

DAUGAVPILS UNIVERSITĀTE
SOCIĀLO ZINĀTŅU FAKULTĀTE
HUMANITĀRO UN SOCIĀLO ZINĀTŅU INSTITŪTS

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Par rakstos atspoguļotajiem faktiem, viedokļiem un terminoloģiju atbild rakstu autori.

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DARBAVIETU PIEVILCĪBAS SAKARĪBA AR DARBINIEKU PROFESIONĀLO ATTĪSTĪBU: LATVIJAS VALSTS ROBEŽSARDZES PIEMĒRS

Ši pētījuma mērķis ir pārbaudīt hipotēzi par to, ka darbinieku profesionālās attīstības ilgtspējīgas vadības objekts Latvijas Valsts robežsardzē (VRS) ir darbvietu pievilcība, kas nosaka darbinieku profesionālās attīstības līmeni. Pētījumā izmantotās metodes: Latvijas robežsargu socioloģiskā aptauja (2022. gada maijs, $n = 182$ cilvēki), aptaujas datu regresijas analīze. Pamatojoties uz ilgtspējīgas vadības konceptuālo izpratni ekonomiskās paradigmas ietvaros, darbinieku profesionālās attīstības ilgtspējīgas vadības galamērķis ir konkurētspējīga valsts ar augstu ekonomisko veiktspēju. Šī galamērķa sasniegšanas mehānisms ir sabiedrība, kas mācās, strādājot pievilcīgajās darbavietās. Empīriskās izpētes rezultāti parādīja, ka Latvijas robežsargu profesionālās attīstības līmeni statistiski nozīmīgi nosaka viņu darbavietu pievilcība (beta-koeficients ir 0,069, $p = 0,000$). Līdz ar to varētu secināt, ka pētījuma hipotēze ir pierādīta. Bet autori eksperimenta veidā nomainīja vietām darbavietu pievilcības un darbinieku profesionālās attīstības līmeņa rādītājus, t.i., lika darbavietu pievilcību, kā rezultatīvo mainīgo, bet darbinieku profesionālo attīstību – kā faktorālo mainīgo. Tad regresijas analīzes rezultāti parādīja, ka darbavietu pievilcību VRS statistiski nozīmīgi nosaka, pirmkārt, pašu darbinieku profesionālās attīstības līmenis (beta-koeficients ir 2,955, $p = 0,000$). Rezultātā autori secina, ka, neskatoties uz to, ka darbavietu pievilcība statistiski nozīmīgi nosaka darbinieku profesionālās attīstības līmeni, tomēr ievērojami vairāk pats darbinieku profesionālās attīstības līmenis nosaka darbavietu pievilcību VRS (un var pieņemt, ka ne tikai tur). Citādi runājot, darbavietas pievilcību veido, pirmkārt, pats darbinieks (jo īpaši, ja viņam piemīt praktiskās zināšanas, organizatoriskā pielāgošanās spēja un mērķtiecība), nevis organizācijas vadītāji piedāvā to darbiniekiem, kā gatavu produktu. Līdz ar to autori piedāvā jaunu vadībzinātnes konceptu – darba vienību (angļu val.: *labour unit*), kas sastāv no darbavietas un konkrēta darbinieka, neatraujot vienu no otra.

Atslēgvārdi: ilgtspējīga vadība, darbavietu pievilcība, darbinieku profesionālā attīstība, socioloģiskā aptauja, regresijas analīze, darba vienība, Latvijas Valsts robežsardze (VRS).

Ievads

Ši pētījuma aktualitāti nosaka mūsdienās pastāvošie riski Latvijas valsts robežas drošības jomā – robežas nelikumīga šķērsošana, nelikumīga preču pārvietošana pāri valsts robežai, pierobežas režīma pārkāpumi

(Latvijas Valsts robežsardze, 2020) uz straujas tehnoloģiju attīstības fona, kā arī nepieciešamība atbilst starptautiski noteiktajām prasībām valsts robežsargu profesionalitātes jomā – piemēram, angļu valodas apguves prasībām, Vienotajai informācijas sistēmai PERSONĀLS-Horizon, kas ir ieviesta un uzsāka darbu pašapkalpošanās portālā (Latvijas Valsts robežsardze, 2021).

Problēmu veido tas, ka, neskatoties uz paaugstinātajiem riskiem un prasībām amatpersonu profesionālās attīstības jomā, pēdējo gadu laikā praktiski nepalielinājās Latvijas robežsargu interese pret profesionālo tālākizglītību un augstāko izglītību (Valsts robežsardze, 2015, 2021). Tā, VRS amatpersonu skaits, kuras apguvušas kvalifikācijas paaugstināšanas kursu programmas Valsts robežsardzes koledžā 2014. gadā bija 1817 cilvēki (pret iēplānotajiem 597 cilvēkiem) (Valsts robežsardze, 2015), bet 2020. gadā – jau tikai 913 cilvēki (pret iēplānotajiem 1700 cilvēkiem) (Valsts robežsardze, 2021). Kaut gan 2020. gadā bija vēl 492 amatpersonas un darbinieki (pret iēplānotajiem 540 cilvēkiem), kuri apguvuši kvalifikācijas paaugstināšanas programmas Valsts robežsardzes sadarbības iestādēs (Valsts administrācijas skolā, Iekšlietu ministrijas Informācijas centrā, u.c.) (Valsts robežsardze, 2021), tomēr tas joprojām bija ievērojami mazāk, nekā 2014. gadā, un galvenais – mazāk, nekā tika plānots un sagaidīts no robežsargiem, kas liecina par viņu zemu motivāciju profesionāli attīstīties.

Pamatojoties uz iepriekš veikto zinātniskās literatūras uz starptautisko organizāciju pārskatu (European Union, 2006; Arkhipova, Zykhova, 2015; Webb et al., 2019; Tindemans, Dekocke, 2020; International Labour Organization (ILO), 2021) loģisko analīzi un darbinieku profesionālās attīstības ilgtspējīgas vadības konceptuālās izpratnes sintēzi ekonomiskās paradigmas ietvaros (Jukss, 2021; Jukss u.c., 2022), autori noskaidroja: 1) darbinieku profesionālās attīstības ilgtspējīgas vadības galamērķis ir konkurētspējīga valsts ar augstu ekonomisko veiktspēju. Pamatojums: Eiropadomes Lisabonas sanāksmē 2000. gada martā valstu un valdību vadītāji atzina, ka “Eiropas Savienība saskaras ar attīstības paradigmas maiņu, ko izraisa globalizācija un jauna, uz zināšanām balstīta ekonomika” un izvirzīja stratēģisko pamatmērķi priekš ES: “kļūt par konkurētspējīgāko un dinamiskāko uz zināšanām balstītu ekonomiku pasaulē, kas spēj nodrošināt ilgtspējīgu ekonomikas izaugsmi ar vairāk un labākām darbavietām un lielāku sociālo kohēziju” (European Union, 2006);

- 2) darbinieku profesionālās attīstības ilgtspējīgas vadības galamērķa sasniegšanas mehānisms ir sabiedrība, kas mācās, strādājot pievilcīgajās darbavietās. Pamatojums: Simtgades deklarācijas (angļu val.: *Centenary Declaration*) uz cilvēku vērstā pieeja prasa stiprināt visu cilvēku un darba institūciju kapacitāti, kā arī veicināt iekļaujošu un ilgtspējīgu ekonomisko izaugsmi, pilnīgu un produktīvu nodarbinātību un pienācīgu darbu visiem (International Labour Organization (ILO), 2021); kā atzīmē pētnieces J. Arhipova (*Ю. Архипова*) un K. Zikova (*К. Зыкова*), darbavietas pievilcību nosaka darbinieku un pretendentu sniegtais vērtējums, kas pamatā ir iespēja pašrealizēties un sasniegt augstu sociālās un personīgās labklājības līmeni attiecīgajā darbavietā, kā arī perspektīvas karjeras attīstībā (Arhipova, Zykova, 2015).

Līdz ar to empīriskā pētījuma hipotēze tiek formulēta sekojoši: darbinieku profesionālās attīstības ilgtspējīgas vadības objekts ir darbavieta pievilcība, kas nosaka darbinieku profesionālās attīstības līmeni. Tas nozīmē, ka galvenais, ar ko būtu jāstrādā vadītājiem, ir darbavieta pievilcība, bet darbinieku profesionālās attīstības līmenis jau ir funkcija no tās. Šī pētījuma mērķis ir empīriski pārbaudīt augstāk izvirzīto hipotēzi uz Valsts robežsardzes (VRS) piemēra. Pētījumā izmantotās metodes: Latvijas robežsargu socioloģiskā aptauja (2022. gada maijs, n = 182 cilvēki) – empīrisko datu iegūšanai, aptaujas datu regresijas analīze – ar nolūku noteikt cēloņsakarību starp pētāmajiem fenomeniem.

Pētījuma pamatjēdzieni ir darbavieta pievilcība un darbinieku profesionālā attīstība. Darbavieta pievilcība tiek empīriski interpretēta ar desmit faktoriem, pamatojoties uz N. Amundsona (*N. Amundson*), M. Korbjēra (*M. Corbiere*) un V. Neduhas (*V. Neduha*) izstrādāto metodiku (2006) (Amundsons, 2016). Savukārt Latvijas robežsargu profesionālās attīstības līmenis šajā pētījumā tika izmērīts, metodoloģiski pamatojoties uz vispārīgo kompetences modeļi (pielāgoto robežsardzes specifikai), ko veido astoņas sastāvdaļas (Amundsons, 2016). Abos gadījumos tika aprēķināti kopējie rādītāji: darbavietas kopējā pievilcība un darbinieka profesionālās attīstības līmenis (=kopkompetence).

Nākamajā raksta daļā tiek aprakstīta pētījuma metodoloģija, kam seko pētījuma rezultātu analīze un diskusija, kā arī secinājumi, ko autori izdarīja, pamatojoties uz šī pētījuma rezultātiem.

Pētījuma metodoloģija

Latvijas robežsargu profesionālās attīstības līmenis šajā pētījumā tiek izmērīts, metodoloģiski balstoties uz vispārīgo kompetences modeli (Amundsons, 2016), ko veido astoņas sastāvdaļas:

- 1) mērķtiecība – skaidra virziena un mērķa izjūta, kas rada motivāciju, apņēmību un iniciatīvu;
- 2) problēmu risināšana – spēja iegūt informāciju no visdažādākajiem avotiem, izvērtēt visus jautājuma aspektus, domāt radoši, izdarīt pamatotus spriedumus un veidot efektīvus rīcības plānus;
- 3) saziņas prasmes – spēja efektīvi sazināties ar cilvēkiem (ar kolēģiem, robežu šķērsotajiem, sabiedrības locekļiem);
- 4) teorētiskās zināšanas – mūsdienīgas teorētiskās zināšanas, ko nepārtraukti pilnveido;
- 5) praktiskās zināšanas – darbinieku praktiskā pieredze;
- 6) organizatoriskā pielāgošanās spēja – spēja darboties sistēmā, lai sasniegtu rezultātus;
- 7) cilvēciskās attiecības – spēja veidot un uzturēt pozitīvas attiecības ar cilvēkiem;
- 8) pašpārlicinātība – savu spēju apzināšanās un gatavība virzīties uz priekšu.

Katru no astoņām kompetencēm raksturoja pieci apgalvojumi, ko socioloģiskās aptaujas gaitā Latvijas robežsargiem tika piedāvāts novērtēt attiecībā uz sevi pēc skalas no 5 (izcili) līdz 1 (neapmierinoši). Tad katras kompetences un profesionālās attīstības līmeņa (=kopkompetences) skaitliskā vērtība tika noteikta kā atbilstošo apgalvojumu vērtējumu aritmētiskais vidējais:

$$S_{1-8} = \frac{\sum S}{N}, \quad (1.)$$

kur S_{1-8} norāda katru no astoņām kompetencēm, kas veido kopkompetenci, t.i., profesionālās attīstības līmeni, S apzīmē apgalvojumu vērtējumus un N norāda apgalvojumu skaitu. Tad kopkompetences rādītāju veido astoņu kompetenču vērtējumu aritmētiskais vidējais.

Latvijas robežsargu profesionālās attīstības līmenis šajā pētījumā tiek novērtēts saistībā ar darbavietas pievilcību, jo konceptuāli par darbinieku profesionālās attīstības ilgtspējīgas vadības galamērķa (konkurētspējīga valsts ar augstu ekonomisko veiktspēju) sasniegšanas mehānismu tiek pieņemta sabiedrība, kas mācās, strādājot pievilcīgajās darbavietās (Jukss, 2021; Jukss u.c., 2022).

Sekojojot N. Amundsona, M. Korbjēra un V. Neduhas izstrādātajai metodikai (2006) (Amundsons, 2006), šajā pētījumā darbavietu pievilcība tiek empīriski interpretēta ar desmit faktoriem:

- 1) drošība – tas attiecas gan uz finansiālo un fizisko drošību, gan uz darbavietas stabilitāti;
- 2) vieta – darbavietas atrašanās tuvu mājām, ģimenei, bērnudārzam vai skolai, draugiem vai veikaliem, iespēja viegli nokļūt darbā un atpakaļ (t.i., transports);
- 3) attiecības – attiecības ar kolēģiem un vadītājiem;
- 4) atzinība – atzinība par darbu, citu cilvēku attieksme;
- 5) ieguldījums – iespēja veikt nozīmīgu darbu, kas ir ētisks, jēgpilns un pasaulei noderīgs;
- 6) darba atbilstība – darba piemērotība indivīda prasmēm, interesēm un vērtībām;
- 7) elastīgums – iespēja panākt darba un personiskās dzīves līdzsvaru, elastīgs darbalaiks, iespēja apvienot darbu ar ģimenes pienākumiem (piem., bērna aprūpi), saņemt atvaļinājumu, īstenot profesionālo pilnveidi un izmantot individualizētu bonusu sistēmu;
- 8) mācīšanās – pastāvīga iespēja mācīties, iesaistoties izaicinošu uzdevumu veikšanā;
- 9) atbildība – iespēja realizēt kādu projektu vai pienākumu, kuru īstenojot, var patstāvīgi pieņemt lēmumus;
- 10) inovācijas – iespēja risināt sarežģītas problēmas un demonstrēt novatorismu un radošumu.

Aptaujas gaitā katru darbavietu pievilcības faktoru raksturojošo apgalvojumu respondenti vērtēja divās dimensijās (pēc skalas no 1 – vismazākā mērā līdz 5 – vislielākā mērā):

- 1) Cik tas Jums ir svarīgi, izvēloties darbavietu?
- 2) Cik lielā mērā tas ir iespējams Jūsu pašreizējā darbavietā?

Tātad, konkrēti tika vērtēts, cik lielā mērā (respondentu skatījumā) tas vai cits faktors veido respondenta darbavietas kopējo pievilcību Valsts robežsardzē. Rezultātā katrs no četrdesmit apgalvojumiem tiks novērtēts ar vienu ciparu diapazonā no 1 līdz 25. Pie tam, situācija, kad kāda konkrēta faktora elements ir vislielākā mērā svarīgs, izvēloties darbavietu (vērtējums 5), bet vismazākā mērā ir iespējams pašreizējā darbavietā (vērtējums 1) šajā pētījumā tiks uzskatīta par vienlīdzīgu tieši pretējai situācijai, kad konkrēta faktora elements ir vismazākā mērā svarīgs, izvēloties darbavietu (vērtējums 1), bet vislielākā mērā ir iespējams pašreizējā darbavietā (vērtējums 5), jo abās situācijās (kaut gan atšķirīgu iemeslu

dēļ) attiecīgā darbavietas pievilcības faktora elementa kopvērtējums būs vienāds – 5 ($5 \cdot 1$ vai $1 \cdot 5$).

1. tabula

Darbavietas kopējās pievilcības aprēķināšanas metodika

N. p. k.	Darbavietu pievilcības faktora elements	Darbavietu pievilcības dimensija		Darbavietu pievilcības faktora elementa vērtējums (1–25)
		Cik tas Jums ir svarīgi, izvēloties darbavietu? (1–5)	Cik lielā mērā tas ir iespējams Jūsu pašreizējā darbavietā? (1–5)	
1.	Strādāt komfortablā un patīkamā vidē	X_1	Y_1	$X_1 \cdot Y_1 = Z_1$
2.–39.	Skat. Amundsons, 2016	X_{2-39}	Y_{2-39}	$X_{2-39} \cdot Y_{2-39} = Z_{2-39}$
40.	Vadīt grupu vai aktivitāti	X_{40}	Z_{40}	$X_{40} \cdot Y_{40} = Z_{40}$

Avots: autoru izveidota tabula, pamatojoties uz Amundsons, 2016.

Tālāk katra no desmit darbavietu pievilcības faktoriem skaitliskā vērtība tiek noteikta kā atbilstošo apgalvojumu (katram faktoram ir četri apgalvojumi) vērtējumu (Z) aritmētiskais vidējais (skat. 1. formulu). Savukārt darbavietas kopējā pievilcība tiek aprēķināta, ka desmit pievilcības faktoru – drošība, vieta, attiecības, atzinība, ieguldījums, darba atbilstība, elastīgums, mācīšanās, atbildība, inovācijas – vērtējumu aritmētiskais vidējais.

Kad tiek aprēķināts profesionālās attīstības līmenis un darbavietas pievilcība katram respondentam, rodas iespēja empīriski pārbaudīt šī pētījuma hipotēzi: darbinieku profesionālās attīstības ilgtspējīgas vadības objekts Valsts robežsardzē ir darbavietu pievilcība, kas nosaka darbinieku profesionālās attīstības līmeni. Tā kā hipotēzes pierādīšanai ir nepieciešams noteikt tieši cēloņu-secu sakarību (darbavietu pievilcība nosaka darbinieku profesionālās attīstības līmeni), nevis korelatīvo saikni, autori izmanto regresijas analīzi.

Nākamajā tabulā tiek raksturota aptaujāto Valsts robežsargu kopizlase (VRS Ludzas un Daugavpils pārvalde) salīdzinājumā ar Latvijas robežsargu ģenerālkopas reālo struktūru.

2. tabula

**Aptaujāto Latvijas robežsargu kopizlases salīdzinājums ar
Latvijas robežsargu ģenerālkopas reālo struktūru**

Raksturlielumi	Latvijas robežsargu ¹ ģenerālkopa, N = 2134 civl. (100%), 2021. gada beigas		Latvijas robežsargu kopizlase (VRS Ludzas un Daugavpils pārvalde), n = 182 civl. (100%), 2022. gada maijs		Procentuālā starpība, kopizlase / ģenerālkopa
	Absolūtajos skaitļos	%	Absolūtajos skaitļos	%	
Ieņemamais amats:					
Virsnieks	769	36,0	70	38,7	+2,7
Instruktors	1365	64,0	112	61,3	-2,7
Izglītība:					
Augstākā	958	44,9	87	47,8	+2,9
Vidējā	1176	55,1	95	52,2	-2,9
Vecums:					
Līdz 30 gadiem	837	39,2	76	41,8	+2,6
30–49 gadi	1240	58,1	103	56,6	-1,5
50 gadi un vairāk	57	2,7	3	1,6	-1,1

Avots: autora izveidota tabula, pamatojoties uz Latvijas robežsargu socioloģiskās aptaujas rezultātiem un datiem no Latvijas Valsts robežsardze, 2022.

Kā var redzēt 2. tabulas datus, VRS Ludzas un Daugavpils pārvaldē kopumā tika aptaujāti 182 no 2134 VRS dienējošajām amatpersonām (virsniekiem un instruktoriem) jeb 8,5% no Latvijas robežsargu ģenerālkopas. Novērtējot tabulā ietvertos datus, var atzīmēt, ka VRS Ludzas un Daugavpils pārvaldē dienējošo robežsargu aptaujas rezultāti ir pietiekami reprezentatīvi Valsts robežsardzē kopumā, jo relatīvā izlases kļūda nekur nepārsniedz 3% (Balina, Krastins, 2002).

Respondentu kopizlasi veido VRS Ludzas pārvaldē dienējošie robežsargi (102 civl. jeb 56,0%) un VRS Daugavpils pārvaldē dienējošie robežsargi (80 civl. jeb 44,0%). Nākamajā tabulā tiek salīdzinātas aptaujāto Latvijas robežsargu apakšizlases VRS Ludzas un Daugavpils pārvaldē

¹ Latvijas Valsts robežsardzes personālu iedala amatpersonās (virsnieki un instruktori), kas veido 86,5% (Latvijas Valsts robežsardze, 2022), un civilie darbinieki – tehniskais un apkalpojošais personāls; šī pētījuma objekts ir vienīgi VRS amatpersonas (virsnieki un instruktori), kas šajā pētījumā tiek dēvētas par Latvijas robežsargiem.

attiecībā uz tādiem sociāli demogrāfiskajiem un profesionālajiem raksturlielumiem, kā vecums, izglītība, ienākums, dzīvesvietas tips, darba stāžs robežsardzē, ieņemamais amats.

