clear and unambiguous specification of relations between ethical bodies and employees is an important part of high quality code of ethics. Moreover, systematic ethical education and ethical training framework should be included in the codes of ethics as well. The main purpose of these ethical tools is to develop ethical virtues. In this sense, ethical virtues theory could provide guidance on how to behave in ethically complicated situations. Virtues should be perceived as praiseworthy qualities of individuals, which help ethics to regulate behaviour on non-rule basis (Seknička, Putnová, 2016). In this sense, normative aspects of public administration ethics is not the only one, but following text is primarily focused on this aspect of ethical practice.

Finally, according to ambition of presented study we have to stress following significant fact. Decisively, we have to agree with the experts on public administration ethics that most frequently used tool of ethical management is code of ethics (Dyck, Neubert, 2010; Ondrová, 2013; Lewis, 2015; Menzel, 2017). Importance of normative aspects of public administration ethics is typical for both democratic countries and countries, which tries to become more democratic (Menzel, 2015). This fact is closely related to the normativity of professional ethics, which main goal is to formulate clear ethical requirements relevant to concrete profession. Based on these facts, following parts of presented study will be focused on theoretical conceptions and actual state of knowledge related to examined issues.

2.1 Ethical norms and public administration – theoretical basis

Contemporary society is due to its complexity, dynamics and seemingly endless expansion constrained by numerous limitations, restrictions, rules and standards. The ability of humankind to regulate simply issues in a complicated way is aptly remarked by D. Greaber in his book *The Utopia of Rules*. D. Greaber argues, that if we create bureaucratic structure and its primary goal is to solve some problems, this structure automatically creates another problems, which could be solved only by another bureaucratic tools (Geaber, 2017). Despite of that, there is a need of regulation linked to the human behaviour through the ethical requirements. Individuals cannot be resistant to negative aspects of power and there is an objective need related to prevention of worst-case scenarios, such as abuse of authority, conflict of interests, misuse of information, unauthorized receiving of gifts and other hospitalities. In this sense, public administration employees and their behaviour is limited by legislative. Besides that, there is

ethical normative system as well. But, could ethical norms influence behaviour of public administration employees in a significant way? Moreover, we might say that due to simultaneous existence of these normative systems, ethical and legal norms should be characterized by their mutual relation. Ethical normative system should not be perceived as another package of rules and restrictions. Ethics should be perceived as a result of long-time and verified human values and principles, which needs to be implemented in the context of contemporary challenges.

The functioning of public administration is primarily determined by legal norms and each action must be based on law. Therefore, law as a normative system has significant importance for realization of public administration. According to ambition of study, there should be considered ethics as a normative system. The uniqueness of ethics is based on some level of self-regulation, because ethical requirements are shared and created by individuals of society (Brodeur, 2016). The necessity of complementary existence of mentioned normative systems could be perceived by the words of M. Durante (2017) that legal normative system could not work isolated in the 21st century and there are more and more opinions discussing theoretical and practical penetration of selected normative systems. Durante continues, that normative systems interact each other and in some situations legal terms could be properly interpreted by other normative systems.

Based on above mentioned, ethics is mostly perceived as additional guide on how to behave in ethically complicated situations, which are not regulated by legislative. In this sense, theoretical discussions are devoted to complementary existence of ethical and legal normative system. Anyway, ethical norms could not replace legislative at all. Legal norms regulate whole process of public administration practice, decision-making process, organizational issues or requirements of decisions. In this sense, legislative represents irreplaceable part of public administration. On the other hand, there are some terms which could be correctly explained by the theory of public administration ethics, such as ethical integrity, responsibility, accountability, corruption, mobbing or transparency and openness. Nevertheless, these ethical terms represent attributes, which help to precise managing ethics. But, many of these terms are important factor of satisfactory functioning public administration in accordance to imperatives, which are mentioned in legal norms.

Moreover, mentioned opinions should not be perceived as an ideas, which tries to decrease the importance of legitimate legal norms. At this point we might say that unambiguous interpretation of good or wrong should be considered by application of multiple normative systems. This objectively existing requirement should be understood as an importance of clear and satisfactory definitions of ethical requirements, which are formally included in codes of ethics.

Fundamental aspects of ethical norms should be correctly interpreted by deontological ethics. Moral credit of behaviour should be judged by its conformity

with obligation, which is not based on intuition, conscience or utility (Lawton, Rayner, Lasthuizen, 2013). Deontological ethics sets those ways of behaving, which could not harm other individuals and theoreticians could be distinguished only by strictness of restrictions (McNaughton, Rawling, 2007). However, there must be stressed that the most important is distinction between good and wrong, which leads us to definition of good through the impermissibility of some kinds of behaviour (Gluchman, 2010). This fundamental basis of deontological theory is important sign, which makes this ethical theory unambiguous. This theoretical conception is in its practical aspects reflected by the existence of codes of ethics. On the other hand, we have to mention limits of ethical norms. As it was mentioned by R. Chandler (2001) ethical norms could not completely replace personal, accountable and creative aspect of decision-making process, which is dominant and irreplaceable part of public administration practice. In this sense, there should be applied another ethical theories, such as consequentialist ethical theory or virtue ethics. But, according to ambition of this text, these important theories should be perceived as a secondary theories. Ethical norms, ethical standards and codes of ethics are important if organization tries to regulate ethical aspects of its practice. Codes of ethics helps to reach ideals, which are discussed by other ethical theories too. However, following text will be focused on deontological ethics, which is mainly connected with the normative aspects of public administration ethics.

2.2 Codes of ethics for employees – the evidence from cities in the Slovak Republic

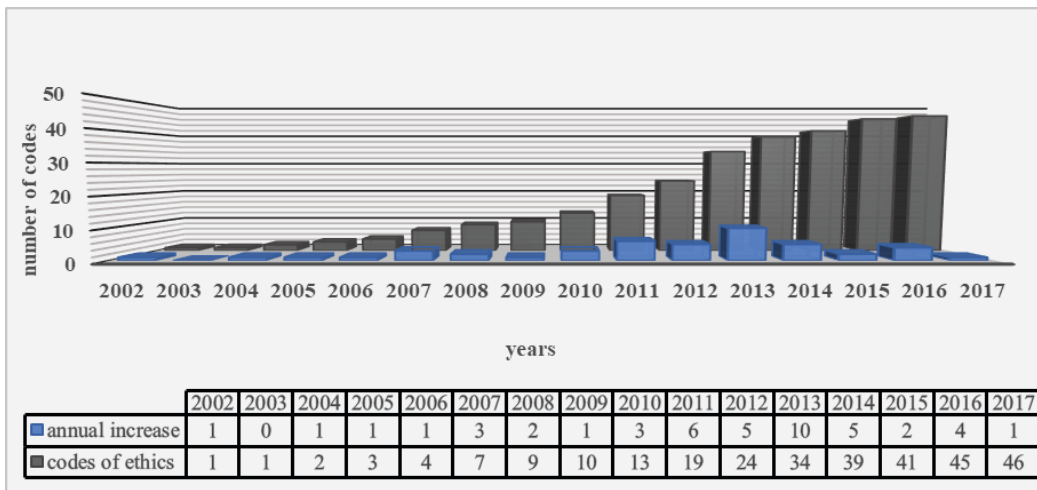
The ability of public administration to reflect ideals formulated by the theory of public administration ethics is limited. In this sense, we could say this about almost each field of study, which is interdisciplinary connected to the sphere of public administration. Anyway, we could identify independent initiatives realized by local self-government units. If we consider entire local self-government, codes of ethics for employees were also adopted by other subjects. But, following part of text is based on the analysis of ethical norms adopted by Slovak cities.

Based on the theory of public administration ethics, codes of ethics for employees are the most used tool of ethical management. But, could this universal formula be recognised in the conditions of selected group of local self-government units? The exact numbers regarding the complexity of Slovak Republic public administration could not be find anywhere in the scientific literature, national databases or on the internet². That is another reason why this text concentrate its

2 Public administration ethics is partially examined by Transparency International Slovakia. Based on the selected ambition of this text, we have to emphasize the initiative, which is called "Transparentná samospráva".

attention on cities and not local self-government units or public administration as a whole. The following figure tries to illustrate this issue more clearly. The figure one consist of column graph and summary of data. This figure provides an information on number of codes adopted by Slovak cities until 31st December 2017.

Figure 1 Quantification of codes of ethics for employees in the conditions of Slovak cities



Source: own processing

The presented column figure shows, that there are 46 codes of ethics for employees in the condition of Slovak cities, which represents nearly 33% of all cities. As we could see, the majority of codes were adopted in the last seven years. The most codes of ethics were adopted in the 2013. We tried to quantify normative aspect of ethical management in the conditions of Slovak cities. Answering of this issue is important for the next part of the text. What's more, this ambition is closely related to separation of cities, which try to manage ethical aspect of their practice from those who do not. On the other hand, codes of ethics are basic documents of ethical management. According to this fact, if we can identify all codes of ethics, than we could say which other tools of ethical management are used by selected local self-government units. The purpose of this quantification was to gather existing codes of ethics. This step may be considered as a crucial for the next part of the study.

