

# Guatemala - Survey of Public Servants 2019

**Daniel Oliver Rogger**

Report generated on: May 27, 2022

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## Identification

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SURVEY ID NUMBER  
GTM\_2019\_PESBR\_v01\_M

TITLE  
Survey of Public Servants 2019

COUNTRY/ECONOMY

Name	Country code
Guatemala	GTM

STUDY TYPE  
Administrative Records, Other (ad/oth]

ABSTRACT

The survey was one of three components of a World Bank project implemented to provide information on the size and composition of the civil service, improve systems and control mechanisms, institutional capacity, and provide information on policy-formulation and decision-making processes. Other components included a census of Guatemalan civil servants and contractors, and the continuous updating and use of this information to strengthen checks and improve transparency, and a new policy framework aimed at strengthening the institutional capacity of the Guatemalan civil service.

The aim of the survey was to assess the characteristics and quality of human resource management in the public administration, as well as to capture the attitudes, motivations, and experiences of public officials. In particular, the survey focused on the priority areas for reform identified by the Government of Guatemala and the World Bank. The data collected was used to support the World Bank's diagnostic of key problem areas in the human resource management of the public administration in Guatemala. It was used to inform the design of institution-level interventions, as well as the new public policy framework.

KIND OF DATA  
Aggregate data [agg]

UNIT OF ANALYSIS  
Public servants (managers and non-managers) across 18 institutions in Guatemala at the central, and their respective departmental and municipal branches.

## Version

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VERSION DESCRIPTION  
Version 01: Anonymized and aggregated dataset for public distribution

## Scope

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NOTES

The study covered the following topics:

- Demographic and work history information
- Management practices
- Performance evaluation
- perceptions about discrimination
- Human resources management practices
- Perceptions of the national office of the civil service
- Perception of acts of corruption

## Coverage

### GEOGRAPHIC COVERAGE

The target population were civil servants across 18 institutions in Guatemala at the central, and their respective departmental and municipal branches.

## Producers and sponsors

### PRIMARY INVESTIGATORS

Name	Affiliation
Daniel Oliver Rogger	The World Bank

## Sampling

### SAMPLING PROCEDURE

The sample frame used comes from the frame used for the Human Resources National Census. It has the list of positions in all the units of the 18 institutions selected for this study. The sample size for the managerial level was calculated with a 95% confidence level and a 5% margin error for each institution. For the non-managers, it was calculated with the same confidence level and margin error. The sample sizes are adjusted so the sample would have an even number for each study domain for the experiment which will assign a different questionnaire to half of the respondents.

### RESPONSE RATE

Response rate was 96%.

## Data Collection

### DATES OF DATA COLLECTION

Start	End
2019-10-01	2019-12-31

### DATA COLLECTION MODE

Computer Assisted Personal Interview [capi]

### DATA COLLECTION NOTES

Face-to-face interviewing using CAPI technology conducted my enumerators.

## Questionnaires

### QUESTIONNAIRES

The survey questionnaire comprises following modules: 1- Pre-interview questions, 2- Demographic and work history information, 3- Management practices, 4- Performance evaluation, 5- perceptions about discrimination, 6- Human resources management practices, 7- Perceptions of the national office of the civil service, 8- Perception of acts of corruption, and 9- Review of surveys.

The questionnaire was prepared in English and Spanish.

## Access policy

### CONTACTS

Name	Affiliation	Email
Daniel Oliver Rogger	The World Bank	drogger@worldbank.org

#### CITATION REQUIREMENTS

The use of the datasets must be acknowledged using a citation which would include:

- the identification of the Primary Investigator (including country name);
- the full title of the survey and its acronym (when available), and the year(s) of implementation;
- the survey reference number;
- the source and date of download (for datasets disseminated online).

## Disclaimer and copyrights

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#### DISCLAIMER

The user of the data acknowledges that the original collector of the data, the authorized distributor of the data, and the relevant funding agency bear no responsibility for use of the data or for interpretations or inferences based upon such uses.