3. tabula

Aptaujāto Latvijas robežsargu apakšizlašu salīdzinošais raksturojums, VRS Ludzas un Daugavpils pārvalde, 2022. gada maijs

Raksturlielumi	VRS Ludzas pārvaldes apakšizlase, n = 102 cilv.		VRS Daugavpils pārvaldes apakšizlase, n = 80 cilv.		Atšķirību statistiskais nozīmīgums, p-vērtība*
	Absolūtajos skaitļos	%	Absolūtajos skaitļos	%	
Vidējais vecums	32,7	–	33,8	–	0,346
Darba stāžs robežsardzē	11,0	–	12,4	–	0,198
Ieņemamais amats:					
Virsnieks	46	45,1	24	30,0	0,038
Instruktors	56	54,9	56	70,0	
Izglītība:					
Augstākā, saistīta ar robežsardzi	37	36,2	21	26,2	0,432
Augstākā, cita	12	11,8	17	21,3	
Vidējā	53	52,0	42	52,5	
Otrā augstākā izglītība	8	7,8	7	8,8	0,778
Dzīvesvietas tips:					
Lielpilsēta	59	57,9	50	62,5	0,341
Mazpilsēta	18	17,6	16	20,0	
Lauki	25	24,5	14	17,5	
Ikmēneša vidējais ienākums uz vienu mājsaimniecības locekli:					
Līdz 200 eiro	2	2,0	2	2,5	0,394
200–400 eiro	36	35,3	22	27,5	
Vairāk par 400 eiro	64	62,7	56	70,0	

* Atšķirības starp apakšizlasēm ir statistiski nozīmīgas, ja p-vērtība ir mazāka par 0,05.

Avots: autoru izveidota tabula, pamatojoties uz Latvijas robežsargu socioloģiskās aptaujas rezultātiem.

Kā var redzēt 3. tabulas datus, VRS Ludzas un Daugavpils pārvaldes apakšizlases praktiski neatšķiras viena no otras sociāli demogrāfisko un profesionālo raksturlielumu ziņā (izņēmums ir tikai ieņemamais amats:

VRS Ludzas pārvaldes apakšizlasē ir statistiski nozīmīgi vairāk virsnieku, nekā VRS Daugavpils pārvaldes apakšizlasē). Tātad, turpmākajā empīriskajā analizē pētījuma hipotēzes pierādīšanai autori nedala aptaujāto Latvijas robežsargu kopizlasi (n = 182 cilv.) uz VRS Ludzas un Daugavpils pārvaldes apakšizlasēm, kaut gan mainīgais “teritoriālā struktūrvienība” piedalās empīriskajā analizē, kā potenciāli determinējošais faktors, vienlaikus ar citiem faktoriem.

Pētījuma rezultātu analīze un diskusija

Regresijas analizē pētījuma hipotēzes pierādīšanai rezultatīvais mainīgais bija Latvijas robežsargu profesionālās attīstības līmenis (=kopkompetence), bet faktorālie mainīgie – darbavietas kopējā pievilcība Valsts robežsardzē, kā arī Latvijas robežsargu profesionālie un sociāli demogrāfiskie raksturlielumi (vecums, darba stāžs robežsardzē, teritoriālā struktūrvienība, ieņēamamais amats, dzīvesvietas tips, izglītība, ienākums).

Regresijas analīzes īstenošanas (faktorālo mainīgo iekļaušanai tika izmantota soļu metode – angļu val.: *stepwise method*) rezultātā aptaujāto Latvijas robežsargu kopizlasē (n = 182 cilv.) tika izveidots šāds regresijas vienādojums:

$$Y = 3,284 - 0,233 \cdot x_2 + 0,069 \cdot x_8, \quad (2.)$$

kur:

Y – Latvijas robežsargu profesionālās attīstības līmenis (=kopkompetence), ballēs no 1 līdz 5;

x_2 – ieņēamamais amats (virsnieks / instruktors);

x_8 – darbavietas kopējā pievilcība, ballēs no 1 līdz 25.

Izslēgti (t.i., statistiskie nenozīmīgi) mainīgie:

x_1 – VRS teritoriālā struktūrvienība (Ludzas pārvalde / Daugavpils pārvalde);

x_3 – vecums, gados;

x_4 – darba stāžs robežsardzē, gados;

x_5 – izglītība (augstākā, saistīta ar robežsardzi / augstākā, cita / vidējā);

x_6 – dzīvesvietas tips (lielpilsēta / mazpilsēta / lauki);

x_7 – ienākums uz vienu mājsaimniecības locekli (līdz 200 eiro / 200–400 eiro / vairāk par 400 eiro).

Kā var redzēt 2. regresijas vienādojumā, Latvijas robežsargu profesionālās attīstības līmeni statistiski nozīmīgi nosaka viņu ieņēamamais amats – instruktors vai virsnieks (virsnieka amats dod papildus 0,2 balles kopkom-

petences pašvērtējumam – beta-koeficients ir 0,233, p-vērtība = 0,000) un darbavietas kopējā pievilcība (katra papildus balles darbavietas kopējās pievilcības vērtējumā dod 0,07 balles kopkompetences pašvērtējumam – beta-koeficients ir 0,069, p-vērtība = 0,000). Savukārt tādi faktori, kā vecums, izglītība, dzīvesvietas tips, ienākums uz vienu mājsaimniecības locekli, darba stāžs robežsardzē, VRS teritoriālā struktūrvienība, nenosaka robežsargu profesionālās attīstības līmeni (t.i., tika izslēgti no regresijas vienādojuma, kā statistiski nenozīmīgi mainīgie). Līdz ar to varētu secināt, ka pētījuma hipotēze ir pierādīta, jo darbavietu pievilcība ir tiešām tas faktors, kas – kopā ar ieņemamo amatu – nosaka Latvijas robežsargu profesionālās attīstības līmeni.

Nākamajā regresijas analīzes posmā piedalījās vienīgi Latvijas robežsargu profesionālās attīstības līmenis, kā rezultatīvais mainīgais, un darbavietu pievilcības desmit faktori, kā faktorālie mainīgie, – ar mērķi noskaidrot, kādi konkrēti darbavietu pievilcības faktori visvairāk nosaka Latvijas robežsargu profesionālās attīstības līmeni. Rezultātā tika izveidots šāds regresijas vienādojums:

$$Y = 3,199 - 0,058 * x_7 + 0,041 * x_9 + 0,037 * x_6 + 0,032 * x_{10}, \quad (3.)$$

kur:

Y – Latvijas robežsargu profesionālās attīstības līmenis (=kopkompetence), ballēs no 1 līdz 5;

x_7 – darbavietu pievilcības faktors: elastīgums, ballēs no 1 līdz 25;

x_9 – darbavietu pievilcības faktors: atbildība, ballēs no 1 līdz 25;

x_6 – darbavietu pievilcības faktors: darba atbilstība, ballēs no 1 līdz 25;

x_{10} – darbavietu pievilcības faktors: inovācijas, ballēs no 1 līdz 25.

Izslēgti (t.i., statistiskie nenozīmīgi) mainīgie:

x_1 – darbavietu pievilcības faktors: drošība, ballēs no 1 līdz 25;

x_2 – darbavietu pievilcības faktors: vieta, ballēs no 1 līdz 25;

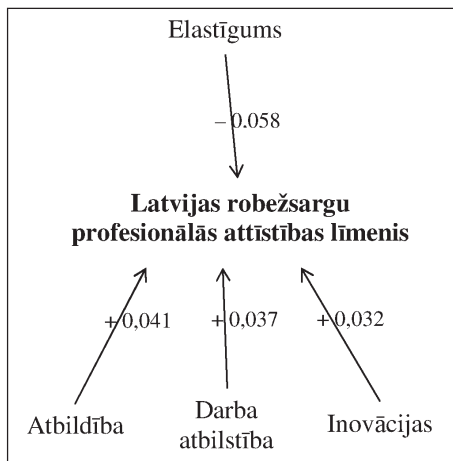
x_3 – darbavietu pievilcības faktors: attiecības, ballēs no 1 līdz 25;

x_4 – darbavietu pievilcības faktors: atzinība, ballēs no 1 līdz 25;

x_5 – darbavietu pievilcības faktors: ieguldījums, ballēs no 1 līdz 25;

x_8 – darbavietu pievilcības faktors: mācīšanās, ballēs no 1 līdz 25.

Nākamajā attēlā 3. regresijas vienādojuma dati tiek vizualizēti labākās regresijas analīzes rezultātu uztveres nolūkos.



1. att. Latvijas robežsargu profesionālās attīstības līmeni (=kopkompetenci) noteicošie darbvietu pievilcības faktori, n = 182 cilvēki, 2022. gada maijs

Avots: autoru izveidots attēls, pamatojoties uz 3. regresijas vienādojuma datiem.

Kā var redzēt 3. regresijas vienādojumā, Latvijas robežsargu profesionālās attīstības līmeni statistiski nozīmīgi nosaka tādi darbvietu pievilcības faktori, kā to elastīgums (katra papildus balles elastīguma lomas vērtējumā darbvietas kopējā pievilcībā atņem 0,06 balles no kopkompetences pašvērtējuma – beta-koeficients ir 0,058, p-vērtība = 0,000), atbildība (katra papildus balles atbildības lomas vērtējumā darbvietas kopējā pievilcībā dod 0,04 balles kopkompetences pašvērtējumam – beta-koeficients ir 0,041, p-vērtība = 0,000), darba atbilstība (katra papildus balles darba atbilstības lomas vērtējumā darbvietas kopējā pievilcībā dod 0,04 balles kopkompetences pašvērtējumam – beta-koeficients ir 0,037, p-vērtība = 0,001) un inovācijas (katra papildus balles inovāciju lomas vērtējumā darbvietas kopējā pievilcībā dod 0,03 balles kopkompetences pašvērtējumam – beta-koeficients ir 0,032, p-vērtība = 0,004).

Savukārt tādi darbvietu pievilcības faktori, kā drošība, vieta, attiecības, atzinība, ieguldījums, mācīšanās, nenosaka robežsargu profesionālās attīstības līmeni (t.i., tika izslēgti no regresijas vienādojuma, kā statistiski nenozīmīgi mainīgie). Tātad, detalizētākās regresijas analīzes rezultāti ļauj secināt, ka darba stabilitātes vērtību (piemēram, drošības, attiecību, atzinības), kā arī mācīšanās pašas par sevi atbalstu nenosaka

Latvijas robežsargu profesionālās attīstības līmenī, bet to nosaka galvenokārt ar darbu saistīto attīstības vērtību – atbildības, darba atbilstības, inovāciju – atbalsts un to izpratne darbavietas kopējā pievilcībā (skat. 3. regresijas vienādojumu). Problēmu veido tas, ka tieši to darbavietu pievilcības faktoru lomu, kuri veicina darbinieku profesionālās attīstības līmeni (proti, atbildību un inovācijas), Latvijas robežsargi novērtē viszemāk.

Tālāk autori eksperimenta veidā nomainīja vietām darbavietas kopējo pievilcību un darbinieka profesionālās attīstības līmeni regresijas analizē, t.i., lika darbavietas kopējo pievilcību, kā rezultatīvo mainīgo, bet darbinieku profesionālo attīstību un citus faktorus – kā faktorālus mainīgos. Tas rezultātā izveidojas šāds regresijas vienādojums:

$$Y = 6,002 + 2,955 * x_8 - 0,084 * x_3, \quad (4.)$$

kur:

Y – darbavietas kopējā pievilcība, ballēs no 1 līdz 25;

x_8 – Latvijas robežsargu profesionālās attīstības līmenis (=kopkompetence), ballēs no 1 līdz 5;

x_3 – vecums, gados.

Izslēgti (t.i., statistiskie nenozīmīgi) mainīgie:

x_1 – VRS teritoriālā struktūrvienība (Ludzas pārvalde / Daugavpils pārvalde);

x_2 – ieņemamais amats (virsnieks / instruktors);

x_4 – darba stāžs robežsardzē, gados;

x_5 – izglītība (augstākā, saistīta ar robežsardzi / augstākā, cita / vidējā);

x_6 – dzīvesvietas tips (lielpilsēta / mazpilsēta / lauki);

x_7 – ienākums uz vienu mājsaimniecības locekli (līdz 200 eiro / 200–400 eiro / vairāk par 400 eiro).

Tātad, nomainot vietām darbavietas kopējo pievilcību un darbinieka profesionālās attīstības līmeni, regresijas analīzes rezultāti parādīja, ka darbavietu pievilcību Latvijas robežsardzē statistiski nozīmīgi nosaka, pirmkārt, pašu Latvijas robežsargu profesionālās attīstības līmenis (katra papildus balle kopkompetences pašvērtējumā dod 3 balles darbavietas kopējās pievilcības vērtējumam – beta-koeficients ir 2,955, p-vērtība = 0,000) un, otrkārt, viņu vecums (katrs papildus vecumgads atņem 0,08 balles no darbavietas kopējās pievilcības vērtējuma – beta-koeficients ir -0,084, p-vērtība = 0,002).

Nākamajā regresijas analīzes posmā piedalījās vienīgi darbvietu pievilcība, kā rezultatīvais mainīgais, un Latvijas robežsargu profesionālās attīstības līmeņa (=kopkompetences) astoņas kompetences, kā faktorāli mainīgie, – ar mērķi noskaidrot, kādas konkrētas Latvijas robežsargu kompetences visvairāk nosaka viņu darbvietu pievilcību. Rezultātā tika izveidots šāds regresijas vienādojums:

$$Y = 2,654 - 3,114 \cdot x_4 + 2,867 \cdot x_5 + 2,136 \cdot x_6 + 1,874 \cdot x_1 - 0,656 \cdot x_8, \quad (5.)$$

kur:

Y – darbvietas kopējā pievilcība, ballēs no 1 līdz 25;

x_4 – Latvijas robežsargu kompetence: teorētiskās zināšanas, ballēs no 1 līdz 5;

x_5 – Latvijas robežsargu kompetence: praktiskās zināšanas, ballēs no 1 līdz 5;

x_6 – Latvijas robežsargu kompetence: organizatoriskā pielāgošanās spēja, ballēs no 1 līdz 5;

x_1 – Latvijas robežsargu kompetence: mērķtiecība, ballēs no 1 līdz 5;

x_8 – Latvijas robežsargu kompetence: pašpārliecinātība, ballēs no 1 līdz 5.

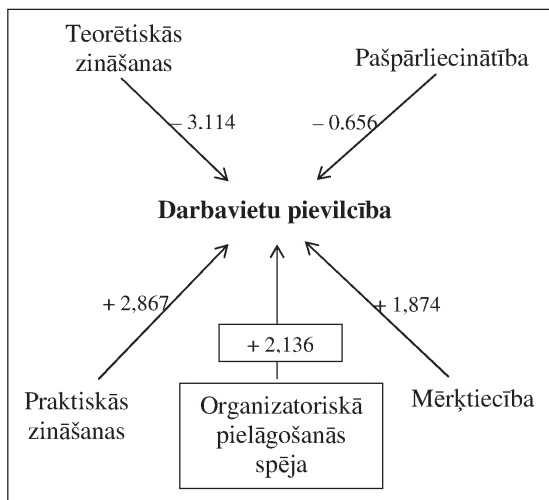
Izslēgti (t.i., statistiskie nenozīmīgi) mainīgie:

x_2 – Latvijas robežsargu kompetence: problēmu risināšana, ballēs no 1 līdz 5;

x_3 – Latvijas robežsargu kompetence: saziņas prasmes, ballēs no 1 līdz 5;

x_7 – Latvijas robežsargu kompetence: cilvēciskās attiecības, ballēs no 1 līdz 5.

Nākamajā attēlā 5. regresijas vienādojuma dati tiek vizualizēti labākās regresijas analīzes rezultātu uztveres nolūkos.



2. att. Darbavietu pievilcību noteicošās Latvijas robežsargu kompetences, n = 182 cilv., 2022. gada maijs

Azvots: autoru izveidots attēls, pamatojoties uz 5. regresijas vienādojuma datiem.

Kā var redzēt 5. regresijas vienādojumā un 2. attēlā, detalizētākās regresijas analīzes rezultāti parādīja, ka darbavietu pievilcību Latvijas robežsardzē statistiski nozīmīgi nosaka tādas robežsargu kompetences, kā teorētiskās zināšanas (katra papildus balle savu teorētisko zināšanu pašvērtējumā atņem 3,1 balles no darbavietas kopējās pievilcības vērtējuma – beta-koeficients ir 3,114, p-vērtība = 0,000), praktiskās zināšanas (katra papildus balle savu praktisko zināšanu pašvērtējumā dod 2,9 balles darbavietas kopējās pievilcības vērtējumam – beta-koeficients ir 2,867, p-vērtība = 0,001), organizatoriskā pielāgošanās spēja (katra papildus balle savas organizatoriskās pielāgošanās spējas pašvērtējumā dod 2,1 balles darbavietas kopējās pievilcības vērtējumam – beta-koeficients ir 2,136, p-vērtība = 0,007), mērķtiecība (katra papildus balle savas mērķtiecības pašvērtējumā dod 1,9 balles darbavietas kopējās pievilcības vērtējumam – beta-koeficients ir 1,874, p-vērtība = 0,004) un pašpārlicinātība (katra papildus balle savas pašpārlicinātības pašvērtējumā atņem 0,7 balles no darbavietas kopējās pievilcības vērtējuma – beta-koeficients ir -0,656, p-vērtība = 0,002).

Ņemot vērā, ka praktiskās zināšanas (kas statistiski nozīmīgi veicina darbavietu pievilcību Valsts robežsardzē) ir viena no aptaujāto Latvijas

robežsargu profesionālās attīstības līmeņa (=kopkompetences) stiprākām pusēm, bet mērķtiecība (kas arī statistiski nozīmīgi veicina darbavietu pievilcību Valsts robežsardzē) ir aptaujāto Latvijas robežsargu profesionālās attīstības līmeņa (=kopkompetences) vājākā puse, darbavietu pievilcības paaugstināšanas izredzes autori novērtētu kā ne pārāk labas. Un situāciju neuzlabo arī tas, ka pašpārlicinātība (kas statistiski nozīmīgi pazemina darbavietu pievilcību Valsts robežsardzē) ir viena no aptaujāto Latvijas robežsargu profesionālās attīstības līmeņa (=kopkompetences) stiprākām pusēm.

Savukārt tādas Latvijas robežsargu kompetences, kā problēmu risināšana, saziņas prasmes, cilvēciskās attiecības, nenosaka viņu darbavietu pievilcību (t.i., tika izslēgti no regresijas vienādojuma, kā statistiski nenozīmīgi mainīgie), kaut gan, piemēram, cilvēciskās attiecības ir stiprākā Latvijas robežsargu kompetence – viņu pašu skatījumā.

Tātad, kopumā autori var apgalvot, ka, neskatoties uz to, ka darbavietu pievilcība statistiski nozīmīgi nosaka Latvijas robežsargu profesionālās attīstības līmeni, tomēr ievērojami vairāk robežsargu profesionālās attīstības līmenis nosaka darbavietu pievilcību Valsts robežsardzē (un var pieņemt, ka ne tikai tur). Citādi runājot, darbavietas pievilcību veido, pirmkārt, pats darbinieks (jo īpaši, ja viņam piemīt praktiskās zināšanas, organizatoriskā pielāgošanās spēja un mērķtiecība), nevis organizācijas vadītāji piedāvā to darbiniekiem, kā gatavu produktu, t.i., “mērķtiecīgi koncentrējoties uz potenciālo darbinieku pieprasījumiem un cerībām, rada pievilcīgas darbavietas, kas veicinās ātru vakanču aizpildīšanu” (Masalova, Ivantsova, 2019). Faktiski, autoru veiktās empīriskās analīzes rezultāti ir zinātniskais pierādījums tautas sakāmvārdam: “nevis vieta grezno cilvēku, bet cilvēks vietu”.

Pamatojoties uz regresijas analīzes rezultātiem, kas, no vienas puses, apstiprina pētījuma hipotēzi (darbavietu pievilcība nosaka Latvijas robežsargu profesionālās attīstības līmeni), bet, no otrās puses, pierādīja arī vēl vairāk nozīmīgu tieši pretējo cēloņsakarību (Latvijas robežsargu profesionālās attīstības līmenis nosaka viņu darbavietu pievilcību), autori piedāvā ieviest vadībzinātnē jaunu konceptu, kas līdz šim brīdim netika izmantots zinātniskajā diskursā, – darba vienība (angļu val.: *labour unit*), kas sastāv no darbavietas un konkrēta darbinieka, neatraujot vienu no otra – piemēram, A. Kaktiņš instruktora amatā VRS Ludzas pārvaldē, kas atšķiras no M. Bērziņa instruktora amatā VRS Ludzas pārvaldē, kaut gan šīs darbavietas pievilcība varētu būt vienāda.