Moreover, another important part of examined normative issues is the quality of codes. We should evaluate the quality of codes of ethics for employees by using the content analysis. The content of codes is determined by many factors. But, there is one significant paradox, which needs to be stressed. Ethical norms in public administration should represent interests of organization. On the other

hand, this issue of normative aspect is mostly influenced by the environment and the external factors. This important detail is based on the character of public administration organizations and their ambition to serve to the public.

Managing of ethical aspect is important part of public administration and some countries established specialized institution of ethical character. The practical results of their activities include conceptual documents, model codes or other types of documents focused on ethical guidelines. But, institution, board or commission with mentioned roles does not exist in the condition of Slovak Republic. Therefore, logical consequence is absence of ethical documents, which could be used by organizations of public administration and cities as well.

Nevertheless, we could identify a non-systematic effort linked to managing of ethics in the public administration and some indications should be explored in the following documents. Firstly, we have to stress that there is no official conceptual document, which concentrates its attention on examined issue. But, some initiatives could be identified in the Yearly Activity Report of Slovak Ombudsman from 2007. The attachment of this report called Principles of good administration (2007) concentrates its attention on principles of legality, impartiality, objectivity, timeliness, predictability, assistive approach, decision-making, cooperation of public administration, accountability and transparency. Mentioned principles do not consider some important qualities of public administration ethics, such as ethical integrity, accountability, receiving gifts or conflict of interests. In this sense, importance of mentioned document could not be decreased because managing of ethics is not a centre of attention of ombudsman activities. Moreover, there are some documents adopted by the Government of the Slovak Republic. Strategic Plan for Fighting Corruption (2017) contains some recommendations, such as necessity of codes of ethics for state administration employees, judges or elected representatives. On the other hand, we may identify an existence of commitment linked to adoption of codes and implementation of included rights and duties (Action Plan for Strengthening the Slovak Republic as a State Governed by the Rule of Law, 2015). These documents could be perceived as an indication of indirect and vague political commitments. The evidence from other countries of Western Europe shows that political commitments should be an elemental impulse. Moreover, mentioned commitments represent basic aspect of ethical management, which is represented by the codes of ethics. Foreign literature and evidence from other countries show that contemporary ethics in public administration should be based on the concepts of ethical integrity and accountability. But, based on existing circumstances, the precision of normative aspect of ethics is the first step on how to improve this important part of public administration practice.

On the other hand, there should be considered impacts of contemporary ongoing globalization and integration processes. Actual trends in managing of

ethics are contained in the documents published by international organizations, such as United Nations, Organization for Economic Cooperation and Development or European Union³. At the same time, we cannot forget on inspirational power of ethical documents published by national entity abroad⁴. But, these initiatives cannot be perceived as something that needs to be implemented by Slovak public administration units. Nevertheless, if we consider the level of global interdependency and the porosity of the state barriers, some level of uniqueness could be very helpful.

Another factor is regarding the contemporary crisis of democracy very important and in accordance to trends very innovative as well. Codes of ethics should be consulted by regulated entities. The ambition of higher participation of employees is one of the biggest challenges related to public administration ethics. This approach should guarantee better identification with included rights and duties. But, this mechanism is very occasional in the condition of Slovak cities. Minimum codes of ethics contain statement about previous consultations with employees. On the other hand, some of them include statement, that text of code were consulted with the employees' representative or employees union.

Based on abovementioned, there are various factor, which could influence the content of codes. So far mentioned factors all come down to last determinant, which should be called as preferences of organization. Cities could adjust their codes in accordance to their activities. But, such adjustment is limited because of character of these organizations. The priority of analysed codes is serving the public and achieving the public interest. What's more, this decision fully depends on ambition of city to regulate ethical aspect of its practice. The preferences of each local self-government unit are transformed in ethical norms, which regulates selected aspects of employee's behaviour. Besides that, abovementioned factors are important too. The result of mentioned factors is a set of rights and duties or expected good behaviour of employees. Ethical requirements mentioned in analysed codes are formulated under the absence of universal national concept. That is the main reason why existing codes of ethics are so different. But, some rights and duties are formulated quite similar and some wording is almost identical.

3 Inspirations could be found in Code of Conduct for OECD Officials, Putting Ethics to Work, 1998 Recommendation of the OECD Council on Improving Ethical Conduct in the Public Service Including Principles for Managing Ethics in the Public Service, Recommendation No. R (2000) 10 of the Committee of Ministers to Member states on codes of conduct for public officials, Public Service Principles for the EU Civil Service, Code of Conduct for Commissioners, Code of Conduct for Members of the European Parliament with Respect to Financial Interests and Conflicts of Interest.

4 Committee on Standards in Public life in United Kingdom published The Seven Principles of Public Life, Ethical Standards for Providers of Public Services and Ethical Standards for Providers of Public Services – Guidance. Office of Governmental Ethics in the USA published Ethical Service: Handbook for Executive Branch Employees, Standards of Ethical Conduct or 14 General Principles.

Codes of conduct for employees of local self-government usually consist of following rights and duties.

Generally we may say that fundamental basis of analysed codes of ethics is the existence of basic ethical principles. These principles are mentioned at the beginning of the codes in almost all cases. In this sense, ethical principle should be perceived as an essential interpretational rule. In some codes we cannot find principles, but these fundamental rules are named as values. The most frequently used principle is lawfulness, which is interpreted as an obligation to observe rights and duties included in legislation, internal standards and ethical norms. Some codes associate this principle with the principle of achieving the public interest, but some codes formulate this principle separately. Moreover, ethical principle of preventing the conflict of interest is closely related to principles mentioned so far. This principle is often concretized by separate section of code. Besides that, codes include following ethical principles, which are impartiality, independence, objectivity, openness, transparency, responsibility and accountability. But, especially in the context of transparency and accountability we may identify only minimal ethical requirements, which do not correspond with contemporary global trends of ethical management in public administration.

Conflict of interest is one of the most discussed problem of contemporary public administration. The most of analysed codes tries to minimize negative consequences related to this issue in the following way. Codes often characterize conflict of interests as situation, from which employee, his family, close relatives, entities in friendly, commercial or political relationship could gain some advantage. Based on these interpretations, employee must report potential or existing conflict and avoid the rise of this undesirable situation. An obligation to report is mostly formulated against supervisor or created ethical body. What's more, employees should not participate on activities, which could jeopardize properly realization of their duties. This issue is processed very precisely and many codes formulate their ambition in the context of multiple kinds of conflict. We may sum it up, that prevention of conflict of interest is important part of analysed codes.

Public administration ethics tries to regulate another basic human activity, which must be in accordance to achieving of public interest strictly a clearly regulated by ethical norms. Based on this fact, another important part of codes is regulation of receiving gifts and other hospitalities. The most frequent formulation describes strictly obligation to reject acceptance of any gifts and other hospitalities. This rejection must be reported in accordance to established mechanism. On the other hand, we could identify sporadic but more precise mechanism which consist of clear formulated exceptions. Based on the text of codes, we may identify exceptions, such as maximum value of received gift or gifts of promotional, common or decency character. Moreover, some local self-government units established register of gifts. This mechanism helps to make

this issue more transparent. Anyway, obligation to reject any gift and hospitality which could affect realization of professional responsibilities should be judged positively. On the other hand, existing exceptions is innovative mechanism, which is used also by international organization and public administration organizations in other democratic countries.

The importance of mentioned ethical issues is undeniable. But, managing of ethics could not be reduced on these problems. Very important is question of reducing situations, which could be called as abusing of authority. Generally, the most frequent obligation related to this issue should be identified as unconditional duty to not to take advantage of employee status. Moreover, impermissibility of abusing superordinate relationship, mobbing or misusing of obtained information should be perceived as unconditional necessity. Based on above mentioned, understanding of this issue could be very extensive. But, mentioned situations could be perceived as serious threats, which could threaten achieving of public interests. Anyway, the majority of codes include separate part, which regulates these negative issues.

Another important part of ethical norm is obligation to report a misconduct. Generally, employees should report conflict of interests, abusing of authority, unauthorized using of public finances or receiving of gifts. Basic obligation to report a misconduct is formulated against superior or ethical body. Reporting of misconduct is a mechanism, which protects interests of organization, public interests and employees as well. Moral duty of each employee is to report any type of conduct, which is in a conflict with legislative or code of ethics. On the other hand, there is a necessity to protect whistle-blowers, who want to report any type of misconduct.

Moreover, normative aspect of public administration ethics and the existence of ethical requirements should be closely connected to sanctions. The existence of effective mechanism should be an important part of each code of conduct. But, sanctions is not an ordinary part of codes for employees in condition of the Slovak cities. The most used formulation identifies sanctions as a disciplinary sanction, which should be solved in accordance to legal norms. At this point of our discussion, we need to stress that there is some tension between legal and ethical normative system, when ethical requirements are sanctioned by legal norms.

2.3 Potential and limits of ethical norms

Normative aspect of ethical management should be regarding the historical, territorial and social circumstances of Slovak Republic perceived as appropriate. This objectively existing fact should be confirmed by the words of J. Machyniak (2012) that it is a typical evidence everywhere in the world that public

administration functioning is not ideal and this imperfection is recognisable especially in the countries with non-democratic history.