## Metadata production

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#### DDI DOCUMENT ID

DDI\_GTM\_2019\_PESBR\_v01\_M\_WB

#### PRODUCERS

Name	Abbreviation	Affiliation	Role
Development Data Group	DECDG	The World Bank	Documentation of the study

#### DATE OF METADATA PRODUCTION

2022-05-20

#### DDI DOCUMENT VERSION

Version 01 (May 2022)

**Data Dictionary**

<b>Data file</b>	<b>Cases</b>	<b>Variables</b>
<b>guatemala.dta</b> Anonymized and aggregated data	18981	11



**Data file: guatemala.dta**

Anonymized and aggregated data

Cases: 18981

Variables: 11

**Variables**

ID	Name	Label	Question
V2	Section_org	Section of the questionnaire where data was collected	
V3	Topic	Topic	
V4	Question_text	Question text as it appears in the questionnaire	
V5	Scale	Scale	
V6	Group	Group	
V7	Category	Category	
V8	Mean	Mean	
V9	Lower_ci	Lower_ci	
V10	Upper_ci	Upper_ci	
V11	Percentile_25	Percentile_25	
V12	Percentile_75	Percentile_75	

Total: 11



**UPPER\_CI: Upper\_ci****Data file:** guatemala.dta**Overview**

Valid: 18981 Invalid: Minimum: 0 Maximum: 1.20011109953945  
 Type: Continuous Decimal: 0 Width: 19 Range: 0 - 1.20011109953945 Format: Numeric

**PERCENTILE\_25: Percentile\_25****Data file:** guatemala.dta**Overview**

Valid: 18981 Invalid: Minimum: 0 Maximum: 5  
 Type: Discrete Decimal: 0 Width: 4 Range: 0 - 5 Format: Numeric

**Questions and instructions**

## CATEGORIES

Value	Category	Cases	
0		12602	66.4%
0.25		3	0%
0.5		3	0%
0.75		4	0%
1		525	2.8%
1.25		9	0%
1.5		5	0%
1.75		8	0%
2		2586	13.6%
2.25		33	0.2%
2.5		34	0.2%
2.75		36	0.2%
3		1910	10.1%
3.25		20	0.1%
3.5		23	0.1%
3.75		21	0.1%
4		1155	6.1%
5		4	0%

**SECTION\_ORG: Section of the questionnaire where data was collected****Data file:** guatemala.dta

## Overview

Valid: 18981 Invalid:  
 Type: Discrete Width: 81 Range: - Format: character

## Questions and instructions

### CATEGORIES

Value	Category	Cases	
Basic Demographic and Work History Information		684	3.6%
HRM: Dismissals		1824	9.6%
HRM: Leadership		1026	5.4%
HRM: Movement Between Institutions		2280	12%
HRM: Personnel rotations		1083	5.7%
HRM: Promotions		3705	19.5%
HRM: Salaries/Benefits		570	3%
Management Practices: Autonomy (flexibility)		114	0.6%
Management Practices: Autonomy (roles)		285	1.5%
Management Practices: Focusing		342	1.8%
Management Practices: Incentives / Monitoring: Performance incentives		171	0.9%
Management Practices: Monitoring		456	2.4%
Management Practices: Participation / Personal contributions		285	1.5%
Management Practices: Personnel		399	2.1%
Management Practices: Relationship with the supervisor		1938	10.2%
Perceptions on Discrimination: General climate		627	3.3%
Perceptions on Discrimination: Perceptions on discrimination		1311	6.9%
Perceptions on the Oficina Nacional del Servicio Civil: Institutional perceptions		684	3.6%
Perceptions on Corruption: Perceptions of corrupt activities		684	3.6%
Performance Evaluation: Performance in the area		57	0.3%
Performance Evaluation: Performance of my colleagues		171	0.9%
Performance Evaluation: Performance of the personnel		285	1.5%