Autoru piedāvātais darba vienības koncepts varētu kļūt arī par jaunu vadībzinātnes jēdzienu, kas ir definējams apmēram šādi: darba vienība ir pievienotās vērtības radīšanas subjekts darba procesā, kas [darba vienība] sastāv no darbavietas ar visām savām īpatnībām / raksturojumiem un konkrēta darbinieka ar viņa profesionālo kapacitāti, neatraujot vienu no otra organizācijas ilgtspējīgas vadības procesā.

Secinājumi

Latvijas robežsargu profesionālās attīstības līmenis šajā pētījumā empīriski interpretēts kā viņu kopkompetence, kas sastāv no astoņām kompetencēm, un novērtēts ar mērīšanas instrumentu, kas balstās vispārīgajā kompetences modeli. Savukārt darbavietu pievilcību veido desmit faktori, kas ir novērtējami divās dimensijās: Cik tas Jums ir svarīgi, izvēloties darbavietu? un Cik lielā mērā tas ir iespējams Jūsu pašreizējā darbavietā? Reizinot divu dimensiju vērtējumus, darbavietu pievilcības faktoru kopvērtējums empīriski nozīmē to, cik lielā mērā (respondentu skatījumā) katrs faktors veido respondenta darbavietas kopējo pievilcību Valsts robežsardzē.

Regresijas analīzes rezultāti parādīja, ka darbavietu pievilcība ir tas faktors, kas nosaka Latvijas robežsargu profesionālās attīstības līmeni, jo katra papildus balle darbavietas kopējās pievilcības vērtējumā dod 0,07 balles kopkompetences pašvērtējumam – beta-koeficients ir 0,069, p-vērtība = 0,000. Taču nomainot vietām darbavietas kopējo pievilcību un darbinieka profesionālās attīstības līmeni, regresijas analīzes rezultāti parādīja, ka darbavietu pievilcību Valsts robežsardzē statistiski nozīmīgi nosaka pašu Latvijas robežsargu profesionālās attīstības līmenis, jo katra papildus balle kopkompetences pašvērtējumā dod 3 balles darbavietas kopējās pievilcības vērtējumam – beta-koeficients ir 2,955, p-vērtība = 0,000. Tas nozīmē, ka bez šī raksta Ievadā minētās Latvijas robežsargu intereses pret profesionālo attīstību un aktīvās iesaistīšanās (Amundsons, 2016) tajā viņu darbavietu pievilcība VRS nevar būtiski palielināties.

Pamatojoties uz regresijas analīzes rezultātiem, kas, no vienas puses, apstiprina pētījuma hipotēzi (darbavietu pievilcība nosaka Latvijas robežsargu profesionālās attīstības līmeni), bet, no otrās puses, pierādīja arī vēl vairāk nozīmīgu tieši pretējo cēloņsakarību (Latvijas robežsargu profesionālās attīstības līmenis nosaka viņu darbavietu pievilcību), autori piedāvā ieviest vadībzinātnē jaunu konceptu, kas līdz šim brīdim netika izmantots zinātniskajā diskursā, – darba vienība. Latvijas robežsargu

profesionālo attīstību darba vienību ietvaros teorētiski var vadīt, izmantojot divas pieejas: 1) pastarpināti – caur darbavietu pievilcību; 2) pa tiešo, sekmējot esošo darbinieku profesionālo attīstību. Optimālākās pieejas noteikšanai Valsts robežsardzes apstākļos tiks vēltīti turpmākie autoru pētījumi darbavietu pievilcības un darbinieku profesionālās attīstības jomā.

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Связь привлекательности рабочих мест с профессиональным развитием работников: на примере Государственной погранохраны Латвии

Резюме

Целью данного исследования является проверка гипотезы о том, что объектом устойчивого управления профессиональным развитием сотрудников Государственной погранохраны Латвии (ГПЛ) является привлекательность рабочих мест, которая определяет уровень профессионального развития работников. Методы исследования: социологический опрос латвийских пограничников (май 2022 г., n = 182 человека), регрессионный анализ данных опроса. Исходя из концептуального понимания устойчивого управления в рамках экономической парадигмы, конечной целью устойчивого управления профессиональным развитием работников является конкурентоспособная страна с высокой экономической дееспособностью. Механизмом достижения этой цели является общество, которое учится, работая на привлекательных рабочих местах. Результаты эмпирического исследования показали, что уровень профессионального развития латвийских пограничников ста-

тистически значимо определяется привлекательностью их рабочих мест (бета-коэффициент = 0,069, $p = 0,000$). Таким образом, можно сделать вывод, что гипотеза исследования подтвердилась. Но в порядке эксперимента авторы поменяли местами показатели привлекательности рабочих мест и уровня профессионального развития работников, т.е. привлекательность рабочих мест поставили на место результативной переменной, а профессиональное развитие работников – на место факторной переменной. Тогда результаты регрессионного анализа показали, что привлекательность рабочих мест в ГПЛ статистически значимо определяется, в первую очередь, уровнем профессионального развития самих работников (бета-коэффициент = 2,955, $p = 0,000$). В результате авторы пришли к выводу о том, что, несмотря на то, что привлекательность рабочих мест статистически значимо определяет уровень профессионального развития работников, сам уровень профессионального развития работников ещё сильнее определяет привлекательность рабочих мест в ГПЛ (и можно предположить, что не только там). Иными словами, привлекательность рабочего места создаётся, прежде всего, самим работником (особенно при наличии у него практических знаний, организационной адаптивности и целеустремлённости), а не руководителями организации, которые предлагают его [привлекательность рабочего места] работникам в готовом виде. Авторы предлагают ввести в оборот новый концепт управленческой науки – трудовая единица (angļu val.: *labour unit*), которая состоит из рабочего места и конкретного работника, неотделимых друг от друга.

Ключевые слова: устойчивое управление, привлекательность рабочих мест, профессиональное развитие работников, социологический опрос, регрессионный анализ, Государственная погранохрана Латвии (ГПЛ).

LEADERSHIP COMPETENCE OF SECURITY SERVICE EXECUTIVES

Personnel selection is the most important stage on the way to the proper functioning of any organisation. Getting the right candidates and, in perspective, the members of the organisation will affect the effectiveness of the organisation in the future. This means that the selection of the right people for an organisation, especially those responsible for security, cannot be based on randomness, but must be a choice that allows for the acquisition of personnel that meet precisely defined requirements.

This article presents the psychological determinants of human reactions in crisis situations, concerning, among other things, personality, defence mechanisms or emotional intelligence, influencing the way people behave in crisis situations.

Key words: competences, human response to crisis, leadership.

Introduction

Modern societies are increasingly exposed to operating under conditions of crises (emergencies), which are the result of various threats. Some of these are known, occur cyclically and their potential effects are predictable. Others, appear suddenly, unexpectedly and require action that has not been taken before. An eloquent example of such a situation is the pandemic of acute respiratory infectious disease caused by infection with the SARS-CoV-2 virus.

There is no doubt, therefore, that we live in a dynamically changing world, in which it is increasingly important to be able to act efficiently under conditions of risk or uncertainty, where it is difficult to assess the possible consequences of actions taken. Hence, an extremely important need is to deal rationally with situations that are today referred to as crises. They require the ability to implement management processes in difficult, stressful and sometimes even traumatic situations.

Undoubtedly, both crises and the resulting crises are particularly difficult events, which are described as emergency situations. Moreover, a crisis situation may arise, among other things, because a person: disregards emerging threats; does not have the necessary competences to perform certain functions; incorrectly monitors changes in the environment, for example, misjudges the first symptoms of a crisis; reacts incorrectly to

new events that surprise him or her; makes wrong decisions, often not having enough information or, for example, being under strong time pressure; makes mistakes in the communication process (Wilsz, 2012).

The aforementioned errors are usually noticed after a crisis has occurred. It should be noted that in the above-mentioned situations the crisis response usually takes place in four phases (Rucińska-Cygan, www.edukacja.edux.pl/):

1. The shock phase, in which the denial mechanism makes itself known. Outside life may appear orderly, while in the person's psyche there is chaos and strong agitation. The result is meaningless actions or a kind of numbness and disordered contact.
2. The emotional reaction phase, when confrontation with reality occurs. The person tries to adapt to the new situation by using defence mechanisms, i.e. denial, denial, rationalisation. All feelings are very intense. If social support is insufficient or the person is in a void, there is a danger of fixation and the crisis becoming chronic. However, if the person receives support, the level of emotions is reduced and it is possible to start working on the crisis: searching for its causes and possible consequences.
3. The phase of working through the crisis represents a liberation from the dominance of the traumatic experience and an interest in the future. The boundaries between the phases are fluid, they can alternate, but emotional reactions are less frequent and less intense.
4. The New Orientation phase, in which self-esteem is rebuilt, control is restored, new relationships are established and the traumatic event enriches the individual's life experience.

In all phases of the crisis response there is strong stress associated with very high negative emotions. What is more, crisis situations induce different types of symptoms in people, which can be perceived on four levels (Rucińska-Cygan, www.edukacja.edux.pl/):

- on an emotional level: intense fear, horror, despair, anger, feelings of guilt and defeat, helplessness and a sense of hopelessness, anxiety about the future, denial, fatigue, insecurity, a sense of loss of control, grief, rage, stupefaction, uncertainty, panic, depression, frustration, bewilderment, etc.;
- at the cognitive level: loss of the usual ability to solve problems and make decisions such as: confusion, lack of logical thinking, narrowing of the field of attention, trouble concentrating, nightmares, etc.; and

- on the behavioural level: inability to engage in typical activities, changes in activity, increased dependence on the environment, intensification of ill-considered and/or pathological actions, outbursts of anger, irritability, hysterical reactions, impaired reactions, change in the way of communicating, crying, motor agitation, etc.;
- on a biophysiological level: sweating, diarrhoea, vomiting, pains, rashes, breathing problems, feeling extremely tired, loss of appetite, sleep disturbances, etc.

Hence, this article presents some of the psychological determinants of human response in crisis situations, relating to personality or emotional intelligence, which affect the way people behave in crisis situations and are usually identified with the occurrence of severe stress.

Psychological implications of the human response to crisis

One of the most important tasks that humans undertake in crisis situations is decision-making. These are characterised by the fact that they are made under stress, under time pressure, as well as being burdened with a high level of responsibility. These conditions can cause people to fall into all sorts of thinking traps, which in turn can contribute to both irrational behaviour and wrong decisions. As a consequence, this can lead to significant loss of life and material damage. Thus, soldiers and officers of various uniformed services should accurately assess the situations in which they find themselves and have the ability to foresee the consequences of their actions.

The stimuli that come from the environment are important in the performance of human tasks under crisis conditions. They can either be conducive to human performance or interfere with it. These include (Wilsz, 2012):

- conducive stimuli – reaching from the environment that is friendly to the person, contribute to improving the state of his/her internal functional equilibrium, evoke positive emotions in him/her, under their influence he/she feels satisfaction, feels confident, safe, etc.;
- neutral stimuli – they do not disturb the current state of man's functional equilibrium, so they do not change his emotional state;
- unfavourable stimuli – coming from the environment that is aversive to man, disturb his functional equilibrium, evoke negative emotions in him, causing him to have a sense of helplessness, feel emotional tension, fear, bewilderment, despair, uncertainty, danger, etc.

A person's behaviour depends on his or her internal structure and the situation in which he or she finds himself or herself. This structure consists of man's fixed individual personality traits and the state of his memory, obtained through access to various sources of knowledge and to different information and through his own life experiences. The internal source of a person's behaviour consists of his/her fixed individual personality traits, which are independent of environmental influences, and variable traits, mainly resulting from the state of his/her memory, which may change under the influence of environmental influences (Wilsz, 2012).

Taking into account the above considerations, it is therefore necessary to pay attention to human personality traits that can significantly interfere with a person's correct behaviour in crisis situations.

One of the most important personal characteristics of human beings, which determines effective action in crisis situations, is **stress resistance**. Stress (stressful situations) is experienced by everyone, but few realise the significant impact it has on their body and consequently on the way they act. It should be noted, of course, that depending on a person's resistance to stress, different reactions and ways of coping with stress can occur. According to N. Haan, three levels of personality functioning in disorganised difficult situations can be identified. These include (Łosiak, 2012):

1. The highest and most integrated is the level of coping with stress, characterised by flexibility, orientation towards the future and the demands of the current situation, involvement of a varied thinking process and conscious and effective control of emotions.
2. Lower in the hierarchy is the defence level, which is characterised by rigidity, being embedded in the past, distorting the demands of the situation, limiting the thinking process and not fully controlling the discharge of emotions.
3. The third lowest level – fragmentation – is characterised by total rigidity, ritualisation, closure to the demands of the situation, primitive thinking and control by strong emotions.

Crisis management requires the highest level of functioning from those in charge, i.e. one that is goal-oriented. One that takes into account the characteristics of the difficult situation that has arisen and, in addition, enables the activation of adequate thinking processes and proper control of emotions (for example, mastery of terror and fear) (Krawczyński, 2012).

Another important personal trait of a person, which can have a significant impact on reducing the quality of tasks performed, also in crisis

situations, is the so-called **rigidity of mind**. In defining this phenomenon, one should, according to M. Kossowska, take into account such elements as immutability and inability (Kossowska, 2006).

Immutability means the tendency to use old, well-tested habits and rules and to introduce a fixed order and plan into the course of events. It can apply to judgements, decisions, beliefs, ways of thinking, reactions to stimuli and actions.

Inability, on the other hand, refers to the failure to take into account the changing situational context in the process of cognition, with the result that patterns of behaviour, judgements, decisions and beliefs are routinely applied despite the fact that they do not fit the situation.

In the case of mental rigidity, the processing of external information is quite superficial and selective. What information a person already has (what he or she already knows) and what he or she is used to becomes important in such a case. Moreover, that information which is new, unfamiliar or contradicts existing beliefs will be rejected. Thus, the search for information will be intrinsically linked to the knowledge currently held. This means that a person will tend to focus on information that is vivid, readily available (e.g. repetitive, arousing emotions) and does not require intellectual effort. Cognition then becomes biased (narrowed), and its results in the form of beliefs and issued opinions, decisions and judgements – oversimplified and difficult to change, characterised by a simplified, one-dimensional view of the world (Kossowska, 2006).

In crisis management settings, mental rigidity hinders effective adaptation to a complex, changing and difficult reality and the effective use of potential opportunities inherent in the surrounding world (Krawczyński, 2012).

The next characteristic that reduces the quality of decision-making exhibited by people in crisis situations is **excessive anxiety**. Anxiety is a natural part of human life. It is usually associated as anxiety, fear or suffering. Anxiety causes a lack of self-confidence and a belief in one's own impotence and the ineffectiveness of one's actions. The impact of anxiety is expressed in an unwillingness to think about problems requiring intellectual effort and perceiving these problems as too difficult to solve, and in a stubborn adherence to well-known, and repeatedly practised, ways of thinking and acting (Krawczyński, 2012).

Self-esteem (self-acceptance) is another human trait related to one's performance in a crisis. Individuals with a high level of self-acceptance are more persistent in pursuing their goals than those with low self-accept-

ance. Crucially, this is especially true for decision-making in difficult situations (Mądrzycki, 1996).

In the whole issue of human reactions to crisis situations, attention should be turned to **emotional intelligence**. It has been recognised as an important element of social intelligence and is most generally defined as the ability of a person to keep track of his or her own and others' feelings and emotions, to distinguish between them and to use the knowledge gained in this regard to guide thought processes and actions (Ogińska-Bulik, 2008).

It should therefore be emphasised that emotional intelligence influences a person's ability to cope with various life situations, such as making contacts, reading other people's feelings, preventing conflicts, but it also plays an important role in terms of performing tasks effectively.

Research on emotional intelligence shows that people who have a high level of it are more likely to devote their time and energy to other people and their causes. Because such people are respected and appreciated by others, they perform well in leadership positions. Moreover, members of an organisation in a stressful situation are able to take coping actions, are more resilient to it and therefore suffer less loss due to experiencing stressful situations. It has also been proven that managers (commanders, bosses) with high levels of emotional intelligence have better well-being and lower stress levels (Slaski, Cartwright, 2002).

People with low emotional intelligence, on the other hand, tend to come to life in a critical way and to approach other people with detachment. They are characterised by a reluctance to express their feelings and are prone to anxiety and blame. Under stress, they use strategies such as distraction, denial and cognitive blocking (Slaski, Cartwright, 2002).

The results of the research¹ carried out, clearly show a positive correlation between emotional intelligence and the task-focused style of coping with stress, and a negative correlation with the emotion-focused style. This therefore implies a link between emotional intelligence and coping with stress primarily through problem solving – the higher the level of emotional intelligence, the more often people use a task-focused style of coping with stress (Terelak, 2008).

¹ The study was conducted by M. Malinowska in 2005 among sales representatives, using the Questionnaire of Emotional Intelligence (INTE) and the Questionnaire of Coping with Stressful Situations (CISS).

In turn, research conducted by N. Ogińska-Bulik shows that high levels of emotional intelligence can reduce the negative consequences of stress at work and, importantly, reduce the severity of various dimensions of job burnout. Thus, a high level of emotional intelligence may contribute to maintaining human health (Ogińska-Bulik, 2007).

Selection and screening of candidates for service

Taking into account the above considerations, it should be concluded that persons who are envisaged to act in crisis situations should strive to reduce the factors that influence the rationality of their decisions. They should be aware of the limits in terms of assessing their own capabilities, skills, talents and competences, and therefore accurately identify those aspects of reality that they can influence and for which they are responsible (Krawczyński, 2012).

Therefore, a very important issue is the appropriate choice and selection (by qualified staff) of people for positions, both managerial and executive, in the context of rational behaviour and decision-making in crisis situations. This is because poor staffing results in negative consequences, both for the functioning of the organisation itself and the effects of its operations.

The following factors determine the correctness of the staffing of leadership positions in crisis management (Krawczyński, 2012):

- correct selection during recruitment, ensuring that people with the right intellectual level, positive motivation and relevant interests, high stress resistance and high interpersonal skills are taken on;
- performing periodic performance evaluations of people in their positions and deciding on the need for any changes in staffing.

It should be noted, however, that it can be quite problematic to carry out a proper selection for positions requiring stress resilience, or the other qualities described earlier. This is mainly due to the fact that an emergency situation is multifaceted and dynamic, and therefore a person's behaviour under such conditions and the way in which a task is performed may be unpredictable. Hence, a precise measurement of the necessary characteristics is important, which compares with an ideal benchmark, but rather takes the form of an estimate of the probability of human behaviour. The obvious course of action in such a situation, is the presence of a psychologist to assess the general condition and psychological capabilities of the candidates.

Periodic evaluation is required for management and executive positions related to the conduct of emergency operations. Its purpose is to counteract the situation where people showing aptitude for management positions at the time of initial selection have, over time, due to various reasons, become unsuitable for the required tasks in crisis management. Such reasons include deterioration in health, loss of motivation, the onset of symptoms of professional burnout or low levels of performance in the position held (Krawczyński, 2012).

Summary

Personnel selection is the most important stage on the way to the proper functioning of any organisation. Getting the right candidates and, in perspective, the members of the organisation will affect the effectiveness of the organisation in the future. This means that the selection of the right people for the organisation, especially those responsible for security, must not be based on randomness, but must be a choice that allows for the acquisition of personnel that meet precisely defined requirements.

It is also important to have the right personality traits that shape the social image of security managers. These include such traits as dutifulness, objectivity, diligence, independence, commitment, perseverance, decisiveness, emotional equilibrium, lawfulness, reliability, empathy, courage, self-control, patience, self-esteem, discipline, accuracy, self-control or conscientiousness.

It should be noted that in numerous statements by psychologists, it is emphasised that a special skill (predisposition) is required of soldiers and officers, namely above-average resistance to stress. Such a skill can be appropriately trained through training in emotion control. In the context of the considerations made, attention should be drawn to the sporadically used and perhaps in the future systemic implementation of emotion control training.

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Лидерская компетенция руководителей служб безопасности

Резюме

Подбор персонала является важнейшим этапом на пути к правильному функционированию любой организации. Получение правильных кандидатов и, в перспективе, членов организации повлияет на эффективность организации в будущем. Это означает, что выбор подходящих людей для организации, особенно тех, кто отвечает за безопасность, не может основываться на случайности, а должен быть выбором, позволяющим набрать персонал, отвечающий точно определенным требованиям.

В данной статье представлены психологические детерминанты реакций человека в кризисных ситуациях, касающиеся, в том числе, личности, защитных механизмов или эмоционального интеллекта, влияющие на поведение людей в кризисных ситуациях.

Ключевые слова: компетенции, реакция человека на кризис, лидерство.