From what was said, we may conclude that there is no general code of ethics or national conception which regulates behaviour of public administration employees in the conditions of Slovak Republic. But, if we consider contemporary circumstances in public administration, the adoption of this type of code is just an illusion for next few years. If such initiative should be successful, it will have to be based on the approach which is called “ten commandments”. As it was said by A. Lawton (2004) this type of code should be characterized by short and clear content, which formulates some basic principles of behaviour. But, there is unanswered question who should formulate this basic principles. In this sense, we could mention national ethical boards, committees or institutions established in other states. But, there is no similar entity in the Slovak republic. The absence of this institution should be compensated by permanent or ad hoc commission of experts. Anyway, cities adopted codes of ethics for employees without any Government or state intervention. On the other hand, the existence of national ethical documents could improve managing of ethical aspect. Cities without code of ethics for employees should adopt one. Besides that, cities with valid codes of ethics could revise their codes in accordance to contemporary trends.

Moreover, the revision process is important part of managing ethics. Some of analysed codes were adopted before ten or more years. We may agree with the opinion of F. G. Reamer (2015) that codes of ethics are live documents and in accordance to reflection of actual ethical challenges and new acknowledgements there is a necessity of periodical revision. The issue of revision is more complicated than it would seem. The successful achievement of this ambition exceed examined normative aspect of ethics. The revision and sophistication of codes is easier when ethical body of any character is involved in this process.

Moreover, another important attribute of normative aspect is the issue of sanction mechanism. We could identify some approaches, when violation of rights and duties mentioned in the codes should be solved by disciplinary mechanism. But at this point, there is a conflict of ethical and legal normative system. From what was said in the theoretical part of this study, we need to highlight the importance of complementary existence of mentioned normative systems once again. There should not prevail polemics over the objectively existing need to sanction misconduct. The most important thing is to sanction behaviour, which is in contradiction with legitimate ethical requirements. In this sense, ethical norms could regulate things, which cannot be regulated by legal norms and vice versa. This opinion should be applied when we want to sanction misconduct as well. But, theory and practice is not united and we may find many interpretations of this contradictory issue. Based on actual situation, the most important ethical requirements should be part of legal norms. In our

opinion, this solution looks regarding the existing conditions as only way how to solve mentioned inconsistencies. Based on abovementioned, this solution should be prioritized until the time, when ethical awareness of employees will be the primary guide of their behaviour.

Nevertheless, the way how to behave lies on individual. In this sense, we might argue that high quality ethical norm could not ensure ethical behaviour of employees. This issue is well discussed by M. de Vries and P. S. Kim (2011) who stated, that if employment in the sphere of public sector is not valued and appreciated enough, how we can expect honourable and ethical behaviour of public administration employees? But, we have to try to change this misleading public opinion. Moreover, we may use the words of E. Župová that managers of public administration should act more freely and more independent in accordance to achieve better results (Župová, 2014). According to K. Kernaghan and J. W. Langford (2014) there should not be used “top down” system of managing, there is a necessity of involving employees to co-create ethical requirements and appropriate sanctions as well. Based on our analysis, this participative approach is very unique in the conditions of Slovak cities. The majority of analysed codes were adopted without any dialogue. Moreover, the co-creators of ethical values should be both the public and employees. In this sense, public administration employees should not be perceived as a passive factor (Adamcová, 2012). Besides that, higher participation of employees and free hands of managers could improve both codes of ethics and managing of ethics.

We may conclude, that ethical aspect is often limited on simply permissions and prohibitions in the conditions of Slovak cities. In this sense, normative aspect of public administration ethics is just fundamental basis, which should be developed and enriched by another aspects of ethics. Based on abovementioned, organizational aspect of public administration ethics is another very important piece of puzzle. The potential of ethical bodies is linked to observance of codes, sanction mechanism, cultivation of ethical workplace or potential development of these important attributes. What's more, organizational aspect of public administration ethics should positively enhance both ethical aspect of managing and legal aspect of public administration. But, these two aspect do not reflect the highest achieved qualitative state in contemporary practice and theory. In this sense, we should identify approach which is based on the importance of ethical integrity and accountability. Employees act ethically because they want to act in accordance to ethical requirements and they are able to recognize negative aspect of their unethical behaviour. But, we may conclude that this state should be reached by progressive implementation of mentioned improvements. In this sense, we cannot expect benefits of properly functioning of public administration ethics without adequate quality of normative aspect, which is mostly represented by codes of ethics.

3 CONCLUSION

The presented study concentrated its attention on normative aspect of public administration ethics in the conditions of Slovak Republic. The core part of study analysed codes of ethics for employees in the Slovak cities. The hypothesis has been approved. The importance of normative aspect of ethics was confirmed by following findings. The main benefit of this paper is finding, that codes of ethics should be considered as important factor, which could affect behaviour of employees in the sphere of public administration. On the other hand, there is no national conception or national document, which could be used by cities. If we consider quantity of competencies and the total amount of public finances, than absence of some coordination is quite surprising. Nevertheless, codes of ethics for employees are the most used tool of ethical management in the condition of Slovak cities. In this sense, 33 % of Slovak cities adopted code of ethics for employees. In our opinion, this number of ethical norms should be considered in the context of wider society circumstances as appropriate. The content of codes is mostly influenced by the preferences city. But, there were identified another important determinants in the study. Analysed group of codes included especially following issues: ethical principles, conflict of interests, receiving of gifts and other hospitalities, abusing of authority, obligation to report and sanction mechanism.

From what was said, normative aspect is important part of managing public administration ethics. On the other hand, there were identified some imperfections in the study. The perspectives and some recommendations were discussed in the final part of the text. In this sense, the potential of complementary existence of ethical and legal normative system, possibilities of national ethical conception, need of higher participation of employees were identified as steps, which should improve managing of ethics in the sphere of public administration. Moreover, the sophistication process of ethical norms have to be perceived as important part of public administration ethics. Besides that, ethical norms should be perceived as irreplaceable basis for the existence of ethical bodies and efforts related to reaching adequate level of ethical integrity and accountability.

REFERENCES

- ACTION Plan for Strengthening the Slovak Republic as a State Governed by the Rule of Law. 2015. [online]. [cit. 2017-08-08]. Dostupné na: http://www.rokovania.sk/File.aspx/ViewDocumentHtml/Mater-Dokum-189280?prefixFile=m_
- ADAMCOVÁ, M. 2012. Etické determinanty vo verejnej politike. In NOVÁK, M., KOHOUTEK, J. a kol. (eds.). Politická kultúra mocenských elit v ére globalizácie. Kolín: Nezávislé centrum pro studium politiky, Academia Rerum Civilium – Vysoká škola politických a spoločenských vied, 2012. s. 68-72. ISBN 978-80-68879-8-3.

- BRODEUR, M. 2016. Public Policy Analysis and Management at the Crossroads: An Epistemological Investigation of Ethics and Public Actions. In CONTEH, Ch., ROBERGE, I., (eds.). *Canadian Public Administration in the 21st Century*. Boca Raton: CRC Press, 2016. p. 173-188. ISBN 978-1-4665-9172-1.
- De VRIES M. S., P. S., KIM. 2011. Conclusions. In De VRIES M. S., P. S., KIM. (eds.). *Value and Virtue in Public Administration: A Comparative Perspective*. London: Palgrave Macmillan, 2011. p. 275-284. ISBN 978-0-230-23647-9.
- DURANTE, M. 2017. *Ethics, Law and the Politics of Information: A Guide to the Philosophy of Luciano Floridi*. Springer: Dordrecht, 2017. 223 p. ISBN 978-94-024-1148-5.
- DYCK, B., NEUBERT, M. J. 2010. *Management: Current Practices and New Directions*. Boston: Houghton Mifflin Harcourt Publishing Company, 2010. 624 p. ISBN 978-0-618-83204-0
- GLUCHMAN, V. 2010. Deontologická etika. In GLUCHMAN, V. a kol. *Etické teórie súčasnosti: Etika II*. Prešov: Grafotlač Prešov, 2010. s. 119-132. ISBN 978-80-970485-0-1.
- GRAEBER, D. 2017. *Utopie Pravidel: O technologii, stupidite a skryté přitažlivosti byrokracie*. Praha: Prostor, 2017. 284 s. ISBN 978-80-7260-352-7.
- HAQUE, S. M. 2011. Contemporary Trends and Dilemmas of Administrative Ethics in the Developing World. In DE VRIES M. S., P. S., KIM (eds.). *Value and Virtue in Public Administration: A Comparative Perspective*, 2011. p. 169-185. ISBN 978-0-230-23647-9.
- JESENKO, M. 2017. *Právo obce na samosprávu a normotvorba obcí*. Košice: Univerzita Pavla Jozefa Šafárika v Košiciach, 2017. 204 s. ISBN 978-80-8152-539-1.
- JOHNSON, C. E. 2017. *Meeting the Ethical Challenges of Leadership*. Thousand Oaks: SAGE Publishing, 2017. 552 p. ISBN 978-1-5063-2163-9.
- KERNAGHAN, K., LANGFORD, J. W. 2014. *The Responsible Public Servant*. Toronto: The Institute of Public Administration of Canada, 2014. 317 p. ISBN 978-1-55061-000-0.
- KONKOLSKI, S. 2008. Etiku potrebujeme v podnikání i veřejné správě. In DYTR, Z. (eds.). *Manažerská etika V. díl*. Bratislava: WAMAK, 2008, 112 s. ISBN 978-80-96771-27-4.
- LAWTON, A. 2004. Developing and Implementing Codes of Ethics. In: *Viešoji politika ir Administrativimas*. 2004, Vol. 3, n. 7, pp. 94-101. ISSN 1648-2603.
- LAWTON, A., RAYNER, J., LASTHUIZEN, K. 2013. *Ethics and Management in the Public Sector*. Abingdon: Routledge, 2013. 208 p. ISBN 978-0-415-57760-1.
- LEWIS, C. W. 2015. *Ethics Codes and Ethics Agencies: An Implementation*. In H. G. FREDERICKSON, H. G. (eds.). *Ethics and Public Administration*. New York: Routledge, 2015. p. 136-157. ISBN 978-1-563-24097-3.
- MACHYNIAK, J. 2012. Aktuálne problémy verejnej správy – výsledok zápasu o moc. In ONDROVÁ, D. (eds.). *Aktuálne problémy a výzvy verejnej správy*. Košice: TypoPress, 2012. s. 122-130. ISBN 978-80-8129-021-3.
- McNAUGHTON, D., RAWLING, P. 2007. Deontology. In COPP, D. (eds.).