## TOPIC: Topic

Data file: guatemala.dta

## Overview

Valid: 18981 Invalid:  
 Type: Discrete Width: 81 Range: - Format: character

## Questions and instructions

## CATEGORIES

Value	Category	Cases	
Basic Demographic and Work History Information		684	3.6%
HRM: Dismissals		1824	9.6%
HRM: Leadership		1026	5.4%
HRM: Movement Between Institutions		2280	12%
HRM: Personnel rotations		1083	5.7%
HRM: Promotions		3705	19.5%
HRM: Salaries/Benefits		570	3%
Management Practices: Autonomy (flexibility)		114	0.6%
Management Practices: Autonomy (roles)		285	1.5%
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Management Practices: Incentives / Monitoring: Performance incentives		171	0.9%
Management Practices: Monitoring		456	2.4%
Management Practices: Participation / Personal contributions		285	1.5%
Management Practices: Personnel		399	2.1%
Management Practices: Relationship with the supervisor		1938	10.2%
Perceptions on Discrimination: General climate		627	3.3%
Perceptions on Discrimination: Perceptions on discrimination		1311	6.9%
Perceptions on the Oficina Nacional del Servicio Civil: Institutional perceptions		684	3.6%
Perceptions on Corruption: Perceptions of corrupt activities		684	3.6%
Performance Evaluation: Performance in the area		57	0.3%
Performance Evaluation: Performance of my colleagues		171	0.9%
Performance Evaluation: Performance of the personnel		285	1.5%

**QUESTION\_TEXT: Question text as it appears in the questionnaire**Data file: **guatemala.dta****Overview**

Valid: 18981    Invalid:  
 Type: Continuous    Width: 462    Range: -    Format: character

**SCALE: Scale**Data file: **guatemala.dta****Overview**

Valid: 18981    Invalid:  
 Type: Discrete    Width: 4    Range: -    Format: character

## Questions and instructions

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### CATEGORIES

Value	Category	Cases	
0--1		12768	67.3%
1--4		57	0.3%
1--5		6156	32.4%

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### GROUP: Group

Data file: guatemala.dta

#### Overview

Valid: 18981    Invalid:  
 Type: Discrete    Width: 21    Range: -    Format: character

## Questions and instructions

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### CATEGORIES

Value	Category	Cases	
Age		999	5.3%
All		333	1.8%
Capital city location		666	3.5%
Contract status		666	3.5%
Education		666	3.5%
Gender		666	3.5%
Institution		5994	31.6%
Manager status		666	3.5%
Region		7326	38.6%
Tenure		999	5.3%

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### CATEGORY: Category

Data file: guatemala.dta

#### Overview

Valid: 18981    Invalid:  
 Type: Continuous    Width: 23    Range: -    Format: character

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### MEAN: Mean

Data file: guatemala.dta

**Overview**

Valid: 18981 Invalid: Minimum: 0 Maximum: 1  
 Type: Continuous Decimal: 0 Width: 20 Range: 0 - 1 Format: Numeric

**LOWER\_CI: Lower\_ci**

Data file: guatemala.dta

**Overview**

Valid: 18981 Invalid: Minimum: -0.174352447854375 Maximum: 1  
 Type: Continuous Decimal: 0 Width: 22 Range: -0.174352447854375 - 1 Format: Numeric

**PERCENTILE\_75: Percentile\_75**

Data file: guatemala.dta

**Overview**

Valid: 18981 Invalid: Minimum: 0 Maximum: 5  
 Type: Discrete Decimal: 0 Width: 4 Range: 0 - 5 Format: Numeric

**Questions and instructions**

## CATEGORIES

Value	Category	Cases	
0		10870	57.3%
0.25		21	0.1%
0.5		32	0.2%
0.75		40	0.2%
1		1806	9.5%
1.5		1	0%
2		419	2.2%
2.25		9	0%
2.5		7	0%
2.75		12	0.1%
3		474	2.5%
3.25		23	0.1%
3.5		22	0.1%
3.75		16	0.1%
4		4291	22.6%
4.25		14	0.1%
4.5		16	0.1%
4.75		16	0.1%

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5		892	4.7%
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# Documentation

## Questionnaires

### **Guatemala: Encuesta General de Servidores Públicos y Contratistas del Organismo Ejecutivo y Entidades Descentralizadas 2019**

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Title Guatemala: Encuesta General de Servidores Públicos y Contratistas del Organismo Ejecutivo y Entidades Descentralizadas 2019

Author(s) Laboratorio de Burocracias, Banco Mundial

Date 2019-11-18

Country Guatemala

Language Spanish

Filename guatemala\_survey\_of\_public\_officials\_final\_sp\_en.pdf

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