JOB SATISFACTION AND THE IMAGE OF THE ORGANISATION AS AN EMPLOYER – EXPERIENCE OF POLISH EMPLOYEES

An organisation having a strong brand as an employer is an entity that pays particular attention to the needs of its employees, bearing in mind the changes taking place in its environment – the labour market, including social changes such as generational diversity and the resulting different needs, expectations and attitudes. The dynamism of the environment and the desire to remain on the market, including the implementation of the vision and mission, requires that the workforce include people who feel satisfied with their work. Research into both job satisfaction and the quality of an organisational image is becoming the basis for effective employer branding activities, while shaping job satisfaction and caring for image is not an easy task. There are a number of factors that are not always under the organisation's control; however, conducting regular surveys of employee opinions makes it possible to detect potential correlations, allowing for rational personnel and business decisions.

Bearing in mind the importance of both issues – job satisfaction and the image of the organisation as an employer – including the importance of carrying out research enabling a qualitative assessment of these variables, the main aim of this article is to show the relationship between employee satisfaction and the quality of the employer's image. In addition, taking into account demographic changes and their impact on the labour market, the author has analysed the relationship between gender and generational affiliation and feelings of job satisfaction and views on the quality of the employer's image. The article presents the results of research conducted using the CAWI technique on a sample of 384 employees from Poland in 2022.

Key words: job satisfaction, image, employer.

Introduction

The image of an organisation as one of the key factors influencing the choice of a given organisation as an employer has become the subject of numerous analyses in recent years, as more and more public entities, as well as those operating in the business environment, are becoming aware of the importance of this intangible asset in achieving market success (Budzyński 2002). Employees both in Poland and around the world, when looking for an employer, pay attention to the opinions of

other employees, which are not always expressed directly. An important measure of the quality of an organisation's image may become employee job satisfaction. Its level, treated as a resultant of satisfaction with particular dimensions of work (Kurek 2014), including social status, social usefulness, the amount of remuneration received, or development opportunities, indicates the quality of the implemented HR policy. This is because high levels of job satisfaction increase an employee's propensity to continue working with the with the employer, thereby reducing turnover and increasing retention rates (Biaison 2020).

Analysing scientific publications (e.g. in the field of social psychology), researchers increasingly point out that both the level of job satisfaction and the quality of the organisation's image differ among different groups of employees – this applies to gender diversity (Gorbaniuk, Omiotek 2011; Clark 1996, 1997; Forgionne, Peeters 1982) and generational affiliation (Ang, Goh, Koh 1993; Young, Sturts, Ross, Kim 2013; Andrade, Westover 2018). The diversity of workers in the labour market, including differing attitudes due to experience, differing needs and the degree to which these are met, prompts in-depth research in this area.

Taking into account the effects of the pandemic, rising inflation, the difficult economic situation of organisations, changes in the labour market in Poland, including the increased frequency of remote working, the author of the article aimed to answer four research problems in the framework of the conducted research, which took the form of the following questions:

1. Do Poles feel satisfaction with their work?
2. How do Poles assess the image of the organisation in which they work as an employer?
3. Is there a relationship between independent variables such as gender and generational affiliation and dependent variables such as job satisfaction and the image of the organisation as an employer?
4. Is there a relationship between job satisfaction and the quality of the organisation's image as an employer?

It was possible to answer the indicated research questions by conducting a survey on a group of 384 Poles. The research was carried out in June 2022 using CAWI. Statistica.pl package was used as part of the statistical analyses conducted, which allowed for extensive exploration of quantitative data.

Situation on the labour market in Poland and the organisation's image as an employer

The labour market in Poland, similar to European markets, is facing, among other things, rising inflation translating into an increase in the cost of living (at 15.5% in June and 16.1% in August, <https://pl.tradingeconomics.com/poland/inflation-cpi>, 25.09.2022), growing interest rates, an influx of workers from Ukraine and the consequences of the Covid-19 pandemic, presenting employers with a huge challenge in retaining employees and attracting new ones. Increasingly, there is a phenomenon of wage compression (Bertola, Rogerson 1997; Heyman 2008; Kahn 2015), i.e. a situation where a newly recruited person is paid, or at least demands, a higher salary than employees in similar positions already working in organisations. This can lead to employees being dissatisfied with their jobs, expressing negative opinions about the employer and resigning, which has an impact on the quality of the internal image. Increased turnover as a result of pay inequality, as well as lowered team morale, can significantly weaken internal relational capital (Smolska 2016). This is because it reflects the quality of, among other things, the relationships between colleagues and their job satisfaction, with the image of the organisation being considered the basis of relational capital – both internal and external (Kasiewicz, Rogowski, Kicińska 2006).

Recognising the aforementioned phenomena and relationships, organisations are paying increasing attention to employer branding activities (Barrow, Ambler 1996). Building an organisation's image as an employer, with particular emphasis on the internal image (also known as the mirror image) (Budzyński 2002), requires the involvement of both the HR department, the organisation's management and the employees themselves. The importance of shaping the internal image as a key activity in employer branding is confirmed by the research findings of the 2020 HRM Institute report. The research found that 48% of companies said they wanted to focus 2021 on employer branding internally (HRM Institute 2021).

The difficulty in shaping the desired image is related to its very nature. An image is defined as “consisting in the reflection in consciousness of previously perceived components of reality” (Przetacznikowa, Makiełło-Jarża 1982). This image is subjective and individual in nature, which can be explained by referring to the concept of cognitive constructivism, according to which a person creates a cognitive representation of the environment on the basis of the stimuli reaching it. The perception of

reality is a constructive process, as previously acquired knowledge enables the interpretation of information, causing reality not to be perceived as the actual state of affairs. This results in as many images of reality as there are possible mental representations of that object (Neisser 1967).

The concept indicated calls for particular attention to be paid to employees' experiences, as they constitute a kind of filter that gives the incoming information its final shape. It therefore becomes very important to study the views of employees, including an analysis of their job satisfaction, as on the one hand this activity shows concern for the quality of an employee's working life, while on the other hand it allows for a rational measurement of the effectiveness of commissioning activities. The organisation's employees are the best and most reliable source of information about the company, so knowing their attitudes makes it easier to create employer branding activities.

Job satisfaction as an attitude towards work

A determinant of the quality of human capital and internal relational capital in organisations, as well as a measure of the effectiveness of human resource management, is job satisfaction (Juchnowicz 2013). Satisfaction, which has been a constant object of researchers of organisational behaviour (Judge, Kammeyer-Muller 2012), is defined as positive and negative feelings and attitudes related to the performed professional duties (Schulz, Schulz 2002), an employees' affective orientation towards the role they currently perform (Vroom 1964), a sense of achievement and success at work (Kaliski 2007), as well as the resultant of a number of tangible and intangible factors, related to the state of equilibrium between an employee's needs and expectations and their satisfaction (Sarapata, Doktor 1963). It can therefore be concluded that job satisfaction in the literature is considered in two dimensions – narrow and broad, which is reflected in the definitions of the term analysed and the scope of the research conducted (Schwab, Cummings 1983). In the narrow view, satisfaction is related to the deprivation of needs and the striving to restore homeostasis in the body, thus allowing for the reduction of tension and the satisfaction of need. In contrast, in the broad view it is analysed as an attitude towards work (Davis, Nestrom 1985). It is therefore recognised that a sense of satisfaction and dissatisfaction is translated into the employee's behaviour (emotional reactions, actions, judgements, decisions, evaluations) (Wojciszke 2006), which is visible, among other things, in the opinions expressed

about the organisation as an employer – both positive and negative, which is of key importance in terms of the quality of the organisation's image.

Job satisfaction, as a subject of scientific analysis, has lived to see numerous studies by both classics of management psychology, such as F. Herzberg (author of one of the best-known theories of job satisfaction), E. Locke, or V. Vroom, as well as contemporary researchers, including management practitioners. As A. Springer points out, the dynamics in terms of the number of publications is also linked to the change in the object of the analysis (Springer 2018).

GoodFirms' Employee Engagement Survey 2019 shows that 56.68% of employees surveyed worldwide feel satisfied with their job (<https://www.goodfirms.co/resources/employee-engagement-statistics>, 29.09.2022). In Poland, on the other hand, job satisfaction surveys are conducted, among others, by CBOS. According to the 2021 results, more than four-fifths (82.4%) of gainfully employed people declare greater or lesser satisfaction with their work. However, only just over a third (36.8%) of those in employment are definitely satisfied, and rather satisfied (45.6%) is the dominating group (CBOS, 2021: 16). The results of the 2021 survey differ from the results recorded by CBOS from 2006 to 2013, as in those years more than three quarters of economically active Poles (78%) were satisfied with their work, including almost one third (30%) who had no doubts about it. Lack of job satisfaction was felt by one in eleven (9%) of those in work, and about one in eight (13%) expressed ambiguous opinions. Comparing the years indicated, there was a 4.4% increase in the percentage of job satisfaction among Poles (CBOS, 2013).

Authors of numerous studies look for correlations between job satisfaction and productivity, quality of customer relations, pro-social behaviour, lower absenteeism, higher loyalty (Bajcar, Borkowska, Czerw, Gąsiorowska 2011; Kopertyńska 2008), or adaptation to work (Siekańska 2005). It is taken as a kind of indisputable aspect that people declaring satisfaction with their work also consider the organisation to be a good employer. The lack of research in this area prompted the author of this article to undertake scientific inquiries to fill this area of ignorance.

Results of empirical studies

Description of the research sample

The empirical research, the analysis of which made it possible to answer the research questions posed, was carried out in June 2022. The respondents included 384 Polish residents with work experience. People of working age were invited to participate in the study, which, according to the legal regulations currently in force in Poland, currently includes: men between 18 and 64 years of age and women between 18 and 59 years of age (Table 1).

Table 1

Structure of the research sample

	Criterion	N	%
Gender	Female	180	46.875
	Male	204	53.125
Generation	Z	112	29.17
	Y	146	38.02
	X	126	32.81

Source: own study results.

The structure of the research sample reflects the structure of the general population of Poland (according to the Central Statistical Office data), with the criterion for sample selection being three independent variables, such as gender, generational affiliation and voivodeship (stratified selection). Representatives of generation Y constituted the largest group in the sample (38.02%), while the largest number of respondents came from the Mazovian Voivodeship (13.80%) and the Silesian Voivodeship (11.72%) (resulting from the size of the population in these two voivodeships).

Analysis of quantitative data and statistical relationships

In order to search for the relationship between job satisfaction and the organisation's image as an employer, the research first examined the issue of job satisfaction. Respondents were asked to respond to the statement: I feel satisfied with my job. A total of 384 respondents responded (Chart 1).

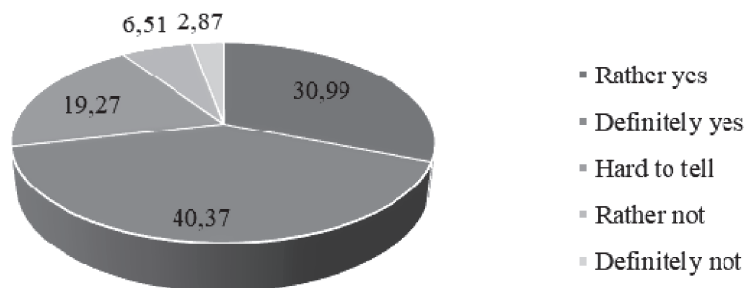


Chart 1. Perception of job satisfaction – respondents' opinions

Source: own study results.

A feeling of job satisfaction was declared by 71.36% of respondents. The opposite opinion was held by 9.38% of respondents. The difficulty in answering this question was indicated by 19.27% of respondents. Responses to this question were analysed in terms of independent variables to reveal potential relationships (Table 2).

Table 2

Job satisfaction and gender and generational affiliation

Independent variable	Strongly yes	Rather yes	It's hard to say	Rather not	Definitely not
Gender					
Female	32.58%	41.01%	19.10%	5.06%	2.25%
Male	29.61%	39.81%	19.42%	7.77%	3.40%
Generation					
Z	32.14%	40.18%	19.64%	6.25%	1.72%
Y	31.51%	38.36%	19.86%	4.79%	5.48%
X	29.37%	42.86%	18.25%	8.73%	0.79%

Source: own study results.

Analysis of the survey results revealed that more women (by 4.17%) than men declare job satisfaction. The largest number of respondents feeling satisfied with their job comes from the youngest generation – generation Z (72.32%), followed by generation X (72.23%), and generation Y (69.87%) taking just the third place. The largest number of people from generation Y feel dissatisfied with their jobs – 10.27%. Performing statistical analyses – looking for relationships between gender and genera-

tional affiliation and feelings of job satisfaction – revealed no significant relationships ($p < 0.005$).

Respondents also expressed their opinions regarding the image of the organisation they work for as an employer (Chart 2).

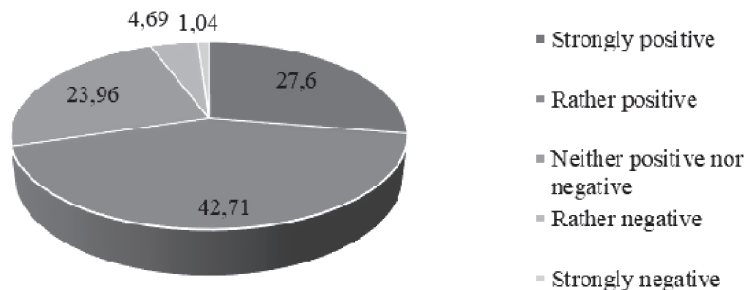


Chart 2. Image of the organisation as an employer

Source: own study results.

A positive image of the organisation was declared by 70.31% of the Polish respondents. A negative image, on the other hand, was revealed by 5.73% of respondents. The difficulty in unambiguously defining the quality of the image was manifested by almost ¼ of respondents (as many as 23.96% of surveyed Poles). Respondents' opinions regarding image were also analysed taking into account the criterion of gender and generational affiliation (Table 3).

Table 3
Image of the organisation vs. gender and generational affiliation

Independent variable	Strongly positive	Rather positive	It's hard to say	Rather negative	Strongly negative
Gender					
Female	30.90%	39.89%	23.60%	4.49%	1.12%
Male	24.76%	45.15%	24.27%	4.85%	0.97%
Generation					
Z	25.00%	50.00%	20.54%	4.46%	0.00%
Y	29.45%	39.04%	23.29%	6.16%	2.05%
X	27.78%	40.48%	27.78%	3.17%	0.79%

Source: own study results.

Analysing Table 3, it is possible to indicate that a comparable percentage of women and men declare a positive image of the organisation in which they work. It is worth noting that fewer men than women indicate a strongly positive image. Men are less enthusiastic in their assessment. On the other hand, when considering the image through the prism of generational affiliation, a positive image of the organisation as an employer is indicated by the greatest number of representatives of the youngest generation Z (75%) and therefore those with the least work experience. As in the case of job satisfaction, the largest number of representatives of generation Y also indicated a negative image of their organisation as an employer (8.21%). Through analyses, no statistically significant relationships between the indicated independent variables and the image of the organisation were revealed.

Taking into account the importance of both job satisfaction and employees' opinions on the image of their organisation as an employer, the research conducted sought to answer the fourth research problem formulated in the form of the question: *Is there a relationship between job satisfaction and the quality of the organisation's image as an employer?* Statistical analyses conducted revealed a statistically significant relationship between the two variables ($p = 0.00$, Cramer's $V = 0.42$, average strength of relationship) (Góralski 1987). Respondents who indicated that they felt satisfaction with their work most often expressed a positive opinion about the image of their organisation as an employer. In contrast, respondents who found it difficult to answer, as well as those who did not feel satisfied with their work, more often indicated a negative image of the organisation.

Summary

Taking into account the current situation on the labour market in Poland, including the growing trend of implementing employer branding strategies, the implementation of which is inextricably linked to measuring employees' job satisfaction and taking into account their work experience, caring for the organisation's image as an employer requires a great deal of knowledge of the potential relationship between the analysed variables (image quality and job satisfaction). Given the importance of both variables, including the consequences of both a lack of job satisfaction and a negative image of the organisation as an employer, the research sought to verify the existence of a relationship between the variables indicated.

Summarising the results shown, it can be indicated that more than 70% of the surveyed Poles feel satisfied with their work, as well as expressing a positive opinion about the image of their organisation as an employer. Opinions in the areas indicated were not statistically significantly differentiated by gender and generational affiliation.

The research did, however, confirm the relationship between image and job satisfaction, which makes it possible to conclude that while caring for employees' job satisfaction, the number of people who positively assess the organisation in question as an employer grows at the same time. The research shows that those who did not feel satisfied with their work and those who, according to the two-factor theory of F. Herzberg's two-factor theory of job satisfaction or dissatisfaction, were more likely to speak negatively about the organisation's image as an employer. Identifying such people in the organisation and explaining the reasons for their behaviour should be a priority and the basis for effective employer branding activities. By surveying feelings of job satisfaction, not only can an organisation reveal the scale of job satisfaction, but at the same time it faces the possibility of predicting with high probability what its image as an employer is among internal stakeholders.

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Удовлетворенность работой и имидж организации как работодателя – опыт сотрудников в Польше

Резюме

Организация с сильным брендом в качестве работодателя – это субъект, уделяющий особое внимание потребностям сотрудников с учетом происходящих изменений в окружении – на рынке труда, включая социальные изменения, такие как поколенческое многообразие и вытекающие из этого различные потребности, ожидания и установки. Динамизм окружения и желание остаться на рынке, в том числе реализация видения и миссии, требует, чтобы в коллективе сотрудников находились люди, которые чувствуют удовлетворенность работой. Исследования как удовлетворенности работой, так и качества имиджа организации становятся основой эффективного брендинга работодателя (*employer branding*), при этом формирование удовлетворенности работой и забота об имидже является непростой задачей. Существует ряд факторов, на которые не всегда влияет организация, однако проведение регулярных опросов сотрудников дает возможность выявить потенциальные зависимости, что позволяет принимать рациональные кадровые и имиджевые решения.

Учитывая важность обоих поставленных вопросов — удовлетворенность работой и имидж организации как работодателя, в том числе важность проведения исследований, позволяющих качественно оценить эти переменные, основная цель данной статьи — показать взаимосвязь между удовлетворенностью сотрудников и качеством имиджа работодателя. Кроме того, с учетом демографических изменений и их влияния на рынок труда автор проанализировал взаимосвязь между гендерной и поколенческой принадлежностью и ощущением удовлетворенности работой и мнением о качестве имиджа работодателя. В статье представлены результаты опроса, проведенного с использованием методики CAWI в 2022 г. на выборке из 384 сотрудников из Польши.

Ключевые слова: удовлетворенность работой, имидж, работодатель.

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СТРЕСС И ПРОГУЛЫ НА РАБОТЕ. ОПЫТ РЕГИОНОВ ПОЛЬШИ И РОССИИ

Стресс относится к цивилизационным болезням XXI века. Ускоренный темп жизни причиняется к тому, что на каждом шагу люди попадают в стрессовые ситуации. Присутствие стресса крепко связано с неблагоприятным влиянием окружающей среды, высоким уровнем урбанизации и профессиональной активностью. Вид и характер работы играют существенную роль как источник возникновения стресса. Стресс вызывает у работников долгосрочное отсутствие на работе, которое появляется все чаще. Отсутствие сотрудников может быть вызвано трудными условиями труда, нездоровой атмосферой на работе или неудовлетворенностью работой. Физическое и умственное напряжение часто приводит к ухудшению здоровья, которое является причиной отсутствия на работе и многочисленных пропусков по болезни. Главной целью статьи была оценка соотношения, выступающего между уровнем ощущаемого стресса и количеством дней отсутствия на работе. Исследование было связано с выявлением стрессовых факторов, выступающих на работе, как со стороны работников, так и со стороны работодателей.

В работе была сформулирована следующая гипотеза: у людей более подвергающихся стрессу характерно чаще отсутствовать на работе. Настоящее исследование является частью исследовательского проекта, касающегося трудоустройства в банках в Польше и России. Эмпирическое исследование было проведено в 2016–2020 годах среди работников банков в Польше и России. Использован опрос, проведенный среди 2357 работников банков в Польше и 389 работников в России. Из проведенных исследований возникает, что гипотеза частично оправдалась и она подтверждена общим индексом стресса (проанализированным методом CRT). Работники (за исключением людей с неэкономическим высшим образованием), которые работали в штаб-квартирах, а также российских отделениях и внутренних структурных подразделениях менее 44,5 часов в неделю и пропустили более 4,5 дня, характеризовались повышенным уровнем стресса. Аналогичное соотношение наблюдалось в случае субиндекса стресса 2 (метод CHAID), измеренного для работников польских операционных отделений до 40 часов в неделю. Стресс на месте работы вызывает, чаще и дольше отсутствовать на работе.

Ключевые слова: стресс, работа в банках, рынок труда.

Введение

Некоторые организации, например банки, за последние 30 лет претерпели обширную реструктуризацию. Было внедрено управление по целям, аутсорсинг, аутплейсмент, сотрудники были уволены, сотрудники прошли обучение в массовом порядке (Andrzejczak 2010; Baszyński 2008; Pająk, Kamińska Kvilinskyi 2016; Piasecki 2018; Wiczorek-Szymańska A, 2015, Wyrwa 2015). Это, в свою очередь, повлияло на работодателей и сотрудников (Чиханцова 2014; Chirkowska-Smolak, Grobelny 2016; Colligan, Higgins 2005; De Sio, Cedrone, Trovato Battagliola, Buomprisco, Perri, Greco 2018).