- TheOxfordHandbook of EthicalTheory. Oxford: OxfordUniversity press, 2007. p. 424-459. ISBN 978-0-19-532591-1.
- MENZEL, D. C. 2015. Ethics and Integrity in Public Service: Issues and Challenges. In MENZEL, D. C., WHITE, H. L. The State of Public Administration: Issues, Challenges, and Opportunities. New York: Routledge, 2015. p. 108-124. ISBN 978-0-7656-2504-5.
- MENZEL, D. C. 2017. Ethics Management for Public and Nonprofit Managers: Leading and Building Organizations of Integrity. New York: Routledge, 2017. 320 p. ISBN 978-1-138-19016-0.
- ONDROVÁ, D. 2013. Ethics, Law, and Ethical Conduct of Behaviour. In: Konsenzus v práve. Banská Bystrica: Belianum. 2013. p. 170-178. ISBN 978-80-557-0523-1.
- PALÚŠ, I. 2017. Teoreticko-právne východiská obecnej samosprávy (so zameraním na podmienky Slovenskej republiky. In ŽOFČINOVÁ, V. (eds.) Formy uskutočňovania obecnej samosprávy. Košice: Univerzita Pavla Jozefa Šafárika v Košiciach, 2017, s. 14-27. ISBN 978-80-8152-542-1.
- REAMER, F. G. 2015. Ethical Competence in Social Work. In COOPER, T. L., MENZEL, D. C. Achieving Ethical Competence for Public Service Leadership. New York: Routledge, 2015. p. 163-188. ISBN 978-0-7656-3245-6.
- SEKNIČKA, P., A. PUTNOVÁ, 2016. Etika v podnikání a hodnoty trhu. Praha: GRADA Publishing, a. s., 2016. s. 200. ISBN 978-80-247-5545-8.
- Strategic Plan for Fighting Corruption. 2011. [online]. [cit. 2017-08-08]. Dostupné na: http://www.bojprotikorupcii.vlada.gov.sk/data/files/2231_8690.pdf
- Yearly Activity Report of Slovak Ombudsman from 2007. 2007. [online]. [cit. 2017-08-08]. Dostupné na: http://www.vop.gov.sk/files/File/spravy_o_cinnosti/Sprava20063.pdf
- ŽUPOVÁ, E. 2014. Menedžment personálu v gosudarstvennom upravlenii. In: Nekotoryje voprosy municipal'noy upravlenija v Slovackoj respublike. Bratislava: EKONÓM, s. 52-56. ISBN 978-80-2253-870-1.

Markéta VOGELOVÁ¹ - Radek CHALOUPKA² - Josef ABRAHÁM³

POTENTIAL OF NEW DATA SOURCES IN TOURISM

Abstract

The intensive development of new technologies extends the possibilities for data resources to monitor tourism. New sources offer a wide range of data that could be used to complement traditional statistical resources. In this context, however, a number of methodological and legislative issues need to be addressed. This paper presents a contribution to the discussion on the use of data sources to measure the performance of road traffic more heavily. The aim of this article is to analyze the potential of modern data sources in terms of their usability for statistics and performance measurement of tourism. In order to determine the potential of new statistical sources, a questionnaire survey of respondents from the experts in the field of tourism is used. The research is mainly focused on the needs of destination management organizations in the Czech Republic. The theoretical framework of the article is an analysis of the available sources of tourism statistics in the Czech Republic and in the international environment.

KEY WORDS: tourism, statistical data, geolocation data, payment card data

1 INTRODUCTION

Traditional tourism statistics have long been based on original data sources, primarily administrative data from national and international organizations. These data are continuously supplemented by thematic research and analysis. The available data allowed a comparison of selected tourism indicators at regional, national or international level. The basic advantage of administrative data is the long-term unified methodological approach in collecting and evaluating and solving legislative issues related to the protection of individual data. Their disadvantage is the limited possibility of obtaining the necessary data on all

1 Ing. Markéta Vogelová, University of Economics, Prague, nám. W. Churchilla 1938/4, 130 67 Prague, Czech Republic, e-mail: vogm00@vse.cz.

2 Ing. Radek Chaloupka, University of Economics, Prague, nám. W. Churchilla 1938/4, 130 67 Prague, Czech Republic, e-mail: char01@vse.cz.

3 Doc. Ing. Josef Abrahám, Ph.D. Metropolitan University Prague, Dubečská 900/10, 100 31 Prague, Czech Republic, e-mail: josef.abraham@mup.cz.

relevant indicators of the tourism industry at an affordable price. Traditional statistics have always provided, to a limited extent, information on the size and performance of the tourism industry. Intense technological development based on the use of modern digital technologies has brought the possibility of using large volumes of data called Big Data. The technological boom was also a rocket growth in Internet platforms and the emergence of new tourism service providers. The development of social networks and new opportunities for marketing / communication activities also significantly affected the tourism sector. The use of modern data sources based on Big Data represents considerable potential in terms of tourism. Statistics in connection with the emergence of new opportunities are in many ways once again at the beginning. It is necessary to address not only methodological problems but also a number of legislative issues. Due to the large number of modern (new) data sources, it is necessary to look at their usability in terms of tourism statistics.

The aim of this article is to evaluate the potential of modern data sources in terms of their usability for tourism statistics and measuring the performance of tourism. The research is mainly focused on the needs of destination management organizations in the Czech Republic. The methodological approach of the solution is based mainly on qualitative methods of market research. In order to determine the potential of new statistical sources, a questionnaire survey of respondents from the experts in the field of tourism is used. The assessment of the potential of modern data sources of tourism statistics is based on research results. The theoretical framework of the article is an analysis of the available sources of tourism statistics in the Czech Republic and in the international environment. Tourism statistics are divided into traditional new data sources. Traditional sources are the statistics of public institutions aagentur in the Czech Republic (CSO, MRD, CNB, CzechTourism) and international organizations (Eurostat, UNWTO, OECD, World Travel & Tourism Council). Modern sources of tourism statistics include geolocation / positioning data of mobile operators, residual data of international payment associations, data from social networks, data of shared economy platforms, and data of internet search engines. The evaluation of the data sources and the identification of the key conclusions were based on the analysis of strengths and weaknesses.

from these entities. However, the disadvantage of execution is that it is relatively time consuming and costly.

2 OVERVIEW OF TRADITIONAL AND MODERN DATA SOURCES IN TOURISM

Traditional data sources are for analysis purposes defined as data, that are commonly available and used for decision-making by tourism stakeholders.

They include the statistics of the Czech Statistical Office (CZSO), the Ministry for Regional Development (the Ministry), the Czech National Bank (CNB) and the Czech Tourism Authority - CzechTourism.

The Czech Statistical Office is the main source of statistical data in the field of tourism. It deals with the acquisition, processing, analysis and interpretation of statistical data from tourism and travel. In particular, it provides data on the volume of tourism, its characteristics, the profile of tourism participants, tourism expenditure and tourism benefits for the national economy. Data provision is governed by EU legislation and international recommendations on tourism statistics, in particular Regulation EU 692/2011 on European statistics on tourism. The CZSO identifies and provides data primarily in the following key areas: statistical survey at collective accommodation establishments (capacity indicators and occupancy + database management of these facilities); tourism survey (information on domestic and outbound trips of Czech households); creating a tourism satellite account and a tourism employment module.

The Ministry for Regional Development of the Czech Republic, in cooperation with the Czech Statistical Office and the CzechTourism Agency, has been implementing a system of national projects to improve statistical data on tourism. The result was the implementation of statistical censuses in the field of tourism - accommodation, catering and MICE. The Ministry has in the past been the initiator and long-term holder of the project "Inbound tourism".

The Czech Tourism Authority - CzechTourism deals mainly with marketing research including motivational surveys in the field of tourism such as tracking of domestic and inbound tourism, country reports, processing of infographics and analyses. CzechTourism is the implementor of research projects in the field of tourism statistics - Inbound tourism. The Czech National Bank is the provider of data on the balance of payments of tourism.

The source of tourism statistics at international level are data from Eurostat, the World Tourism Organization, the Organization for Economic Cooperation and Development. The importance of these organizations lies in the methodological unification of tourism statistics, international benchmarks and sectoral / intersectoral analysis. Eurostat monitors data on the territory of the European Union, including traffic statistics and tourism capacities. The role of Eurostat is also to unify the level of tourism statistics and methodological support of individual member countries (Eurostat, 2016).