Феномен стресса выступает, по крайней мере, в двух аспектах: положительном и отрицательном. Позитивный стресс – это механизм, который побуждает к действию, позволяет реализовать все те новые цели и преодолевать самые сложные препятствия и трудности. Однако, контраст между целями и реальностью часто ведет к стрессу, который обычно превращается в мотивацию. При больших расхождениях они приводят, однако, к разочарованию, напряжению и агрессии, и тогда появляется вредный стресс, который заставляет людей отказываться от своих мечт и страстей, снижая свои ожидания, в итоге чего им не удается достичь удовлетворения (Szopa, Harciarek, 2004, стр. 75). В результате такого накопления неблагоприятных ситуаций и условий часть работников не может разобраться с делами на работе и использует отпуск по болезни. С другой стороны, само использование отпусков может вызвать стресс, особенно беспокоясь о дела после возвращения на работу или возможные негативные последствия, связанные с отсутствием на работе.

Хотя большинство работников и работодателей осознают негативные последствия стресса, то все еще очень редко совершаются подсчеты затрат стресса. В 2013 году было проведено исследование Matrix-ом, в котором рассчитано затраты стресса, связанного с работой в Европе. Феномен стресса на работе у многих работников приводит к депрессии, а затраты на его лечение в Европе исчислено в 617 млрд евро в год. Затраты работодателя, вытекающие из отсутствия на работе составили 272 миллиардов евро в год. Стресс связан также с потерей производительности труда, оцениваемой в 242 миллиарда евро в год. Работодатель также несет расходы, связанные с затратами на социальное обеспечение в размере 39 миллиардов евро в год и затратами на здравоохранение, которые составили 63 миллиарда евро в год (EU-OSHA, 2014, стр. 34).

Главной целью статьи было оценить соотношение между уровнем ощущаемого стресса и количеством дней отсутствия на работе. Исследование связывалось с опознанием стрессовых факторов, выступающих на местах работы как со стороны работников, так и со стороны работодателей. В статье сформулировано следующую гипотезу: для людей чувствующих более высокий уровень стресса на работе характерно чаще отсутствовать на работе.

Стресс интерпретируется и анализируется многими авторами: (Jeźdrzejczak, 2002, стр. 5; Mackiewicz и др., 2014, стр. 186; Mohajan, 2012, стр. 1; Nouri, Asgarnezhad, 2002, стр. 102; Szopa, Narciarek, 2004, стр. 75). Под стрессом на работе понимается адаптивная реакция организма в виде неприятных эмоций, чувства неконтролируемости и ощущения неспособности справиться с окружающей ситуацией. Это определение согласуется с подходом, представленным (Grobelny, 2016), то есть авторами опросника стресса PSwP. (Chirkowska-Smolak)

В течение последних 30-и лет банки прошли ряд процессов реструктуризации и смены собственника. Они внедряли новые технологии, управление по целям, аутсорсинг, аутплейсмент, минимизировали отделения, а также “расплющивали” и упрощали организационные структуры. Это создало динамичную рабочую среду со стрессом.

В статье используются источники на польском и английском языках из области экономики, банковского дела, психологии, а также управления персоналом (EBSCO, Emerald, ProQuest). Настоящая статья является частью широкого исследовательского проекта, охватывающего ряд вопросов в области управления человеческими ресурсами, кадровой политики, а также психологии труда. Эмпирическое исследование было проведено в 2016–2020 годах среди работников банков в Польше и России. Использовано опрос, проведенный на группе 2357 работников в Польше и 389 работников, принятых на работу в России.

Теоретический подход к стрессу в «модели требований-контроля» Карасека¹

Одной из самых популярных моделей стресса является «модели требований-контроля» (Demand-Control model), разработанная американским социологом Р. Карасеком. Согласно ей, источником стресса на работе являются высокие требования, предъявляемые к работ-

¹ Представленные результаты исследования являются частью более широкого проекта. Таким образом, описание модели Карасека, метода исследования и данных применимо

никам, и низкая степень свободы, с которой они должны выполнять порученные им задачи. Автор также упоминает другие факторы – требования – которые повышают уровень стресса. К ним относятся: перегрузка обязанностями, высокий темп работы и невыполнение стандарта задач. С точки зрения контроля, стрессовыми являются: отсутствие способности контролировать действия работником, и невозможность использования его способностей. Согласно модели, может быть 4 ситуации, определяемые низким или высоким уровнем требований и контроля. Наиболее напряженная ситуация – это низкий контроль и высокие требования. Низкое напряжение сопровождается высоким контролем и низкими требованиями. В свою очередь, одновременный высокий уровень требований и контроля приводит к активной работе. Сопровождаемый низким уровнем требований и низким уровнем контроля, приводят к пассивной работе (Huang et al., 2011, с. E95; Karasek, 1979, с. 285–288). Кроме того, ситуация с напряжением может быть смягчена с помощью сотрудников (Dugiel et al., 2012, p. 58).

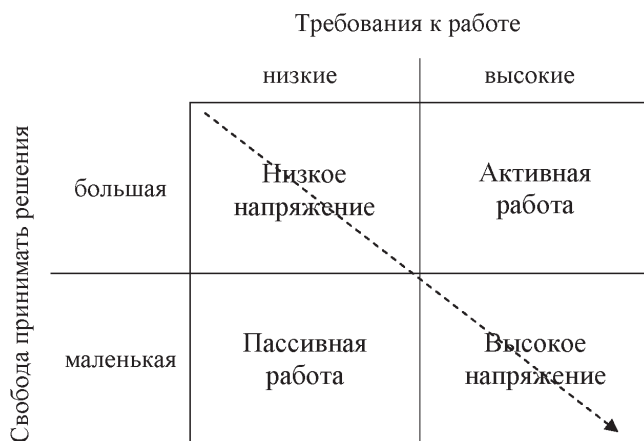


Рисунок 1. Модель требования/контроль

Источник: составлено авторами по (Le Blanc, de Jonge, Schaufeli, 2003, с. 185).

также к результатам исследований по другим аспектам УЧР и другим работам авторов. Более подробные данные можно найти в предыдущих статьях (Davydenko et al., 2018; Kaźmierczyk, 2019; Kaźmierczyk et al, 2019; Kaźmierczyk, Chinalska, 2018; Kaźmierczyk et al., 2020; Kaźmierczyk, Zelichowska, 2017; Kaźmierczyk, Aptacy, 2016).

Гипотеза: у людей более подвергающихся стрессу характерно чаще отсутствовать на работе.

Прогулы могут быть вызваны плохими отношениями с руководителями и коллегами, физическими условиями труда, характером работы или стилем управления организацией (Inoue et al., 2010; Piotrowska, 2018). Многие авторы отмечают связь между типом работы, повторяющимися задачами и отсутствием сотрудников на рабочем месте. Был проведен анализ проблем со здоровьем, вызванных факторами, присутствующими на предприятиях. Опрос проводился в 11 производственных компаниях, в которых приняли участие 100 офисных работников и 250 физических работников. Производственные работники чаще отмечали отсутствие болезней на обследованных предприятиях. Средняя продолжительность отсутствия по болезни составила 8,6 дня. 50% офисных работников и 40% производственных работников пришли на работу, несмотря на то, что их здоровье указывало на необходимость отпуска по болезни. В результате менее 1/3 сотрудников заболели, заразившись от больных коллег. Существует связь между типом выполняемой работы, высоким уровнем стресса и наличием больных на рабочем месте.

Офисные работники (44%) чаще приходили на работу больными; это было связано с переизбытком обязанностей и выполнением задач в срок, что часто сопровождалось нехваткой времени. Работодатели пытаются ограничить прогулы работников — платят дополнительные бонусы за работу без отпусков по болезни. С одной стороны, это выгодно для работников, потому что они не теряют часть своей зарплаты; они не уходят в отпуск по болезни из-за страха потерять бонус. Часто работающие, будучи больными, не пользуются отпуском по болезни, а используют отпуск; делало так 14,3% опрошенных женщин и 16,7% мужчин. По сравнению с офисными работниками, физические работники чаще отсутствуют из-за проблем со здоровьем, связанных с работой, и низкой удовлетворенностью работой (Рещіно, 2015, с. 269–274).

Прогулы на работе также связаны с неполным использованием труда и снижением его производительности. Плохие условия труда, отсутствие общения, неудовлетворенность работой, несгибаемый график работы и стресс могут стать причиной более частого отсутствия работников. Физическая и умственная нагрузка часто приводит к ухудшению здоровья человека, что является причиной невыхода на работу и многочисленных отпусков по болезни (Lehmann, Schnabel,

2014, pp. 368–381). Бокенблом и Экблад провели исследования в Швеции в 2005–2008 годах, чтобы определить причины отсутствия на работе. Они утверждают, что более частое кратковременное отсутствие (до 8 дней) встречается у мужчин и вызвано отсутствием контроля над работой. Увеличение рабочей нагрузки означает, что кратковременное отсутствие на работе переходит в длительное отсутствие – более 8 дней. Увеличение долгосрочного отсутствия на работе в основном обусловлено широким кругом обязанностей и низким уровнем контроля за выполненной работой, а также отсутствием поддержки со стороны коллег и руководства. Отсутствие по болезни на работе среди женщин возникло из-за чрезмерных требований со стороны начальства (Bokenblom, Ekblad, 2010, стр. 7–26).

Тип и характер работы являются важными источниками стресса. На рабочем месте существует ряд факторов, которые ухудшают здоровье и приводят к невыходу на работу. Они связаны с неадекватной организацией труда, чрезмерным бременем обязанностей и нехваткой времени. Конфликты с другими людьми, отсутствие возможности принимать самостоятельные решения и отказ от социальной жизни приводят к снижению производительности, плохому управлению временем, а также к более частым прогулам и отпуску по болезни (Michie, Williams, 2003). Кроме того, получать пособие по болезни может вызывать стресс. С каждым днем отсутствия количество задач увеличивается, и сотруднику нужно будет наверстать упущенное после возвращения на работу. Длительные прогулы у работника у которого срочный трудовой договор могут вызвать опасения, что после возвращения на работу трудовые отношения не будут продлены. Отношения между стрессом и прогулами можно рассматривать как двусторонние, потому что, с одной стороны, стресс на работе заставляет людей находиться в отпуске по болезни, а с другой стороны, прогулы вызывают стресс и могут иметь множество последствий.

Метод

Вопросы связанные с измерением уровня стресса были основаны на Анкете Восприятия Стресса на Работе (BCP), авторства Терезы Хирковской-Смолак и Ярослава Гробеного (на основе PSS-10: Шелдон Коэн, Том Камарк и Робин Мермельштейн) (Chirkowska-Smolak, Grobelny, 2016, стр. 131–139; Cohen, Janicki-Deverts, 2012, Cohen, Williamson, 1988). В исследовании 2-факторная структура шкалы (BCP).

Первый фактор был связан с прямыми пунктами (вопросами 1, 2, 3, 6, 9, 10), которые были связаны с недостатком контроля, чрезмерным количеством обязательств, стрессом связанным с неожиданными изменениями на работе и недостатком влияния на события на рабочем месте. В тоже время второй фактор складывался с обратных пунктов (вопросы 4, 5, 7, 8), которые касались чувства контролировать свою работу, возможности справляться с трудностями на работе и освоением эмоций на работе. Эти факторы представляют два аспекта измерения, которые связывают использование вопросов в анкете сформулированных позитивно и негативно (Chirkowska-Smolak, Grobelny, 2016, стр. 135).

Данные

Ни одно учреждение (включая Ассоциацию польских банков, Национальный банк Польши, Управление финансового надзора Польши, Центральное статистическое управление и их российские эквиваленты) не имеет общедоступной системы выборки – списка всех сотрудников банков в Польше или в России. Отсутствуют также данные о количестве работников в отдельных территориальных единицах (включая города). В отчетах отдельных банков имеются только фрагментарные данные получены из отчётов о соотношении занятости по возрасту, полу и образованию. В публикации (Kaźmierczyk, 2011) систематически анализировались все общедоступные доклады и финансовые отчеты всех банков в Польше за период с 1990 по 2011 год. В нём содержались все данные, которые можно получить из отчетов о структуре занятости по метрическим данным. Из-за отсутствия системы выборки невозможным было провести случайный тест. В сложившейся ситуации единственным вариантом получения случайной выборки была бы отправка интервьюеров в случайно выбранные отделения банка. Тогда случайность будет получена для отделения. Другим вариантом было сделать опрос всех сотрудников банка в Польше и России. Оба варианта были невозможными из-за ограниченных средств, выделенных на исследование, а также нежелание самих банков сделать это.

Опрос был анонимным, и поэтому неизвестно сотрудники каких банков приняли участие. Используя паспортничку опросника можно исследовать структуру выборки по: возрасту, трудовому стажу, образованию, занимаемой должности, типу банка и сравнить его с упомя-

нутыми данными из отчетов. Основываясь на сравнении данных паспортички и данных отчетов (Kaźmierczyk, Żelichowska, 2017, стр. 60–62; Kaźmierczyk, 2011), можно сделать вывод, что их структура в Польше совпадает. Выборка в России слишком маленькая чтобы давать принципиальные выводы.

Данные опроса, проведенного в 2016–2019 были использованы для проверки данного тезиса. При сборе данных применялся метод «снежного кома»². Новых участников опроса приглашали лица, уже его прошедшие. Использовались личные контакты, наносились визиты в банки. Было разослано более 24 тыс. запросов с просьбой заполнить анкету по электронной почте или в социальных сетях (Facebook, GoldenLine и LinkedIn) и тематических форумах. Анкеты были доступны как в электронной, так и в бумажной форме.

Основному опросу предшествовал предварительный, состоявший их двух частей. Вначале обследовалась небольшая группа респондентов (180 студентов) с целью выявить возможные противоречия и убедиться в том, что вопросы ясно сформулированы. Предварительный опрос помог усовершенствовать анкету. На втором этапе пилотажа было обследовано 100 представителей банковского сектора. Затем опрос был переведен на русский язык группой из 12 филологов, психологов, банкиров и HRM-специалистов. Двухэтапное пилотажное исследование в России проводилось на группе из 50 студентов, а затем на группе из 50 банкиров.

Выборку составили 2,357 респондентов в Польше (заполнивших 152 электронные и 1768 бумажных анкет) и 389 респондентов в России (только бумажный опросник). В таблице 1 представлены подробные данные о структуре выборки.

Результаты эмпирического исследования стресса

Для исследуемой выборки был рассчитан индекс стресса и его субиндексы (табл. 3). Они были рассчитаны согласно с опросником PSS10, то есть каждый вопрос имел одинаковый вес. Первый субиндекс охватывал прямые позиции (вопросы 1, 2, 3, 6, 9, 10), а второй субиндекс был связан с перевернутыми позициями (вопросы 4, 5, 7, 8). Уровень стресса, измеренный по общему показателю стресса в

² Данный метод не затратен. Также его преимущество заключается в простоте и охвате больших групп.

Польше ($M = 1,83$; $SD = 0,67$), оказался больше, чем в России ($M = 1,59$; $SD = 0,67$), и разница была статистически значимой. В случае субиндекса 1 и субиндекса 2 уровень стресса в Польше также был статистически значимо больше, чем в России ($p < 0,05$). Величина силы эффекта по всем показателям была небольшой. Наибольший размер effect size (20,42%) касается общего индекса стресса. Немного меньший эффект (16,61%) наблюдался в прямых позициях, которые были связаны с отсутствием контроля, перегрузкой обязанностей, нервозностью из-за неожиданных изменений на работе и отсутствием влияния на некоторые события, происходящие на рабочем месте. Самый низкий эффект был найден в случае перевернутых вопросов (15,49%), которые касались ощущений работников о контроле работы, и как они справляются с профессиональными трудностями а также преодолением эмоций на работе.

Таблица 3

Индекс стресса и его субиндексы (критерий Манна-Уитни)

Критерий	Индекс стресса	Субиндекс 1 (вопросы 1, 2, 3, 6, 9, 10)	Субиндекс 2 (вопросы перевернуты 4, 5, 7, 8)
Польша			
Среднее арифметическое	1,83	2,09	1,45
Медиана	1,80	2,00	1,50
Стандартное отклонение	0,67	0,87	0,66
Россия			
Среднее арифметическое	1,59	1,81	1,27
Медиана	1,60	1,83	1,25
Стандартное отклонение	0,67	0,93	0,72
Тесты значимости средних различий между Польшей и Россией			
U критерий Манна-Уитни	363263,00	380655,50	384453,50
W-критерий Вилкоксона	439118,00	456510,50	459919,50
Z	-6,47	-5,26	-4,97
Асимптотическая значимость	0,00	0,00	0,00
Effect size	20,42%	16,61%	15,49%

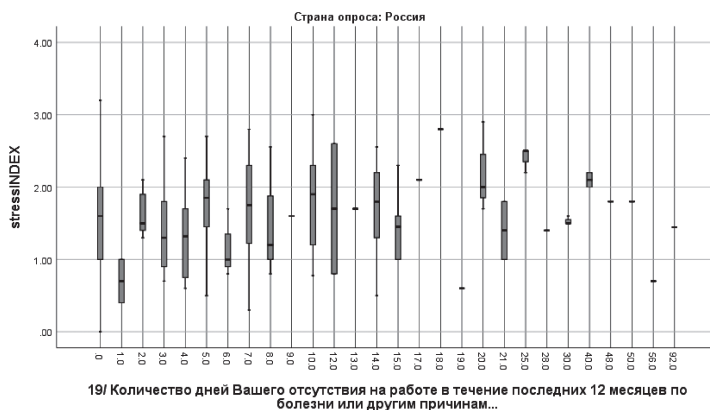
Примечание: effect size – коэффициент Гласса.

Источник: собственные расчеты на основе данных опроса.

Диаграммы 1 и 2 иллюстрируют взаимосвязь уровней стресса и количества дней в которых работник отсутствовал на работе. Так в случае Польши, как и России, сложно увидеть, что вместе с ростом количества дней отсутствия на работе меняется уровень стресса. Замечен также выброс — персоны характеризующиеся низким уровнем стресса и большим количеством дней отсутствия. Возможно, существует третий фактор, который становится причиной того, что работники ощущают низкий уровень стресса. Данные с диаграмм не позволяют сделать однозначные выводы, но дают шанс, ставить дополнительные вопросы и объяснять сомнения.



Источник: собственные расчеты на основе данных опроса.



Источник: собственные расчеты на основе данных опроса.

Уровень стресса выступающий у работников банков в Польше и в России можно анализировать с помощью дерева принятия решений. Также, как и в случае кластеров, при построении дерева учитываются сходства и различия. Предполагалось, что индекс стресса (общий а так же оба анализированных субиндекса) являются зависимой переменной, а характеристики банковских служащих и характеристики банков — независимыми (возраст, отсутствие на работе, вид контракта (срочный и бессрочный трудовой договор и другие формы занятости — первое и настоящее время), пол, место жительства, должность, образование, опыт работы и присутствие начальника, общий срок службы и количество часов, фактически отработанных на прошлой неделе, деление на банки коммерческие и кооперативы, страна, год, исследования, вид банка, организационная единица, место работы, преимущество капитала страны или заграничного банка). Метод деревьев классификации и регрессии (CRT) подразумевает, что однородность группы выступает в качестве критерия разбиения. Получившиеся группы должны обладать максимальной внутренней однородностью. CHAID (автоматическое выявление взаимосвязей по методу хи-квадрат) обеспечивает многоуровневое разделение. Хи-квадрат оптимизируется, а группы могут быть объединены в категории. Обычно при использовании обоих методов каждый узел складывается как минимум 50 наблюдениями. Были получены 6 деревьев, охватывающих 2 метода (CHAID/CRT) и 3 типа индексов стресса (общий индекс стресса и его 2 субиндекса). Были представлены только деревья, у которых количество дней отсутствия на работе оказались статистически значимым с точки зрения уровня стресса.

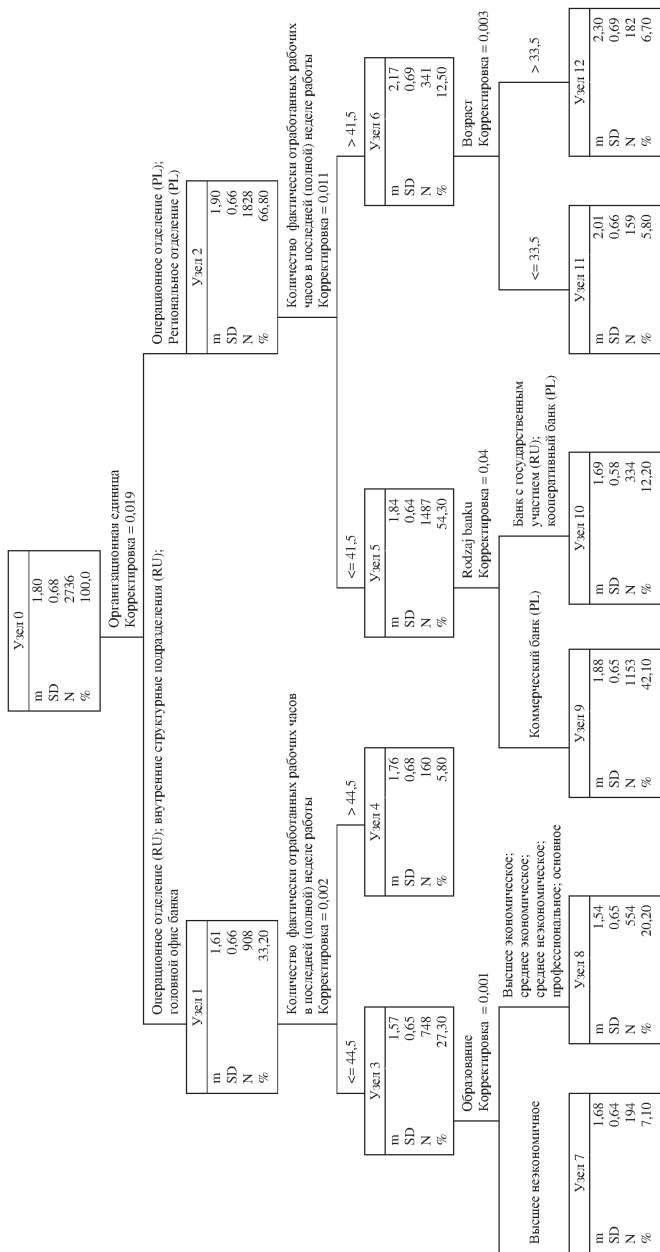


Диаграмма 1. Дерево решений: уровень стресса у банковских служащих в Польше и России – индекс стресса (метод CRT)

Продолжение диаграммы см. на следующей странице

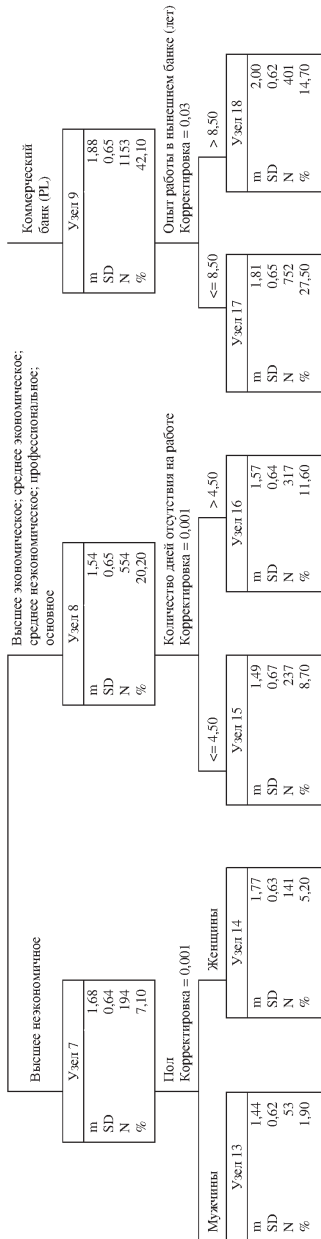


Диаграмма 1. Дерево решений: уровень стресса у банковских служащих в Польше и России – индекс стресса (метод CRT)

Замечание: внутренние структурные подразделения – дополнительные офисы, кредитно-кассовые офисы, операционные офисы, операционные кассы вне кассового узла, а также иные внутренние структурные подразделения, предусмотренные нормативными актами Банка России. В дереве всего 6 уровней и 22 узла, но для целей этой статьи представлены только 5 уровней.

Источник: собственные расчеты на основе данных опроса.

Анализ с использованием метода CRT подтвердил, что количество дней отсутствия на работе не имеет решающего значения для общего уровня стресса. Количество дней отсутствия на работе было дифференцирующим критерием для экономического, среднего экономического и неэкономического, основного и профессионального высшего образования. Более высокий уровень стресса (1,57) испытывали люди, отсутствующие на работе более 4,5 дней. Как отметили Пиотровска и Порсдоттир, стресс в рабочей среде приводит к тому, что прогулы среди сотрудников происходят чаще, и они носят долгосрочный характер (Pórsdóttir, 2018, p. 2; Piotrowska, 2018).

Анализ SHAIID показал, что количество дней отсутствия на работе не имеет решающего значения также для второго субиндекса стресса. В польских операционных подразделениях, где сотрудники работали менее 40 часов в неделю (и у людей, которые не указали время работы/как долго они работали; 1,49), для уровня стресса имело значение количество дней отсутствия на работе в течение последних 12 месяцев. Самый низкий уровень стресса наблюдается у людей, которые не пропустили ни одного рабочего дня (1,24). С другой стороны, люди, которые отсутствовали более 10 дней (1,77), испытывали большее напряжение. Эти отношения могут быть двусторонними, поскольку стресс на работе заставляет людей чаще брать отпуск по болезни, но длительное отсутствие на работе также является стрессом для сотрудника. Часто длительные отсутствия могут быть результатом плохих отношений с коллегами и начальством, а также плохих условий труда и неудовлетворенности работой (Inoue et al., 2010; Piotrowska, 2018). Среди объясняющих переменных не имели значения: год исследования, пол, место жительства, образование, тип и капитал банка, место работы, стаж работы и прогулы на работе.

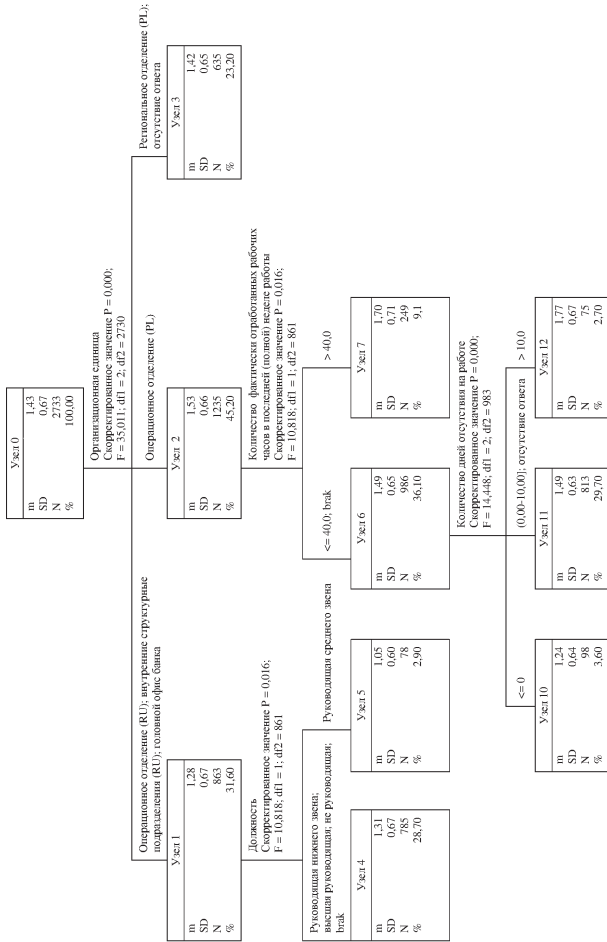


Диаграмма 2. Дерево решений: уровень стресса у банковских служащих в Польше и России – субиндекс стресса 2 (метод CRT)

Замечание: внутренние структурные подразделения – дополнительные офисы, кредитно-кассовые офисы, операционные офисы, операционные кассы вне кассового узла, а также иные внутренние структурные подразделения, предусмотренные нормативными актами Банка России.

Источник: собственные расчеты на основе данных опроса.

Последствия для модели Карасека

Модель Карасека характеризует процессы, происходящие на работе, но не учитывает последствия стресса или ситуации, когда высокий уровень стресса заставляет работника уйти с работы. При достаточно высоком уровне стресса работник больше не может переносить стресс и «убегает с поля битвы» — уходит в отпуск по болезни. Тогда получается, что ни один из четырех вариантов, созданных Карасеком, не является решением проблемы для такого сотрудника. Ни один из них не включает отпуск по болезни. Достаточно высокая доля требований к контролю будет устанавливать предел, при котором работник решает взять отпуск по болезни. Тогда возникает вопрос, как относиться к работнику, который воспользовался отпуском по болезни, и как к работнику, который возвращается из такого отпуска на работу? Можно подозревать, что граница, определяемая степенью контроля и требованиями, заставляющими работника «убегать» из рабочей ситуации (т.е. больничный лист), является субъективной и изменчивой. С одной стороны, можно подозревать, что с отдыхом работник сможет выдерживать все более высокие требования. Однако не ясно, происходят ли эти изменения непрерывно или, может быть, существуют какие-то прорывные. Можно также подозревать, что непосредственно перед возвращением на работу стресс может усилиться из-за страха перед предстоящими обязанностями (требованиями). Следовательно, кривая, иллюстрирующая пропорцию контроля к требованиям, определяющая необходимость отдыха от работы, будет U-образной.

В свою очередь, работники, находящиеся в отпуске по болезни, вероятно, получают больше поддержки от своей семьи (модель ISR; Le Blanc, de Jonge, Schaufeli, 2003, p. 178). Нахождение в отпуске по болезни является сигналом того, что человек нуждается в такой поддержке, кроме того, во время освобождения остается больше времени для контакта с семьей. С другой стороны, связи с работой слабы, и отделение от нее позволяет по-новому взглянуть на нее. Модель Карасека не учитывает не только отсутствие на работе, но и продолжительность этого отсутствия и риск увольнения. Вероятно, можно было бы включить измерение риска увольнения в модель Карасека. Этот риск возрастает с увеличением требований и уменьшением чувства контроля.

Выводы

Согласно гипотезе, более напряженные люди чаще отсутствуют на работе. Эта гипотеза оказалась частично верной и подтверждено ее с помощью общего индекса стресса (использовался метод CRT). Сотрудники (за исключением сотрудников с высшим неэкономическим образованием), переработавшие менее 44,5 часов в неделю в российских отделениях банков и внутренних структурных подразделениях, которые пропустили больше 4,5 дня характеризовались повышенным уровнем стресса. Аналогичное соотношение наблюдалось в случае субиндекса стресса 2 (использовался метод CHAID), измеренного для сотрудников, которые проработали до 40 часов в неделю в польских операционных учреждениях. Стресс на рабочем месте приводит к более частым и долгим прогулам. Они могут быть вызваны нервной атмосферой, конфликтами с руководством и коллегами, а также плохими условиями труда. Прогулы могут быть двусторонними. С одной стороны, стресс на рабочем месте заставляет сотрудников чаще использовать отпуска по болезни, но с другой стороны, долгосрочное отсутствие на работе также является для сотрудника стрессом.

Вопрос стресса является междисциплинарным, так как с одной стороны, это психологический вопрос, а с другой стороны, что показывает данная работа экономический, так как он отражает в себе результаты и эффекты работы, производительность и прогулы сотрудников, а следовательно, оказывает влияние на эффективность предприятия. С психологической точки зрения можно рекомендовать минимизацию стресса, увеличив комфорт офисного пространства. Элементами этого пространства могут быть комнаты отдыха, чилаут-румы или игровые комнаты. Можно также предложить работу с неполным рабочим днем, что должно уменьшить количество негативных стимулов. С другой стороны, такие решения дороги, и поэтому маловероятно, что банки будут их внедрять повсеместно. С экономической точки зрения, вероятно, стоит держать сотрудника в напряженном состоянии, так как он, вероятно, более подвержен влиянию работодателя.

Нынешняя статья имеет свои ограничения. В будущем надо изучать влияние стресса на долгосрочность отпусков по болезни. В анкете, использованной в настоящем исследовании не принято этого аспекта во внимание. Ограничением исследования является неслу-

чайная выборка. Стоит также попытаться создать коэффициент риска перехода на отпуск по болезни, охватывающий как уровень требований, так и степень контроля.

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Stress and training at work. Experience of teh regions of Poland and Russia

Summary

Stress is one of the civilizational diseases of the 21st century. The main purpose of the paper was to evaluate the relationship between the level of perceived stress and the number of days away from work. The study identificate stress factors acting at work, both on the part of employees and employers.

The following hypothesis was formulated in the work: people who are more stressed tend to be absent from work more often. This study is part of a research project concerning employment in banks in Poland and Russia. An empirical study was conducted in 2016–2020 among bank employees in Poland and Russia. A survey conducted on a group of 2357 bank employees in Poland and 389 employees in Russia was used. From the studies carried out, it appears that the hypothesis was partially justified and it was confirmed by the general stress index (analyzed by the CRT method). Employees (with the exception of people with non-economic higher education) who worked at headquarters, as well as Russian branches and internal structural units for less than 44.5 hours a week and missed more than 4.5 days, were characterized by an increased level of stress. A similar relationship was observed in the case of stress sub-index 2 (CHAID method), measured for workers in Polish branches up to 40 hours per week. Stress at the place of work causes the absence of employees to appear more often and for longer periods.

Key words: stress, work in banks, labour market.

Maryna Navalna, Nataliia Kostusiak (Ukraine)

UKRAINIAN MEDIA DURING THE WAR

In the information warfare with Russia, a culture plays an important role, because one of the main theses of Russian propaganda is that there is no Ukrainian identity, and everything Ukrainian was created by the communist government of the beginning of the XX century.

The study analyzed news websites that debunk Russian fakes about the situation at the front, how Ukrainian media in the field of culture changed the vector of their work, adapting to the conditions of the information warfare.

The editorial policy has changed significantly. Now more meticulous fact-checking takes place, as Russian propaganda works even more inventively. Media workers carefully review the profiles of organizations that offer help, – sometimes they may be genuine volunteers, and sometimes they may be fake.

The war is a tough challenge for any business, and even more so for independent online media. Most of them received income and paid for the work of journalists with advertisements or subscriber subscriptions. However, in wartime, these resources are limited.

Key words: media, war, social issues, fakes, campaign, advertisement.

Introduction

In today's world, information warfare is an important element of the fight with the use of various practices and tactics. The war in its natural sense ceases to be the only means of winning and spreading influence, mass media play an important role in this.

The fact is that information policy, an economic component of both media organizations and journalists in particular, is changing in a certain way.

The problem of the importance and place of mass communication in information and real warfare in modern political society is always relevant, it has an interdisciplinary nature and does not remain unnoticed by political scientists, journalists, psychologists, sociologists, among whom are such Ukrainian scientists as H. Pocheptsov, T. Isakova, V. Konakh, O. Lazorenko, O. Senchenko, L. Yevdochenko, Y. Horban, P. Shpyha, I. Zavadskyi and others. Some foreign scientists such as S. Morgan, A. Klimburg, M. Libicki, J. Bryan, S. Thompson, S. Kara-Murza, S. Rastorhiev, A. Zinoviev and others also devoted their works to this issue.

Taking into account the fact that Russian military and informational aggression against Ukraine is currently ongoing, the study of media influence on public opinion, moods among different categories of citizens, ethnic communities, their expression of will regarding political transformations in the country is important and relevant. And the study of the role of mass communication in this process and the attitude of the population to mass media, as well as the economic component of mass media, is one of the main indicators for studying, analyzing the content of the information component, assessing public and electorate attitudes, media literacy, as well as further developing ways to resist information weapons, manipulative information, etc.

The activity of mass communication is shown in the local studies of Ukrainian authors during hybrid war: D. Arabadzhyiev (Arabadzhyiev 2020), O. Komarchuk (Komarchuk 2019); O. Kravchuk (Kravchuk 2019) and others.

At the current stage, the scientific understanding of the media sphere through the prism of war, the study of its development in wartime Ukraine and its role in rather complex socio-political and economic conditions is relevant.

Methods of media research in Ukrainian society

To implement the research, general scientific and special methods were used, in particular: historical – to know the state of study of the issue; analytical-synthetic, comparative – to identify trends in the field of journalism based on the collected empirical material; inductive – for generalization and systematization of conclusions. The method of typological analysis was applied in order to differentiate the array of media studies. The method of content analysis was used to study certain documents.

How do Ukrainian art media work?

Let us check the conditions in which artistic media worked and are still working during the war: “Your Art”, “LiRoom”, “Moviegram, Chytomo”.

“*Your Art*” is a media about Ukrainian art, founded in Kyiv in 2019, chief editor is Nastia Kalyta (Your Art 2022). After analyzing the activities of “Your Art”, it was concluded that the media company lost part of its

budget to order the articles from authors, on the other hand, more attention was paid to the publication. The new goal of “Your Art” is to record Russia’s war crimes in the culture: persecuting of artists, destructing and looting of institutions, etc. The editors are convinced that cultural media is the only channel for our artists to communicate with the world. There cannot be an independent state without culture. The editors gathered a team of volunteers, with whom they launched a bilingual version of the website (in Ukrainian and English), funding and resources were cut in half. The website traffic doubled. The absolute leader here was the content dedicated to various opportunities for artists during martial law (How they work 2022).

“LiRoom” is a media about the new Ukrainian culture: music, cinema and literature. The purpose of the publication is to develop and popularize Ukrainian culture, it has been operating since February 1, 2012. Since April 2022, this is a media about the new Ukrainian culture. According to the definition of the editors: “New Ukrainian culture” is the one that corresponds to current trends. We can write about albums, books and films that were not released today or yesterday, but they fit into the context of the development of Ukrainian culture. At the same time, we can ignore the freshest releases, because they give off mustiness despite all the efforts to seem new”. The editor-in-chief is Oleksii Bondarenko (LiRoom 2022).

Shortly before the war, the editorial team did not have an office, all employees were relatively safe (Lviv, Kyiv, Dnipro), they did not have to stop working. Just a few weeks before the war, the editors made a decision they had been planning for quite some time – they expanded the topics. The audience received this change quite positively. This made it possible to systematize work within the team and even made the editors look for new employees. The priority of the publication is now the Armed Forces of Ukraine and the help of the army, as well as diplomacy, which helps to get more weapons.

The editor claims that the role of culture is fundamental. Its influence on the country and people cannot be estimated by any tangible quantitative indicators. However, the way out is exactly what we are fighting for. The culture during war must document processes and quickly reflect on them.

The editorial office received several grants. The cultural community became more active and, together with the journalistic community, was ready to support the media. This is a small amount of money, but it is

enough for the editorial office to live for at least a few more months with a stable salary.

But the financial model in general is quite uncertain, because in two years, pandemics and war can finally finish off the industry, which in many aspects was holding up only by mass events. Therefore, searching for advertisers is useless.

As evidenced by the activity of the analyzed media, the audience needs artistic content even during the war. For example, a large chat community and an audience interested in Ukrainian cinema and literature gathered during Eurovision Song Contest (How they work 2022).

“*Moviegram*” is an online film publication with original research and a unique style. The publication is focused on independent and high-quality mass cinema. The editor-in-chief is Anna Shakun (Moviegram 2022).

During the first month of the war, all members of the editorial staff had their fronts – some of them volunteered, some went to the territorial defense. After some time, they returned to “*Moviegram*”. Basically, the publication was relaunched, with increased emphasis on the Ukrainian film industry and processes related to it. Currently, there is a lot of news from the world of cinema, which is not generally covered by the major media. “*Moviegram*” is a good platform for such releases. Three new authors joined the editorial team and launched a series of materials devoted to documenting in the time of war, and started to publish texts about propaganda in cinema.

Before the war, the media platform earned money exclusively on promotional events for individual films. Currently, there are no earnings from advertising. The team works only on a volunteer basis. The audience in social networks has become more active (How they work 2022).

“*Chytomo*” is a professional media about books and book publishing in Ukraine and the world. The editor-in-chief is Oksana Khmeliovska (Chytomo 2022).

From the first day of the war, the editors changed the work: they added an English-language version of the website; they began to plan the release of materials for both Ukrainian and international audiences; they increased the amount of news five-fold, and the articles were published less frequently. The volume of work of each employee has increased significantly. The editorial policy has changed greatly. Now more meticulous fact-checking, as Russian propaganda works even more inventively. The

journalists scrutinize the profiles of organizations that offer help – sometimes they may be genuine volunteers, and sometimes they may be fake.

The editors decided not to publish the opinions of opposition Russian writers, even if they harshly criticize Putin’s policies and express conscious opinions, so as not to legitimize the image of “good Russians”, which is now actively used by Russian propaganda. The team tries to be more careful with topics that may cause differences of opinion in society. These are mainly topics of the study of Ukrainian language by people who come from the east; teaching of Russian language and Russian studies in educational institutions, etc.

The editors began to adapt our English-language news specifically for an international audience in order to explain the context that is not immediately obvious to foreigners. In addition, the editors agree on the reprinting of articles by English-language profile media or preparing original joint materials, for example, on the front page of Publishers Weekly.