The World Tourism Organization (UNWTO), which is a specialized agency of the United Nations, is considered the most comprehensive source of internationally comparable data in recent years. Data are published in almost 160 member countries of UNWTO. Furthermore, they are monitored not only by countries, but also by larger units (developed and emerging economies, and especially UNWTO regions and subregions). UNWTO monitors tourism statistics

on a global level. It provides a prediction of tourism development and analyzes the current and historical development of tourism. Its role also lies in providing methodological support to member countries (World Tourism Organization, 2018).

Organization for Economic Co-operation and Development (OECD) focuses on analyzing selected issues of tourism in the context of the development of the international economy. It processes thematic analysis of selected countries or international comparisons (Dupeyras, 2013).

Information on the impact of tourism is based on an unofficial world economy satellite account, which is compiled by the World Travel & Tourism Council (WTTC) every year. Unlike the UNWTO methodology, economic impacts are monitored instead of international flows (revenues, expenditures, etc.). In addition, WTTC statistics include domestic tourism data. The ranking of countries in international comparison according to UNWTO and WTTC may vary significantly. Countries with the most arrivals by UNWTO (eg France or Spain) are not dominant in terms of value added or employment in tourism. In terms of the impact on the economy, the US, Japan, China or India have high levels of contrast (World Travel&Tourism Council, 2018).

Only some of the new data sources available for tourism statistics were selected for analysis purposes. The selection was made on the basis of practical experience with the less usable resources, that are used recently for tourism statistics and the measurement of their selected aspects of the industry. From the point of view of the analysis, these resources are divided into five basic groups: geolocation-positioning data (mobile operators), data from payment cards (credit card associations), data from social media (Facebook, Twitter, Youtube, Instagram, (Airbnb, Uber, Liftago, HomeAway, etc.) and Internet search engines (Google, List, etc.).

Geolocation data from mobile operators provide information about the amount and profile of visitors of the destination / area over time. This source also provides information on geographic indicators, such as the number of foreign tourists connecting to the local network, their period of stay in the country, frequency analysis of visiting destinations, etc. The advantage is the possibility of monitoring the trajectory (the whole route) of the foreign visitor's stay. The positioning data provide data for the calculation of aggregated indicators, such as the number of foreign tourists in total, the number of one-day visitors, the number of transits. Due to the personal data protection, this source does not provide an individual identification, including basic demographic indicators (Seynaeve, 2016).

Payment card data enable geographical identification of expenses (information on the place of use of the payment card, the method of its use, payments and withdrawals of cash on a given payment card, etc.) Provide data

for calculation of average and total expenses, information on places with the highest number of cash withdrawals, places with the highest expenses, etc. They do not allow the identification of the individual, including the basic demographic indicators.

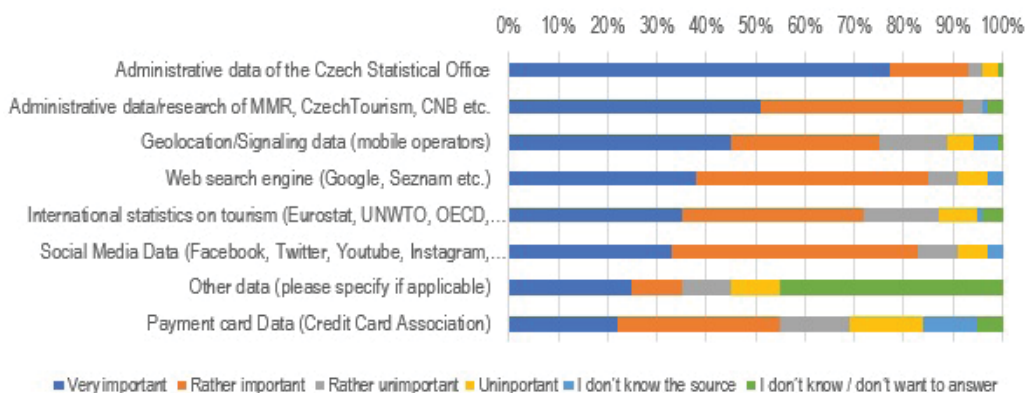
Shared economy data allow to measure the performance of these platforms. In terms of tourism statistics, they are particularly important for the accommodation, catering and transport sectors. These are primarily Airbnb, HomeAway, Vacation Rentals, Homeliday, FlipKey, Uber, Liftago, Taxify, BlaBla cars, etc. Data are not provided by platforms to the extent necessary for use in tourism. Another disadvantage is the fact that there is no relevant methodology for their use.

2.1 Research of the potential of data sources in tourism

In order to determine the potential of new statistical sources, a questionnaire survey of respondents from the experts in the field of tourism is used. The research is mainly focused on the needs of destination management organizations in the Czech Republic. The thematic research focuses on geolocation data, data from payment cards, social networks, shared economy platforms, internet search engines and their comparison with traditional sources. The questionnaire survey was conducted between February and March 2018. 79 tourism experts were questioned. Respondents were geographically distributed within the territory of the Czech Republic. The questionnaire survey was divided into two basic parts. The first part of the research focused on comparing the potential of traditional and new data sources for tourism statistics. The second part of the research was devoted exclusively to new data sources of tourism statistics and the way they are used by the tourism stakeholders and the role of the public sector.

The results of the questionnaire survey are divided into 7 specific areas as follows: 1) evaluation of the importance of selected data sources in terms of the needs of respondents to research in the field of tourism statistics, 2) respondents' confidence in relation to individual data sources as sources for tourism statistics, 3) reasons to prevent respondents from using individual data sources for statistical purposes in the tourism sector, 4) evaluation of future possibilities and potential use of data sources for tourism statistics, 5) preferences of respondents way of providing statistical data from new data sources for the needs of tourism statistics, 6) respondents' opinion on the payment of statistical data from new data sources a 7) preferences of respondents to regional breakdown statistical data from new data sources and their provision for public use.

Graph 1 Evaluation of the significance (importance) of selected data sources in terms of the needs of respondents to research in the field of tourism statistics

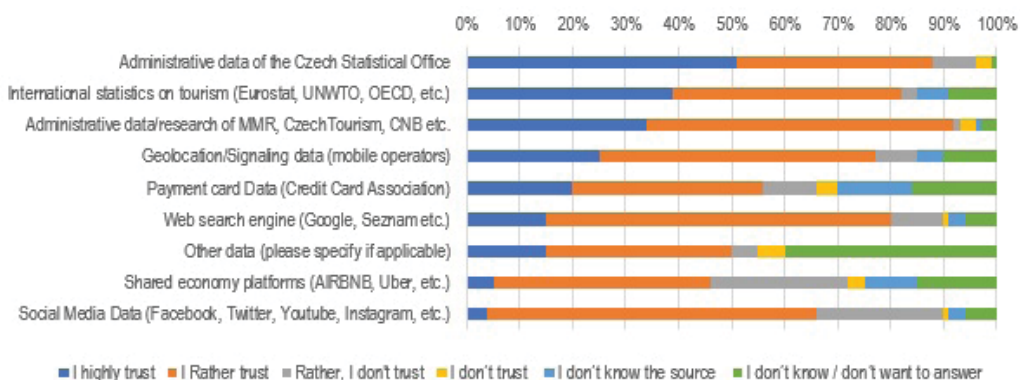


Source: Own research

When it comes to assessing the importance of data resources in terms of tourism needs, respondents prefer the most the administrative data of the Czech Statistical Office, data and research by the Ministry for Regional Development of the Czech Republic, geolocation data of mobile operators and Internet search engines. Data from payment cards and social media are the least significant ones (see Graph 1 for details).

An important factor in using modern data sources is their credibility. As can be seen from Graph 2, the respondents logically more trust the traditional national resources and international statistics. In the case of modern data sources, they perceive mobile positioning data and Internet search engines as more reliable. On the contrary, they trust the credit card and social networking data the least.

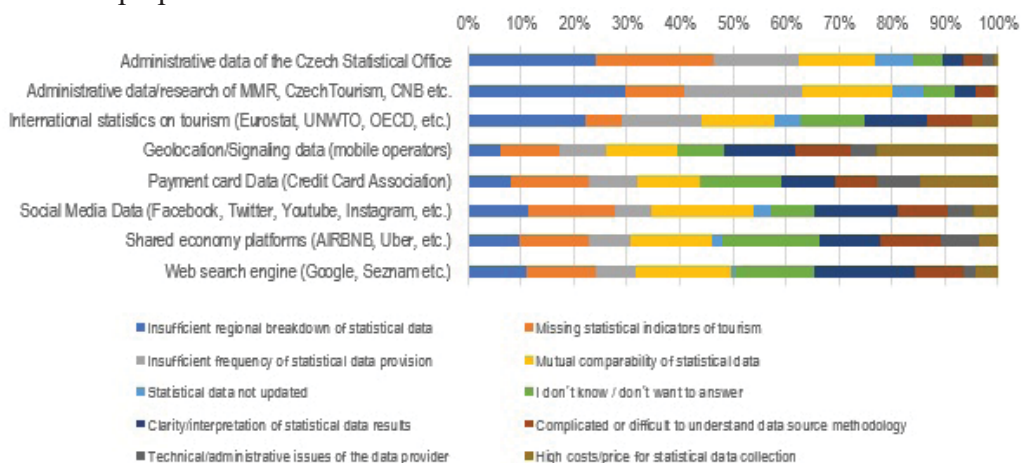
Graph 2 Respondents' confidence in relation to individual data sources as sources for tourism statistics



Source: Own research

Concerning the weakness of individual data sources, the questionnaire survey also confirmed the weakness of traditional tourism statistics, such as the unpredictability of the data provided, the limited number of statistical indicators and their insufficient regional breakdown. In relation to the new data sources, experts see the complexity of the data source methodology and the lack of clarity and the level of interpretation of their results (see Graph 2) as deficiencies.