The publication’s budget before the full-scale invasion of the Russians was formed from grants, charitable contributions from readers and advertisements from publishers. During the war, these sources of funding are impossible because, according to the “Chytomo” survey, sales of 95% of publishers have decreased, and the ability of our readers, members of the creative class, to spend money has dropped. The Ukrainian Cultural Foundation, on which high hopes have been placed, gave its budget to the needs of the army (Chytomo 2022). The editors are looking for a way out of the financial crisis: they organized a charity auction, and they were able to function with these funds in the first months of the war. The editors have applied for 13 grants, but have already received eight rejections.

The situation is similar with many other profiled independent media with which there is a connection – some of them are launching a joint fund, some are trying to convince investors of institutional support, some are refocusing on foreign sponsors. Obviously, the priority now is to support journalists working in dangerous regions. The publications plan is to increase the number of benefactors among the English-speaking audience on Patreon.

“Chytomo”, in addition to finding opportunities for activity, tries to support other media – when there is an opportunity, we support one-time or regularly give funds, for example, Korydor, Khmarochos, The Ukrainians, Ukrainer.

The visits at “Chytomo” have doubled during the war: if before the war it was 5,000 visits per day, now it is 10,000 or more. During the war, the most widely read materials were devoted to the topics of the Ukrainian language during the war – transformation, original words, and courses on the study of the Ukrainian language were of great interest. People were encouraged by the public statements of famous writers about their support for Ukraine, as well as their termination of contracts with the Russian book market.

Since February 2022, “Chytomo” began to publish selections of poems about the war, and poetry is being read well, people need means to express their emotions. On the other hand, the monitoring of foreign mass media that write about Ukrainian culture, in particular about literature, is of interest to a smaller number of people, but the editorial office continues to do it, because it is important to know how foreign public intellectuals and journalists react and how their rhetoric changes (Chytomo 2022).

The audience of “Chytomo” is interested in debatable issues regarding the renaming of streets and towns, changes in the school curriculum, or the rejection of the inheritance of Soviet and Russian books in libraries. The public wants quick steps in the humanitarian direction, but they are often ill-conceived. “Chytomo” started a discussion on how to remove Soviet and Russian books from Ukrainian libraries.

Recently, there has been a trend towards the need for materials on pre-war topics – some selections of new books from Ukrainian publishers, reviews on quality publications, the editors sometimes return this content (Chytomo 2022).

Ukrainian online media during the war

The war is a tough challenge for any business, and even more so for independent online media. Most of them received income and paid for the work of journalists with advertisements or subscriptions. However, in wartime, these resources are limited. We will analyze the economic and financial activity of the most popular online media in Ukraine.

One of the most popular online publications “*Ukrainska Pravda*” (Ukrainska pravda 2022) does not provide information publicly, but some websites note that salaries are paid on time and in full, there were no layoffs, the economic and financial condition is stable. The majority of workers moved to the western region of the country. “Ukrainska Pravda”

pays for the staff's accommodation. The editorial office has a pre-developed security protocol that provides certain protected methods of communication between colleagues. And some employees are provided with satellite communication, including Starlink (Donaty 2022).

UNIAN – Ukrainian Independent News Agency is the first and largest independent news agency in Ukraine, founded in 1993, a leader among the country's news media, the most cited source of news about events in the country (UNIAN 2022).

The UNIAN team continues to work from different parts of Ukraine. In the first weeks of the war, some employees wrote news directly from Kyiv subway. Staff have not been cut, advances and salaries are paid regularly. In general, the agency did not reduce employee benefits. One of the worst news is that one of the employees from the political news department of UNIAN was captured by the Rashists. It happened near Kyiv. His fate is still unknown (Donaty 2022).

“*Censor.NET*” is Ukrainian news, social and political internet portal with a popular forum, founded in 2004.

There were no layoffs in the editorial office. The level of salaries decreased due to a drop in income, the counterparties declared force majeure according to the contracts. Each member of the editorial team of “*Censor*” voluntarily donates to the Armed Forces of Ukraine and relief funds, some of them volunteer. The publication has the “Butusov Foundation” (Yurii Butusov is an editor-in-chief), which collects money for the army (Censor.NET 2022).

DOU is the largest Ukrainian community of developers in the field of IT (DOU 2022) and the online publication of the same name. The publishing team decided to send all the money that would remain after paying salaries, taxes and other expenses to the army. DOU donated more than 5 million hryvnias to the “Return Alive” fund. Economic and financial activities of the editorial office during the war: a cash cushion was set aside for employee salaries; monetary aid was paid to all employees; tax benefits (about the 2% tax) and dividend payments were canceled, and the community continues paying taxes and actively working to restore the activity of companies on the DOU. “Sales have decreased significantly. But every day more and more companies are returning to the site”, said DOU employee Vladyslava Zatsarynna (Donaty 2022). In addition, DOU plans to expand to Europe: to launch a website in Poland and build an IT community outside of Ukraine.

Ukrainian television channels

During martial law, all national TV channels were supposed to unite and broadcast the telethon “Unified news #UAtogether”. It is with the help of the telethon that a unified information policy will be implemented in the state during the war (Presidential Decree No. 151/2022 and No. 152/2022 and in the message of the National Council on Television and Radio Broadcasting of Ukraine) (Presidential Decree 151; Presidential Decree 152).

The first decree stipulates that the operator of the multi-channel TV network “Zeonbud” LLC will work as part of the Radio Broadcasting, Radio Communication and Television during the period of martial law. Zeonbud includes 34 national and regional channels.

In accordance with the decree, the State Special Communications Service of Ukraine, together with the Concern and Zeonbud, must ensure:

- 1) stable functioning of digital broadcasting facilities and uninterrupted broadcast of television channels in MH -1, -2, -3, -5;
- 2) round-the-clock monitoring of the broadcast network, equipment of the main multiplexing station, satellite and terrestrial communication channels;
- 3) reservation of satellite channels for the delivery of programs and equipment of the main multiplexing station;
- 4) backup delivery of TV channels to digital transmitters with the involvement of an alternative satellite operator (Presidential Decree 151).

The second decree stipulates that during martial law, the country’s unified information policy is implemented in the 24-hour marathon “Unified news #UAtogether”. The NSDC of Ukraine obliges all national TV channels to unite to work on a telethon that will be broadcast round-the-clock.

In 2021, the National Council reported on 27 nationwide TV channels in Ukraine. For example, these are “1+1”, ICTV, “Rada”, “UA: First”, “UA: Kultura”, “Priamyi”, “Espresso”, “Ukraina 24”, “Inter”, etc. (Kozhen 2021).

From the first day of the war, several TV channels worked on the telethon: “Suspilne”, “Rada”, “Inter”, ICTV, “1+1”. “Ukraina 24”, which alternated on the air.

The most popular television product is “Unified news”. It is watched by at least 40% of viewers every day (Kozhen 2022).

The undisputed leader of the telethon is the “1+1” channel with a daily share of 19.3% for the week (April 18–24), which is compared to the “Ukraina” channel, which share is 1.7%, or “Inter” with 0.7%, shows the strength of the brand and the trust of the viewer (Kozhen 2022).

A commercial director of 1+1 media, Valerii Varenysia, said that television advertising is slowly, but returning to the national channels. “Are we satisfied with the demand? Of course, “yes”, because this “something” is much better than nothing. Our group was the first to suspend advertising and was also one of the first to resume it. The market offer is still limited and we do not advertise on the flagship channel of the “1+1” group, which continues to broadcast the telethon “Unified news” (a joint project of Ukrainian TV groups), but channels “2+2”, TET, PLUSPLUS and “Bihudi” are already available to advertisers” (Kozhen 2022).

In the absence of peoplemetric studies, the outdated, but currently only acceptable, principle of advertising sales was returned – “by slots”, that is, not by ratings, but by the number of broadcasts.

The group “1+1” sells on the market a package deal with 4 channels of the group at a single price – 1000 hryvnias for 30 seconds of broadcasting on one channel. The prices are fixed and do not change depending on budget or time of broadcasting. A 50% markup applies to companies that continue to operate and advertise on the Russian market. There are a number of companies that we completely refuse even if they are eager to pay more. Everything is a subject to 100% advance payment (Kozhen 2022).

In addition to direct advertising, the “1+1” group also renewed sponsorship sales. The famous 2021 morning program “Breakfast with 1+1” is broadcast simultaneously on two channels of the media group – “2+2” and TET. Judging by the reaction of viewers on social networks, this only increases the audience. It was “Breakfast” that became our main platform for integration sponsorship, interest in which is gradually recovering. And the numbers of the charity concert of the band “Okean Elzy” called “And everything will be fine” from Kyiv subway or the last match of “Dynamo” with Borussia Dortmund confirm that the television group is on the right track.

Regional media

It was not easy for regional media in Ukraine to survive: among the reasons are difficulties with financing, a small advertising market, and problems with personnel. With the beginning of the full-scale invasion, physical and mental danger, the impossibility of working under occupation, and problems related to evacuation were added to these factors.

At the same time, the war with Russia showed how important regional mass media are for local residents, and especially for those who live in towns and villages temporarily under the control of the Russian occupiers.

Is there a chance for the regional media to survive after the war, how can they be helped in this, or will the mass media change after the victory?

The founder of “Svoi.City” is the “Abo” media growth agency. In addition to the online magazine, there is a whole network of resources in the front-line cities: “Popasna.City”, “Volnovakha.City”, “New-Yorker” is a website about Ukrainian New-York in Donetsk region, sites in Marianka, Toretsk, Troitskyi and Svatove. Now some of the newsrooms are on the occupied territory, some are in the front-line.

For example, the Donetsk edition “Svoi.City” from the very beginning did not have a news format, but the team assumed that they tell stories about people, about towns. The editors were not looking for “treason”, but, on the contrary, tried to show the positive changes taking place in the independent Ukrainian east. At the same time, they tried to help the residents of the occupied territories with useful instructions to facilitate their communication with the independent territories, as well as their life in general: if they want to leave, register some documents, etc.

Now the team works remotely, safely, and continues to talk about what is happening in the east of Ukraine.

Since 2014, people from the occupied territories have been working. But every year it was more and more difficult to get information from there. A lot of great journalists have left that region. Getting exclusive materials specifically from Donetsk or Luhansk became a difficult task. Since February 2022, it scaled even more.

Now there are problems with getting information from the territories that were occupied recently. Local residents could be informers for the Ukrainian mass media, even in spite of the danger, but there is simply no connection.

Despite all the difficulties, “Svoi.City”, “Volnovakha.City”, “Popasna.City”, the website of the city of New-York are working: the journalists

were evacuated to a safe territory, they were helped financially and provided with accommodation for a start.

Those evacuated journalists also fill the websites of the temporarily occupied and front-line cities of Luhansk region and Donetsk region: “Svatove.City”, “Toretsk.City”, the website of Kurakhovo and Marinka – “KuMa”.

In the first days of the war, the journalists were shocked, probably like everyone else, by this scale of military operation.

In the first month after the beginning of the invasion of the Russian Federation, the team wrote many instructions on evacuation and assistance to displaced persons. Previously, the online magazine had a section called “Our people abroad”, where compatriots, who left and somehow adapted, settled in other countries, shared their experiences. With the beginning of this aggression, it changed its focus: journalists focused specifically on people who left Ukraine after February 24 and found refuge in various countries around the world. The column demonstrated real cases of how Ukrainians are helped in Europe, the USA, Canada, etc. On the basis of this information, it is easier for people to decide whether they should evacuate, and if so, where exactly. At the same time, the journalistic team documents the testimonies of victims of Russian aggression.

The journalists find people, who were in the hot spots, and record their stories in order to document Russia’s war crimes: in Mariupol, Rubizhne, Popasna, any other affected Ukrainian town or city.

The journalist, editor and coordinator of the online magazine “Svoi. City” Haiane Avakian notes: “The most painful thing is journalists who for one reason or another remained under the occupation. Whether to talk about them publicly or to remain silent depends on each specific situation” (Regional 2022).

Before the full-scale invasion, the question of the survival of regional media was a question of business models, transformation from denationalized newspapers to modern online media or other formats. Now there is a complete absence of the advertising market, the forced relocation of newsrooms, the safety of journalists, etc. To counteract this, systematic support of such mass media is necessary: financial, security, any, which will allow to preserve local media.

The analytics of small regional websites show that their traffic has jumped a bit since the beginning of the full-scale invasion. People are looking for information on local resources. Despite the fact that some of

the occupied cities were left without the Ukrainian Internet, all the prohibitions of Roskomnadzor are in force there, they still find the opportunity to access Ukrainian mass media: the demand for local information is very high (Regional 2022).

There are three main ways for supporting small local mass media. The first way is the safety of journalists, assistance with trips, accommodation. Something that allows a person to feel safe and think that he/she can already come to his/her senses and continue working. The second way is to focus on newsrooms that were evacuated and want to continue working with the subject of occupied territories or front-line towns (Regional 2022).

A non-propaganda point of view is needed in the occupied territories. Even if the occupiers block Ukrainian media, there must be a resource where information can be obtained. People will find the opportunity to visit such resources.

The third way is financial support for newsrooms, so that it is possible to keep the team, to pay for the work of journalists, at least some minimal fees, in order to preserve human potential and continue working further. International partners can and do help here. They are ready to support journalists fighting disinformation (Regional 2022).

The representatives of large media have more chances to get journalists out of captivity or occupation than representatives of small newsrooms, about which the Office of the President or other authorities probably do not know.

Fakes during the war

Kremlin propagandists actively use distorted facts and lies, creating and spreading fakes to manipulate people and paralyze their ability to think critically. The primary source of such fakes are social networks, public telegrams, and media directly managed by the special services and the Ministry of Defense of the Russian Federation. We present the latest of the most common fakes to show how Russian propaganda works during the war. After all, this is also a dangerous weapon.

The employees of the Center for Countering Disinformation at the National Security and Defense Council of Ukraine found educational materials on the creation of fakes against Ukraine in the social networks of the occupiers (Occupants 2022).

4 points in the creation of fakes are clearly distinguished:

A fake must be clichéd. You don't need to come up with anything out of this world to influence the broad layers of society. It is better to add even a little absurdity (“The nationalists in Ukraine are crucifying Russian children”);

The fake must have a powerful message and leave room for one's own fantasies (“The mayor is a Russian spy”);

The fake must take into account local peculiarities. It is credibility by its relation to the area (“Russian tanks are in the village of Ivanivka”);

Multiple repetitions. What was written by three people in the chat already becomes the truth. And if you add the sacred “Government lies to everyone!”, then this fake will not dispute any argument. At the end of this “guide” there is a clear appeal to the occupiers to create fakes and spread them in social networks of Ukraine (Occupants 2022).

Official Ukrainian sources constantly remind Ukrainians of the following:

Trust only verified sources of information.

Most of the fake news has manipulative headlines that do not correspond to the essence of the message.

Capital letters, “one hundred percent info” or a call for urgent distribution are the first signs of a fake.

Do not trust messages where:

1. There is no link to an official source. Especially if the words “verified source”, “accurate information”, “maximum repost”, “100% verified”, “reliable source” are used in the text.
2. The title is written in CapsLock, 20 exclamation marks or many SOS symbols are used. The more fear and despair the received information causes, the more likely it is fake.
3. The information is presented in the format of a panicked voice message, because it is impossible to verify either the original source or the author. This can often be found in Telegram and Viber.
4. The information is presented in the format of a fable, story or anecdote without photo or video evidence.
5. It is reported about capitulation or peace, deployment of Russian troops or possible bombing. This is how the occupiers spread panic and fear among civilians in order to undermine the faith and resistance of the Ukrainian people (Information War 2022).

Journalists during the war

In times of war, as in times of peace, the work of journalists is central to the consolidation of democracy, the protection of freedom of speech and human rights.

“Our task and the task of our international partners is to protect journalists as much as possible during the performance of their professional duties by providing appropriate knowledge and protective equipment. Since the first days of the war, there has been a huge shortage of body armor and helmets in Ukraine. Recently, together with our partners, we have worked out many options, and now, at the request of Ukrainian journalists, protective equipment is delivered to all regions where military actions are taking place”, said Serhii Tomilenko, the head of the National Union of Journalists of Ukraine (Job 2022).

The work of Ukrainian journalists is complicated by the fact that any accreditation is impossible in the territories temporarily controlled by the Russian occupants. There is constant pressure on journalists, illegal detentions, and kidnappings. In such territories, a journalist is a target for the occupiers, along with public activists or Ukrainian law enforcement officers. The journalists are forced to hide, look for ways to leave, secretly transmit news about what is happening. The journalists remember that the main task is to prepare and convey the material for the audience, not to openly fight the regime.

The “Safety Guide for Journalists”, prepared by the organization “Reporters without Borders” together with the National Union of Journalists of Ukraine (Ukrainian version) with the support of UNESCO, has been published. The guide offers practical advice for journalists working in high-risk areas, as well as brief instructions on how to prepare for different types of hazards, which can include armed conflicts, epidemics, natural disasters and street protests. In addition to advice on precautionary measures, the guide contains stories from international correspondents about their experiences when traveling to high-risk areas.

During the four months of the war, 32 journalists have died (UNIAN 2022).

The topics on the safety of mass media workers have been added to the programs for the “Journalism” specialty.

Language culture of mass media during the war

Ukrainian scientists are not afraid of difficult tasks, debatable positions. Scientific studies on the language of Ukrainian mass media seem interesting, since the journalistic style is today the most dynamic and has the greatest influence on language practice.

In the language of the Ukrainian mass media at the beginning of the century, the dominance of non-stylistic language units became even more pronounced, which caused active interaction with stylistic units, and significantly expanded their functional and stylistic fields. In the language of modern Ukrainian mass communication media of the given period, especially in Internet resources, there is a characteristic strengthening of the previously formed tendency to loosen literary norms, which is caused by a continuous change of linguistic tastes and characterizations, which do not always coincide with real linguistic usage, as well as with codified rules use.

It was the authors of modern informational and analytical texts from the beginning of the military invasion who boldly, uncompromisingly, with an unequivocal negative assessment, began to use their proper names to denote the enemy and enemy realities with a lowercase letter (russia, moscow, russian federation, etc.). This is a unique language practice, which, despite the violation of norms, is implemented by Ukrainian information resources. Thus, under the influence of non-linguistic factors, with the help of language resources, the authors humiliate, do not recognize and fight the enemy.

Ukrainians used and still use substandard, sometimes even obscene vocabulary to expel enemies from Ukrainian territories, indicating the direction the invaders have to go. It was the Ukrainian language that helped to exterminate the enemies in the Poliskyi forest, who misunderstood the phrase “Rudyi lis” (lis – fox in Russian, lis – forest in Ukrainian), that is, a forest affected and destroyed by radiation, as a name for the famous red animal – the fox!

The daily additions of Russian-speaking Ukrainians to courses and platforms for learning their native language is becoming more active.

Ignoring Russian scientific sources is another disrespect to the enemy. Some graduate students and experienced scientists remove Russian sources from dissertations and other studies and build a concept of exceptional based on the results of the works of Ukrainian and international scientists. Whether to use Russian scientific sources is a difficult question, the answer to which can be found after the end of the Russian invasion. It will not do without discussions.

Conclusions

After the invasion of Russia, some significant changes took place in the work of Ukrainian mass media. Most media resources have changed the structure and frequency of releases. Artistic mass media function in some places at the expense of grants.

Most Ukrainian TV channels reformatted their activities. Regional media are in a more difficult situation both in terms of functioning and financing, especially the media on the occupied territories. The number of journalists killed in the war is constantly increasing.

The work of journalists regarding behavior and security is special during the war. International organizations help Ukrainian media both informative and financially.

The language of the Ukrainian mass media has sometimes acquired bookishness, and in relation to the enemy – vulgarity and emotional-expressive coloring.

The mass media constantly study the market demand and are ready to quickly restore “peaceful” projects if necessary.

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Украинские СМИ в годы войны

Резюме

В информационной войне с Россией важную роль играет культура, ведь один из основных тезисов российской пропаганды состоит в том, что украинской идентичности не существует, а все украинское создано коммунистической властью начала XX века.

В исследовании проанализированы новостные сайты, развенчивающие российские фейки о ситуации на фронте, как украинские СМИ в сфере культуры меняли вектор своей работы, адаптируясь к условиям информационной войны.

Редакционная политика существенно изменилась. Сейчас происходит более тщательная проверка фактов, так как российская пропаганда работает еще изобретательнее. Медиа работники внимательно изучают профили организаций, которые предлагают помощь, — иногда это могут быть настоящие волонтеры, а иногда — фейки.

Война — тяжелое испытание для любого бизнеса, а тем более для независимых интернет-СМИ. Большинство из них получали доход и оплачивали работу журналистов рекламой или подпиской. Однако в военное время эти ресурсы ограничены.

Ключевые слова: СМИ, война, социальные проблемы, фейки, кампания, реклама.