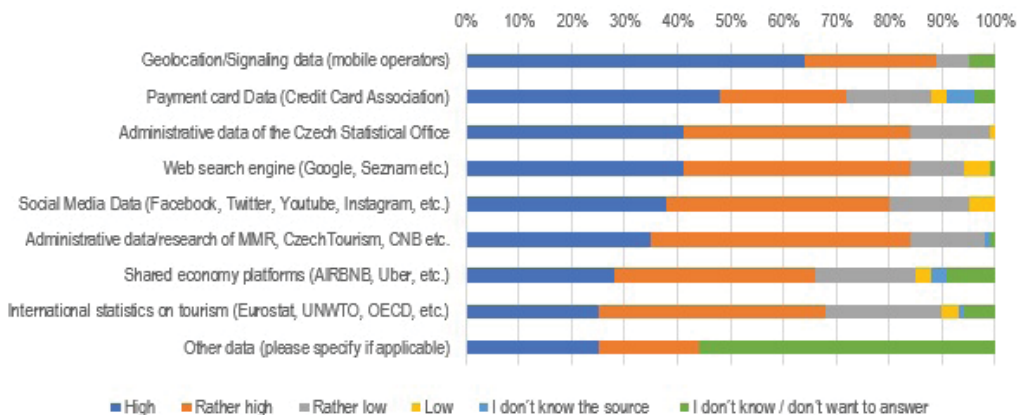
Graph 3 Reasons to prevent respondents from using individual data sources for statistical purposes in the tourism sector



Source: Own research

Graph 4 presents the results of the potential assessment for the future use of individual data sources of tourism statistics. Experts generally perceive all tested sources of tourism statistics as usable. Geolocation / positioning data (89 %) and Internet search engines (84 %) have the biggest potential. High potential also keeps the traditional source of tourism statistics, which are the administrative data of the Czech Statistical Office. On the contrary, experts believe the possibilities of using shared economy data (66 %) the least, which may be related to their relatively low confidence.

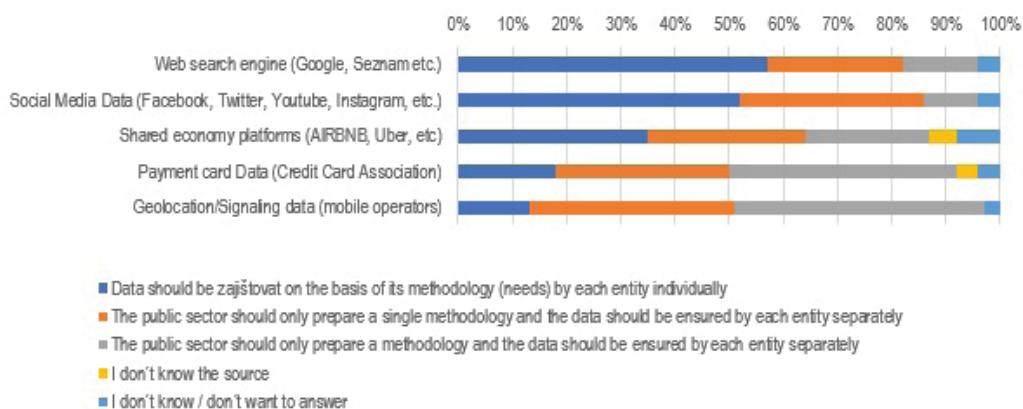
Graph 4 Evaluation of future possibilities and potential use of data sources for tourism statistics



Source: Own research

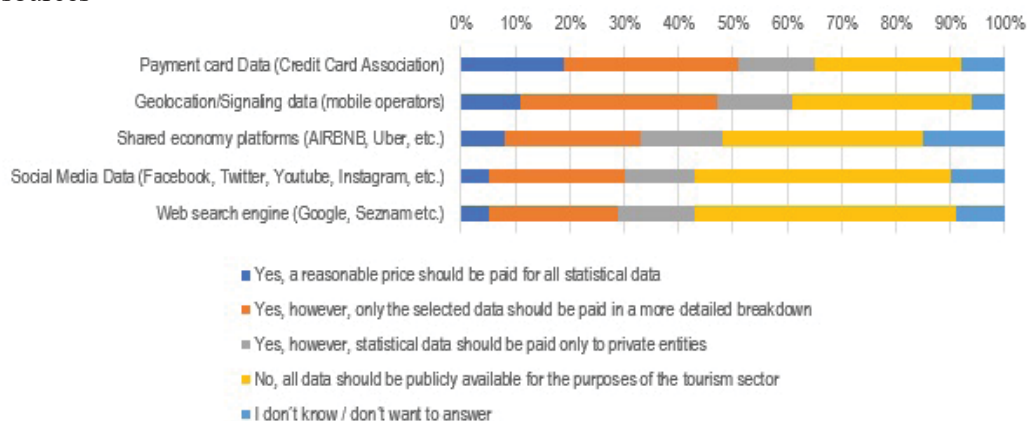
It is clear from Graph 4 that respondents support the creation of a uniform methodology for the use of new data sources by the public sector. From the point of view of ensuring full data utilization, including uniform methodological unification, the most preferred geolocation / positioning data and payment card data are the most preferred. Concerning data from social networks, the public sector should engage rather in methodological support.

Graph 5 Preferences of respondents way of providing statistical data from new data sources for the needs of tourism statistics



Source: Own research

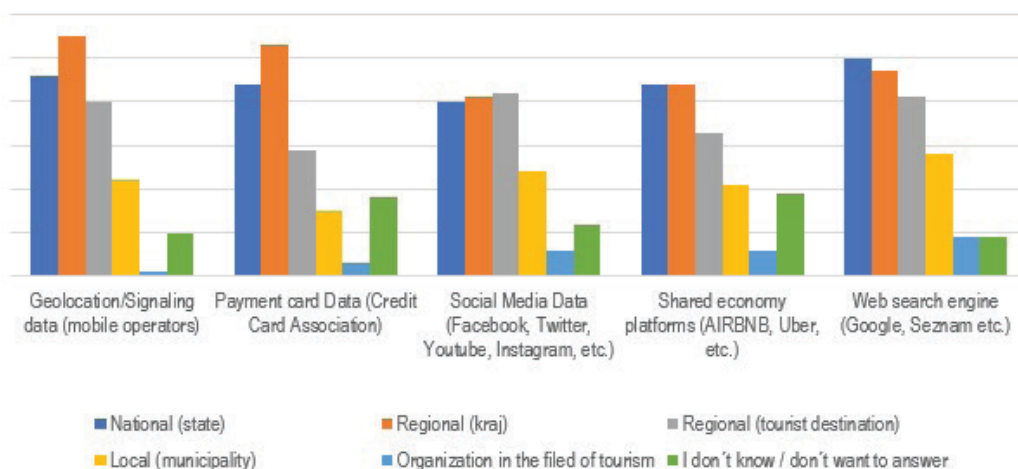
Graph 6 Respondents' opinion on the payment of statistical data from new data sources



Source: Own research

In the survey, respondents were asked whether they would be personally willing to pay for statistical data. A total of 61 % of respondents are willing to pay a reasonable price for the data, while 39 % of respondents are reluctant to pay no costs for the data from new sources. This result is probably due to the fact, that tourism stakeholders already have to pay for a range of data, especially from the field of marketing research. The willingness to pay some financial resources decreases with the origin of the respondent. Significantly decreasing when it is a public sector entity (see Graph 6 for details).

Graph 7 Preferences of respondents to regional breakdown statistical data from new data sources and their provision for public use



Source: Own research

Graph 7 illustrates, that data from new sources should be available publicly and free of charge at the national and regional level, according to the results of the questionnaire survey, with each new data source being different. The largest number of respondents supports the provision of geolocation (signaling) data from mobile operators, payment card data and Internet search engines. With a lower level of tourism management, experts' preferences to data provision are declining.

Following the overall results of the questionnaire survey, priority was given to support the use of new data sources of tourism in this sector. The design of priorities and involvement of the public sector in the support of individual data sources is presented in Table 1. The public sector involvement in the areas of preparation of a unified methodology, regional breakdown and mediation of data availability was considered as supported.

Table 1 Prioritization public sector activities in supporting the exploitation of new tourism data sources

New data source	Preparation of uniform methodology	Level of data availability	Level providing free data
Geolocation/Signaling data (mobile operators)	Very high priority	National, Regional (kraj), Regional (tourist destination), Local	National, Regional (kraj)
Payment Card Data	High priority	National, Regional (kraj), Regional (tourist destination), Local	National, Regional (kraj)
Shared economy platforms	High priority	Micro level	National
Social Media Data	High priority	Micro level	N/A
Web search engine (Google, Seznam etc.)	Low priority	Micro level	N/A

Source: Own research

2.1 Research of the potential of data sources in tourism

In order to determine the potential of new statistical sources, a questionnaire survey of respondents from the experts in the field of tourism is used. The research is mainly focused on the needs of destination management organizations in the Czech Republic. The thematic research focuses on geolocation data, data from payment cards, social networks, shared economy platforms, internet search engines and their comparison with traditional sources. The questionnaire survey was conducted between February and March 2018. 79 tourism experts were questioned. Respondents were geographically distributed within the territory of the Czech Republic. The questionnaire survey was divided into two basic parts. The first part of the research focused on comparing the potential of traditional and new data sources for tourism statistics. The second part of the

research was devoted exclusively to new data sources of tourism statistics and the way they are used by the tourism stakeholders and the role of the public sector.

The results of the questionnaire survey are divided into 7 specific areas as follows: 1) evaluation of the importance of selected data sources in terms of the needs of respondents to research in the field of tourism statistics, 2) respondents' confidence in relation to individual data sources as sources for tourism statistics, 3) reasons to prevent respondents from using individual data sources for statistical purposes in the tourism sector, 4) evaluation of future possibilities and potential use of data sources for tourism statistics, 5) preferences of respondents way of providing statistical data from new data sources for the needs of tourism statistics, 6) respondents' opinion on the payment of statistical data from new data sources a 7) preferences of respondents to regional breakdown statistical data from new data sources and their provision for public use.

3 CONCLUSION

According to the results of the research, experts trust statistical data in tourism, especially those from traditional administrative sources. The highest level of trust have data that experts know and have real experience with them. Data credibility with the level of experience with a given data source is decreasing. The logical result is therefore somewhat lower trust to new sources of tourism statistics. Nevertheless, the results achieved in relation to these resources can be considered favorable.

The questionnaire survey also confirmed the weaknesses of traditional tourism statistics, such as the unpredictability of the data provided, the limited number of statistical indicators and their insufficient regional breakdown. In relation to new data sources, experts see the complexity of the data source methodology and the lack of clarity and level of interpretation of their results as deficiencies. New data sources have been assigned the greatest potential of use, in particular geolocation (signaling) data and Internet search engine services. On the other hand, data about the shared economy are the least potentially usable. Traditional data from the administrative sources of the Czech Statistical Office, the Ministry of Regional Development, the Czech National Bank, and the CzechTourism Agency are also still considered to be promising. In the case of traditional sources, there is still a need to continue in their developing.

The results of the research also brought important impulse for the public sector (especially for the Ministry of Regional Development of the Czech Republic and the Czech Tourism Authority – CzechTourism). According to the results of the questionnaire survey, the public sector should focus mainly on the preparation of a uniform methodology for the use of new data sources and to ensure their full utilization. From the point of view of ensuring full data utilization including uniform methodological unification, geolocation / signaling data and payment

card data are the most preferred. Concerning data from social networks, the public sector should engage rather in methodological support. Very important is also the information on what level the management of tourism should be publicly available or free of charge, and this information is particularly relevant in relation to the newly created destination management structure, which is now established by Categorization of Destination Management Organizations. The survey found that data from new sources should be available publicly and free of charge at national and regional level, with each new data source being different. With a lower level of tourism management, experts' preferences to data provision are declining. Positive is that there is a willingness to pay a reasonable amount of money. Fully available free-of-charge data are especially preferred at national county level. The high interest in obtaining the new data for free is also demonstrated at the regional DMO level.

REFERENCES

- AHAS, R., TIRU, M. Passive Anonymous Mobile Positioning Data for Tourism Statistics. In: 11th Global Forum on Tourism Statistics, Reykjavik, 2012.
- ARMOOGUM, J., MARCHAL, P., ROUX, S. Acceptability of the use of new technologies by interviewees in surveys. In: New techniques and technologies for tourism, Luxembourg, 2009.
- DUPEYRAS, A., MACCALUMM, N. Indicators for Measuring Competitiveness in Tourism. Paris: Organisation for economic cooperation and development, 2013.
- EUROSTAT. Tourism Satellite Accounts in Europe. Luxembourg: Publications Office of the European Union, 2016.
- HERGET, J., VOGELOVÁ, M. Monitoring of the project – European Capital of Culture 2015. In: Čechurová, L. (ed.). Opportunities and Threats to Current Business. Management in Cross-border Comparison 2015. Chemnitz: Verlag der GUC, 2015. ISBN 978-3-86367-038-2.
- KAMENICKÝ, J., KUČERA, L. Vybrané aspekty cestovního ruchu České republiky. Praha: Český statistický úřad, 2014.
- SEYNAEVE, G., DEMUNTER, Ch. When mobile network operators and statistical offices meet - integrating mobile positioning data into the production process of tourism statistics. In: 14th Global Forum on Tourism Statistics, Venice 2016.
- WORLD ECONOMIC FORUM (WEF). The Travel and Tourism Competitiveness Report 2017. Geneva: WEF, 2017.
- WORLD TOURISM ORGANIZATION. UNWTO Tourism Highlights: 2018 Edition. Madrid: UNWTO, 2018.
- WORLD TRAVEL & TOURISM COUNCIL (WTTC). Regional results (World). London: WTTC, 2018.

MURRAY SVIDROŇOVÁ, MÁRIA: NON- GOVERNMENTAL NON-PROFIT ORGANIZATIONS – BEARERS OF PUBLIC SERVICE INNOVATION

Banská Bystrica: Belianum, 2016, 132 p.

The portfolio of non-profit organizations is very broad. It represents an important addition to the private and public sector. These organizations contribute to the satisfaction and improvement of public-service services based on citizens' needs. Through non-profit organizations, democracy, civil society, or advocacy of citizens' interests is developing. Such a character is presented by the monograph of the author Maria Murray Svidraňová under the title *Non-governmental non-profit organizations – bearers of public service innovation*. The book focuses on innovation in public services, the bearers of which are non-profit organizations. The monograph has brought relatively recent examples of good practice of social innovation issues. The aim of the monograph is to apply the theoretical concept of innovation perception and to analyse a new approach to the provision of public services by non-profit organizations called „co-creation“. The title of the publication itself very well reflects the intention to identify the main incentives and barriers to the development of public service provision. The aim of the research is closely monitored and fulfilled for the establishment and implementation of public services.

The monograph, that comprises four chapters in 132 pages, is divided into two main parts which contain theoretical aspects of non-profit organizations as well as the practical part. The first part deals with the theoretical background and is divided into three logically arranged chapters followed by subchapters. The author presents relevant theoretical and empirical foundations. She focuses specifically on the non-profit sector as a provider of public services. She defines the public sector and public services. The second chapter presents the theoretical aspects of public service innovation paying attention to social innovation separately, including the incentives and barriers that are present in public service innovation. I can see the dominant contribution of the monograph to the public and to the experts, mainly in the third and fourth chapters where the author presents practical realizations of the specific activities within the case studies described. The author presents examples of good practice of co-creation

in Slovakia as an innovation of selected services in Slovakia. The last chapter presents the innovative potential of non-governmental non-profit organizations. In this part of the monograph, examples of good practice are presented to point out the incentives, barriers and the growth potential of non-profit organizations. The individual case studies are specifically presented and clearly explained to ordinary readers. Identified examples of good practice provide a scope for further discussion among experts on this issue. From my point of view, Chapters 3 and 4 are very important, motivating and beneficial.

The monograph is meaningful; its scope represents many benefits for the professional public. The style and form of writing is professional, yet easy to read and accessible for the wide public. All information is presented in a simple and comprehensible way for different target groups, experts or laics but also other readers. The author refers to scientific knowledge and findings from comprehensive scientific research and analysis that are presented in the form of case studies which can be considered as examples of good practice. In the monograph, the author has succeeded in elaborating and presenting the scientific terminology and knowledge of the studied subject in a comprehensible and logical way. Such a form enables the reader to understand all the information and knowledge presented.

The positive contribution of the monograph is in the interpretation and presentation of examples of good practice, and the description and presentation of the most accurate and identifiable knowledge of innovation that non-profit organizations bring in the public service environment. In particular, I see a high added value in the described stimuli and barriers to the innovation potential of non-profit organizations. Information and knowledge about the growth of the innovative potential of non-governmental organizations inspired by foreign countries is also encouraging. References to different resources provided by professionals from the third sector, innovation, and public services prove that the publication deserves attention and is of great importance to society.

I consider the monograph to be very influential thanks to its thematic focus that is very needed and I certainly recommend it to experts and to the public as well because the examined issues may have a significant impact on society in the future and therefore should be given appropriate attention. It would be advisable for other authors to continue in dealing with the third sector from different perspectives and to take into account which innovations may be beneficial to society.

Michal Imrovič, PhD.
Faculty of Social Sciences UCM in Trnava
Bučianska 4 / A, 917 01 Trnava
michal.imrovic@ucm.sk

ŽOFČINOVÁ, VLADIMÍRA: SPECIFIC CATEGORIES OF EMPLOYEES

Košice: UPJŠ, 2018, 214 p.

In the light of ever-changing labour market, the perception of new concepts and searching for an optimal level of legal regulation, the issue of labour relations, the work performance, and role of employees as subjects of labour law is an „inexhaustible” and very current topic. The validity of scientific studies aimed at specific categories of employees is justified by inconsistency in the process of application of the laws within implementation practice, including the sphere of public administration. Historically, these relations have undergone both, less and more systematic changes associated with the enforcement of protection of fundamental rights and freedoms as well as with the social protection of workers, the harmonization of labour law and aspects related to the membership of Slovakia in the European Union, etc.

Similarly, the dynamic development of companies and the introduction of newly-found technologies into the production processes as well as services, digitalization, controlling through information devices and innovation all massively influence the present form of employment relationship. In relation to this, the status and protection of an employee will evolve and change in the future. As to respond to these changes, it will be necessary to re-define social policies in order to secure providing of effective social protection regulations which are deemed necessary by the very nature and character of the welfare state. Thus, related social policy, employment policy as well as the education policy will find themselves at the crossroads. As a result, it will be necessary to adopt systematic, rational and for some even unpopular measures. This is a very lively, dynamic topic and it requires to be examined not only from an academic or scientific point of view, but we also should bear it in mind when dealing with practical issues.

Monograph by JUDr. Žofčinová, PhD., entitled “Special Categories of Employees” offers scientific insight into a very special part of labour law - specific categories of employees respectively. Žofčinová’s publication is perceived as a wholly new and specific work and we could hardly find a comparable monograph or collection of scientific papers within the sphere of the Czech and Slovak literary production.

The author set the following as her main objective: “... to provide public with another, non-traditional juristical approach to categorisation of employees in the labour law sphere while aiming to point out to specific characteristics of legal regulations, and thus inspire the formation of various opinions and visions on the current form of the employment status of work performance from theoretical point

of view. (Žofčinová, 2018, p. 9), “the objective of this publication was chosen in ambitious, yet, in a realistic way”.

Having made use of methods of scientific work, the author has carried the examination of a wide range of mainly (but not only) labour relations between an employer and an employee. By exploring the topic, she came up with new findings in interdisciplinary context, closely intertwined with the sphere of public administration. The author should be applauded for her clear usage of terminology and for initiating of an interesting debate on what the right application of legal concepts should be, but most of all for her proposals on what to improve.

The monograph is divided into six chapters, related to each other logically as well as by content. With the ambition of being more reader-friendly, these were broken down into subsections.

In the first chapter the monograph provides us with the input analysis of the general context of labour relations, then, our attention is directed towards the social policy of the employer specializing on specific categories of employees. The author raises the question whether protection of employees with disabilities, as well as the adjustment of the labour conditions for the employees with responsibility for the family and their legal status could not be perceived rather as an area highlighting the protection of specific groups of employees, in many cases aiming to prevent discrimination against such persons, or to provide for enhanced protection (positive discrimination). In this chapter, strong emphasis is placed on “specificity” which determines the way the employees are to be categorized. This concept will certainly have a great impact on the next publications.

The second chapter presents a way in which we view the position of an employee with a disability. It helps a reader to find the answers to the questions of the status of those employees and the chapter also examines the specific obligations of an employee when hiring such a person. State aid and support within the sphere of a policy of employment of disabled persons are surely inevitable. Therefore, in this chapter, the author also examines the role of public administration in this area, more specifically, how the current labour market policy tools could be used to promote the employment of disabled people.

Recently, the requirement to balance and harmonize one's career and private life has risen and not only that, it has become the new priority. In the third chapter, our attention is drawn towards the specific ways in which we approach employees who are bread-winners to their families. The author condemns precise analyses of the rights and obligations of employees, who enjoy the status of a parent and raise children, she further examines the labour links between and the mutual dependence of employment and institutes of maternity, parental leave respectively, and she also studies the rights and obligations of employees taking care of an immobile person. In her publication, Dr. Žofčinová does not avoid the question of the status of women as workers - the topic so often disregarded, where

she pointed out to several interesting examples from everyday life, i.e. positive regulations on labour market aimed at improving the position of women on the labour market.

The author's long-term experience in teaching might have been an incentive for the fourth chapter of her monograph, where she readily addresses the discontinuities pertaining to the employment status of university professors in comparison to the status of other (regular) employees. The author is concerned with the conclusion of fixed-term employment contracts with teachers *ex-lege*. She also opens the debate on the issue of the nature and limits of contractual freedom of the employment relationship participants, followed by the major postulates of both national and European judicature.

The fifth chapter deals with the almost rocket start of innovation and technological progress in the society not excluding the close examination of the performance of an employee's tasks. We are also presented with the specifics of performance of both – home employees and employees engaged in so-called teleworking. She ponders the question of flexibility, which originates from these types of work performances and compares it to the risks they generate. Furthermore, the issue of legal limits *de lege lata* that do not make a home office or teleworking unlimited types of work performance is raised.

In the last chapter, the author explores the role and performance of the work of such persons, who cannot be wholly classified as employees. It should be noted that in the array of characters, elements or characteristics we often come across legislative overlaps between the employment status of the special group of employees and the status of so-called regular employees. The author employs the term “pseudo-employees” which is seen as unique in our sphere of publication. In particular, the author finds interesting to analyse the position of a mayor, which could be envisaged as a position of pseudo-employee. They do not perform their job under the employment contract but when it comes to certain issues, they are perceived as if they were regular employees. (holidays, catering, etc.). Similarly, the position of a clergyman is also approached rather carefully, being understood as somewhat special. She further points out to technological revolution 4.0 that was only a natural response to the modernization of a society. In this sphere, more and more modern trends are being found by a specific type of employers (for example- founders of Uber). Within this topic, the author draws our attention to questions that remain open and thus generate the need for another panel discussion on the legal, technical, but also social issues and services subject to the online-platform and shared community solutions.

This publication has come to life as a combination of an array of logical and rational ideas of experts from an employment sphere and individual thoughts of the author, its main intention being to offer inspiration for improvement on the level *de lege ferenda*. Monograph by JUDr. Žofčínovej, PhD., titled “Special

Categories of Employees” will surely benefit the interdisciplinary exploration of the employment relationship emphasizing the uniqueness of the identified entities. The contribution of this scientific text will certainly be appreciated not only by the academics working within this sphere of expertise but also by students of law, by public administration and finally, by the representatives of the employees or the employers dealing with daily labor agenda. The author’s proposals application of which by authorities of public administration could lead to the improvement regarding the hiring of specific categories of employees or even inspire the progressive legislative amendments cannot be left unnoticed.

Assistant Professor Rastislav Král, PhD.

Faculty of Public Administration, University of P.J. Šafárik in Košice

Popradská 66, P. O. BOX C-2, 041 32 Košice

rastislav.kral@upjs.sk

SLOVENSKÁ REVUE PRE VEREJNÚ POLITIKU A VEREJNÚ SPRÁVU
SLOVAK JOURNAL OF PUBLIC POLICY AND PUBLIC ADMINISTRATION

VOLUME V.

2/2018

THIS ISSUE WAS PUBLISHING IN DECEMBER 2018

PUBLISHER:

FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF SAINTS CYRIL AND METHODIUS IN TRNAVA
IN COOPERATION WITH
SLOVAK SOCIETY FOR PUBLIC ADMINISTRATION AT
SLOVAK ACADEMY OF SCIENCES

CHIEF EDITOR

DOC. PHDR. PETER HORVÁTH, PHD.

EDITORIAL BOARD

PROF. ING. VÁCLAV VYBÍHAL, CSC.
PROF. DR MA ING. JÚLIUS HORVÁTH, PHD.
DR. H. C. PROF. PHDR. BLANKA ŘÍCHOVÁ, CSC.
DOC. ING. IVANA BUTORACOVÁ ŠINDLERYOVÁ, PHD.
DOC. PHDR. MÁRIA ADAMCOVÁ, PHD.
RADOSŁAW KUBICKI, PHD.

EXECUTIVE EDITOR

PHDR. JÁN MACHYNIAK, PHD.

TECHNICAL EDITOR

PHDR. MICHAL IMROVIČ, PHD.

THE JOURNAL IS PUBLISHED BIANNUALLY

CATALOGUE NO: 4926/14

ADDRESS: FAKULTA SOCIÁLNYCH VIED, UNIVERZITY SV. CYRILA A METODA
V TRNAVE, BUČIANSKA 4/A, 917 01 TRNAVA

ISSN 1339-5637 (PRINT), ISSN 1339-7826 (ONLINE)

ORGANISATION'S ID: 360 789 13

PRICE OF THE PRINT 5,- EUR

CONTENT

ARTICLES

HORVÁTH, Peter - MACHYNIAK, Ján: 2018 Municipal Elections in Trnava Region	73
LABANCZ, Andrea: Eu: Crisis Management Trends in the Digital Age	91
MITAL, Ondrej: Normative Aspect of Public Administration Ethics	102
VOGELOVÁ, Markéta - CHALOUPKA, Radek - ABRHÁM, Josef: Potential of New Data Sources in Tourism	118

REVIEWS

IMROVIČ, Michal: Murray - Svidroňová, Mária: Non-governmental non-profit organizations – bearers of public service innovation	130
KRÁL, Rastislav: Žofčinová, Vladimíra: Specific Categories of Employees	132

FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF SAINTS CYRIL AND METHODIUS IN TRNAVA

EV 4926/14
9771339563009 12