*Marzena Piotrowska-Trybull,
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PERCEIVING THE CHARACTERISTICS OF THE ARMED FORCES FROM AN ORGANISATIONAL STANDPOINT

The article presents the results of research on the perception of the characteristics of the armed forces in Poland from an organizational perspective. These features may, on the one hand, influence the interest in serving and working in the army. On the other hand, it affects the sense of security among citizens. The research was conducted using theoretical and empirical methods, including the method of a diagnostic survey.

Key words: organisational conditions, military service, characteristics of armed forces, cooperation, social trust.

Introduction

The armed forces are a complex system consisting of many elements deployed in the national territory. An important element of it are military units, which include combat units, rear units and military institutions, all having legal personality and functioning separately from administrative and economic perspective (Piotrowska-Trybull, 2013). Community-embedded units perform tasks for the security and defence of the state. To carry out these tasks, personnel / soldiers and military personnel with certain competencies are needed. Having the right conditions for the performance of tasks and development, they are the guarantee of the effective operation of the armed forces. The recruitment of soldiers to the armed forces, their promotion to higher military ranks and the other elements that make up the personnel function are normalised by a number of documents (Sirko, 2015). In turn, with regard to military personnel, the terms and conditions of employment are governed by regulations that can be influenced by the Minister of National Defence through evaluation of draft legislation that is submitted for approval by non-ministerial state institutions.

Not only the armed forces, but also the public should be involved in state security and defence activities. The preamble to the Law on Defence of the Fatherland emphasises that the duty to protect the Fatherland is incumbent on all citizens of the Republic, as the matters of defence should

be of interest to the entire community (Journal of Laws 2022 item 655, Law of March 11, 2022 on Defence of the Fatherland). Hence, maintaining and developing relationships between military units and the community is important from the perspective of building state resilience and readiness to respond to threats. Relationships between military units and communities are developed and, in many places where units are located, valued by both local authorities and residents (Sirko, Piotrowska-Trybull, Wojtaszek, 2020; Piotrowska-Trybull, 2013).

One of the strategic goals set out in the national security strategy is to “increase the country’s resilience to threats, through the creation of a system of universal defence, based on the efforts of the entire nation, and to build understanding of the development of the resilience and defence capabilities of the Republic of Poland” (National Security Strategy, 2020). Its achievement is conditioned by a number of factors among which an important place is occupied by the use of the potential of entities of the public administration, entrepreneurs, units of the education and higher education system, local communities, non-governmental organizations and citizens, in particular, the integration of their efforts aimed at: building knowledge and capabilities that allow the formation of national security, as well as strengthening social capital through cooperation and cultivation of values important to the community. Hence, the way the public perceives and evaluates the activities of the armed forces can influence their understanding of security issues, their identification with the military’s activities, and their willingness to get involved and be part of the organization. Values that are important to society and are evident in the activities of the armed forces, are a factor that strengthens support and trust in this institution. However, the ability to engage in security activities is determined by the knowledge, skills, values, attitudes, beliefs, interests, needs and capabilities of the individual and the armed forces, as well as the situation in their environment in the labour market, among others.

The social, economic, technological, political environment poses certain challenges that public organisations, including the armed forces, must meet. In response, changes are being implemented in organisations aimed at increasing the efficiency of their operations and delivering value to citizens in relation to the public investments that are made in these organisations (Piotrowska-Trybull, Jabłońska-Wołoszyn, 2021; Van Ryzin, Gregg, 2015; Marks-Krzyszowska, 2016). In the armed forces, with the beginning of the systemic transformation, reforms were launched

to professionalise them, consisting in developing and strengthening the competence of soldiers, equipping them with modern equipment, using modern technologies, increasing funding, etc. In turn, one of the significant changes in terms of personnel policy in the armed forces was the abandonment of universal conscription and, in its place, the introduction of a solution based on the voluntary application of candidates for military service. As a consequence of such a solution, the armed forces compete on the labour market for candidates for soldiers and military personnel with specific competences that will enable them to achieve their strategic objectives and fulfil their mission, which is the duty to defend the homeland.

The activity of the armed forces and its social perception, but also personnel policy and conducted promotional activities are elements which, from the perspective of the labour market, are important factors influencing the image of the army in society and determining the interest in service and work in the army (Kurek, 2020; Kurek, 2019).

In this context, the authors of the article decided to investigate how the armed forces are perceived by society and which factors influence the interest in military service and work in the army.

Information about the research

The research was carried out within the framework of the topic: The efficiency of recruiting candidates for military service in the Polish Armed Forces in the light of contemporary management concepts and methods. The research was conducted using theoretical methods, including analysis, synthesis, inference, and empirical methods – a diagnostic survey, in particular the questionnaire technique.

A survey questionnaire was designed for the diagnostic survey. The questionnaire consisted of 19 closed and semi-open questions, 13 of which related to substantive issues dealing with the essence of the analysed issues, while the remaining questions were formulated as particulars. Questions were prepared using a nominal and ordinal scale. Among the issues addressed in the surveys, respondents were asked to: 1) determine to what extent they associate the characteristics proposed by the authors with the military, 2) assess the usefulness of sources of information on the military, 3) express an opinion on the motives that may influence the decision to join the armed forces.

The respondents were selected proportionally to the number of inhabitants of all provinces, maintaining the criterion of gender and age. The authors of the study assumed that the participants of the study, due to the subject matter undertaken, including interest in joining the military service, would be people between 18 and 44 years of age. According to data from the Central Statistical Office, for 2019 the population in Poland in the stated range amounted to 14,461,300 people. For this population, the sample size (with the maximum deviation error at 5%) was 384 people.

The survey was conducted in the first quarter of 2022. The research involved 537 respondents from all provinces in Poland. After checking the completeness of the data contained in the questionnaires and their correctness, responses from 530 respondents were accepted for further analysis. Errors, which occurred in 7 cases, prevented their analysis. The computer programme Statistica v. 13.3 was used to analyse the collected statistical material.

The article focuses on the public's perception of the Polish Armed Forces in the context of the growth of the country's defence potential.

Characteristics of respondents

Taking into account the population potential of the inhabitants of the voivodeships aged 18 to 44, the largest number of respondents came from the Mazovian, Silesian, Lesser Poland and Greater Poland voivodeships, and the smallest from the Opole, Podlaskie and Silesian voivodeships (Figure 1).

The study involved 273 men (51.5%) and 253 women (48.5%). Taking into account the professional activity of the respondents, it was found that more than $\frac{3}{4}$ of them (79.6%) were employed, the others were studying or studying (13.2%) or unemployed (7.2%). Some of the respondents (17.4%) attended (previously or currently) a uniformed class, the others (82.6%) attended classes with other profiles.

Respondents are mainly people with a secondary education (53.0%). A large group of them (26.7%) had tertiary education. The others were graduates of vocational schools (13.6%), post-secondary schools (5.5%) and grammar schools (1.1%).

Those taking part in the study lived in localities with different population potential. They included residents of rural areas (14.5% of respondents) and people living in smaller and larger towns and cities: up to

20,000 inhabitants (5.84% of survey participants), between 20,000 and 50,000 inhabitants (16.6%), between 50,000 and 100,000 inhabitants (30.2%), between 100,000 and 200,000 inhabitants (19.6%) and in cities with more than 200,000 inhabitants (13.6%).

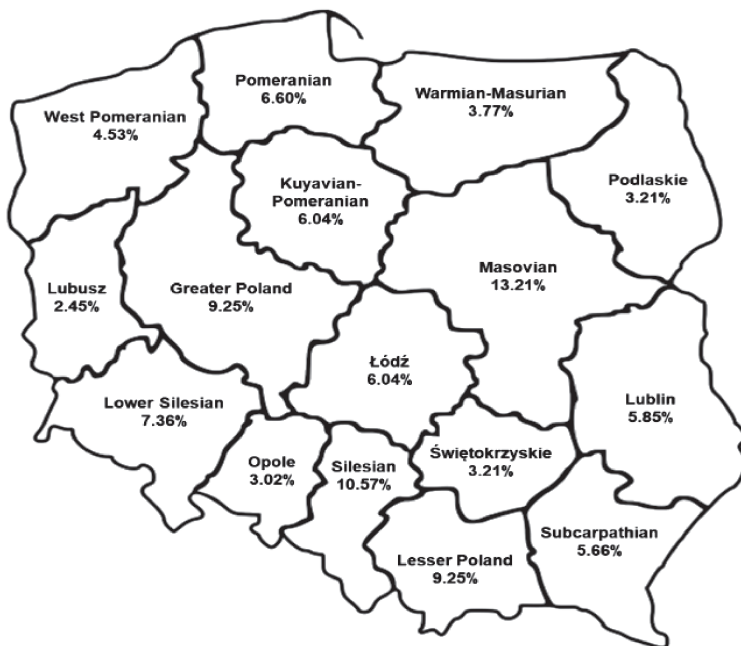


Figure 1. Respondents representing individual voivodeships

Source: own elaboration based on conducted research.

As already indicated, respondents are aged 18–44. For the purpose of the analyses, three groups were distinguished: group A – people aged 18–26 (22.2%), group B – people aged 27–35 (35.5%), group C – people aged 36–44 (42.3%). Figure 2 shows the breakdown of respondents considering their age and place of residence.

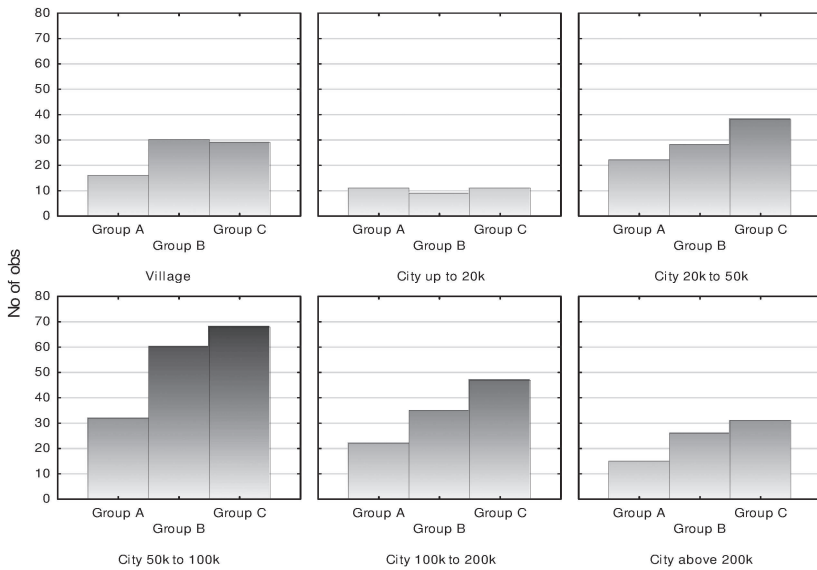


Figure 2. Structure of respondents according to their age and place of residence

Source: own elaboration based on conducted research.

On the basis of the results depicted, it can be seen that there is a differentiation of respondents (by age) for rural areas and small towns, compared to towns with more than 20,000 inhabitants.

Survey results

The survey was conducted in February/March 2022, i.e. after the outbreak of war in Ukraine, which, according to the authors, may have had some impact on its results. The proximity of warfare on the territory of a country neighbouring Poland, and especially the consequences observed on a daily basis and felt by citizens in the form of, inter alia, an increasing influx of refugees to our country, resulted in an increased interest in the problems of security of the state, including the region of Central and Eastern Europe, influencing the sense of security of citizens (sense understood as being aware of facts, phenomena occurring in the environment, internal states, awareness, feeling, impression) (Szymczak, 1978). Research carried out by the Public Opinion Research Centre (CBOS) shows that in February/

March 2022, 85% of respondents perceived the situation beyond Poland's eastern border as a threat to state security (answers definitely yes, rather yes). In another survey conducted a month later, the percentage of those indicating a threat was 79%, in May 73% (Kruszyńska, 2022). Despite the downward trend, in July 2022, nearly $\frac{3}{4}$ of respondents perceived the situation as a potential threat to the country's security (survey conducted from 27 June to 7 July 2022 on a sample of 1,084 people, of which: 62.1% by CAPI, 23.4% by CATI and 14.5% by CAWI) (Scovil, 2022).

Taking into account the rationale indicated in the introduction, related to the prospect of citizens' participation in ensuring the security of the state, including through joining the military service, the authors of the study presented respondents with a catalogue of 11 characteristics of the military as an organisation. These characteristics referred to how the public perceives the military's activities and the attributes with which they associate it. Respondents rated each characteristic on a scale of 1 to 5 where: 1) meant to a very low degree, 2) to a low degree, 3) to a medium degree, 4) to a high degree, 5) to a very high degree. Respondents were also given the opportunity to add additional features to the proposed set.

The qualities that the respondents rated highest (responses to a high and very high degree) were as follows:

- soldiers are ready to make sacrifices for the homeland (83.4% of all respondents, including 86.1% of men, 80.4% of women, 87.9% of respondents not attending a uniformed class and 61.9% of those attending a uniformed class),
- the military operates according to procedures (80.0% of all respondents, including 81.3% of men and 78.6% of women, 85.8% of respondents not attending a uniformed class and 52.2% attending a uniformed class¹),
- The military is helpful to the community in emergency situations (79.4% of all respondents, including 80.2% of men and 78.6% of women, 82.6% of respondents attending classes other than uniformed and 64.1% attending a uniformed class²),
- soldiers are physically fit (75.3% of all respondents, including 76.6% of men and 73.9% of women),

¹ Between the variable "the military operates according to procedures" and the variable "attending a uniformed class" there is a relationship with weak strength of association.

² There is a relationship between the variable "the military is helpful to the community" and the variable "attending a uniformed class" with a weak strength of association.

- the military structure is formalised (74.53% of all respondents, including 73.6% of men and 75.5% of women) (Figure 3).

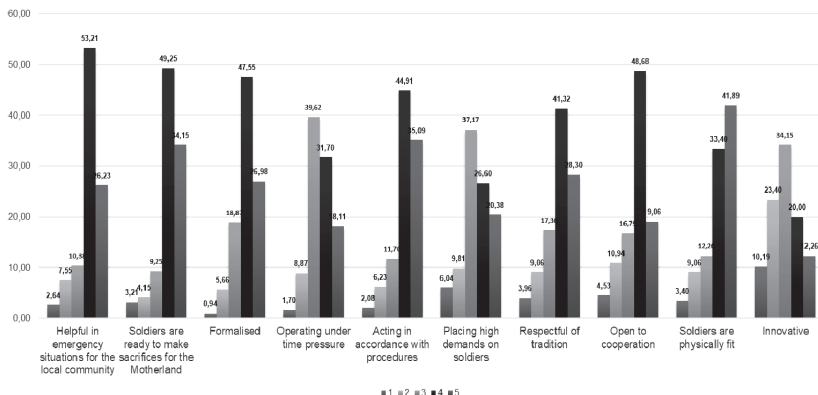


Figure 3. Degree to which individual characteristics are associated with the military, in %

Source: compiled on the basis of the survey.

Respondents' opinions regarding the readiness to sacrifice for the homeland and the action of the armed forces for the benefit of the local community, correspond (according to reports published by CBOS, 2022) to one of the higher levels of social trust in the military among public institutions, which has been maintained for many years. Between 1995 and 2021, Poles generally rated the Military as an institution well. The difference between the highest and lowest rating of the military was 12 percentage points. During this period, some similarities in ratings can be identified (Figure 4).

In February 2020, trust in the army was declared by 83.0% of respondents (answers "I definitely trust" and "I rather trust"). The survey on "Current issues and events" was conducted using the face-to-face computer-assisted interviewing (CAPI) method, from 6 to 16 February 2020, on a representative random sample of Polish adults consisting of 958 people. Among public institutions in the CBOS survey, the military was ranked second (after the WOŚP) and it is worth noting that a high level of trust has been characteristic of the military since 2002 (in individual years it was at least 74.0%) (Omyła-Rudzka, 2020).

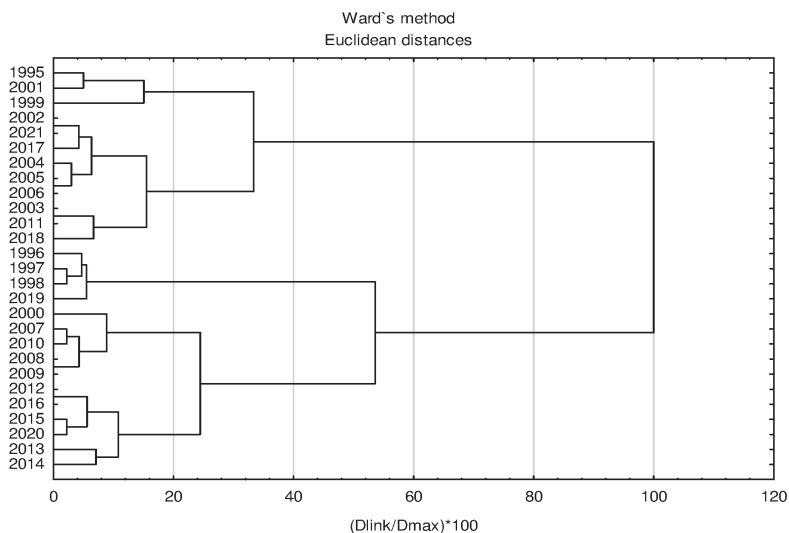


Figure 4. Dendrogram for ratings of the Army from 1995 to 2021

Source: own compilation based on data from CBOS reports in 1995–2021.

Also in the survey conducted by the authors of the article, the results of which are presented, respondents were asked about trust in the military as a public institution. An overwhelming majority of 83.7 per cent of respondents confirmed trust in the military, while 16.3 per cent answered in the negative. In the context of the issue of the assistance that the military offers to the community, in previous studies conducted by the authors, local authorities and residents, emphasised its importance in the perspective of building trust in this institution (M. Piotrowska-Trybull, 2013; S. Sirko, M. Piotrowska-Trybull, 2013). Other authors point out that it is an element that allows to promote the military and thus also to consolidate a positive image of the military in society (Wachowicz B., 2005, pp. 19–20). The military is also associated with respect for tradition (69.62%) and openness to cooperation (67.7%) (answers to a great and very great extent).

The characteristics associated with the military that were the least positively assessed (to a great and very great extent) included:

- operating under time pressure (49.8% of total respondents, including 50.5% of men and 49.0% of women, 37.1% of those studying/studying, 51.2% of those working, 57.9% of those unemployed),

- placing high demands on soldiers (47.0% of total respondents, including 47.2% of men and 46.7% of women, 47.1% of those studying/learning, 48.6% of those working, 28.9% of the unemployed³),
- being innovative (32.3% of total respondents, including 32.6% of men and 31.9% of women, 28.6% of those studying/studying, 33.6% of those working, 23.7% of unemployed). The attribute innovation received more ratings from the lower end of the measurement scale (very low and low degree) (33.58%).

Some respondents mentioned other positive associations with the military relating to readiness to act in case of war, protection of citizens, territorial defence (gaining popularity in local communities), courage and patriotism. There was also one opinion in which associations with the military had negative overtones, indicating a lack of universal respect and that this institution was embedded in the communist era, old-fashioned and archaic.

Summary

The results of the survey allow us to conclude that the majority of respondents have a positive perception of the armed forces. Respondents perceive: the willingness of soldiers to make sacrifices, the fact that they are helpful in crisis situations randomly experienced by local communities, as well as the compliance of the army's actions with procedures. Undoubtedly, the public's awareness that soldiers can be relied upon in the event of various types of threats is an element that builds public trust in this institution, which, as the CBOS survey results indicate, has remained at a high and stable level for many years (74% and above). Interest in the army is also evidenced by respondents' answers to the question of whether they have ever considered joining the military service. 44.15% of the respondents answered affirmatively that they had considered military service, while 55.85% denied it. The relatively high share of affirmative answers in the total number of respondents' answers allows us to assume that, on the one hand, the military as an employer due to the conditions of service offered is well appreciated in society (including by soldiers and military employees (Piotrowska-Trybull, 2018)). On the other hand, as an organisation whose function is to ensure the security of the state –

³ There was a relationship of weak strength between the variable army places high demands on soldiers and the variable professional status.

considered a public good and a value for society – it allows people to identify with its actions. The dissemination of values realised by the armed forces is also fostered by attributes highlighted by respondents such as respect for tradition (69.62%) and the military's openness to cooperation (67.7%). Nevertheless, some of the attributes assigned to the army in the organisational dimension: high level of formalisation (74.53%), working under time pressure (49.8%), high demands on soldiers (47%) and level of innovation (32.3%) may affect the lack of interest in serving or working in the army. Still, in the public perception, the activities of the armed forces are well appreciated, as evidenced by the aforementioned – high level of trust in the institution, potentially fostering a platform for increased engagement and cooperation with citizens for security in the state.

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Восприятие характеристик вооруженных сил с организационной позиции

Резюме

Результаты опроса позволяют сделать вывод, что большинство опрошенных положительно относятся к вооруженным силам. Респонденты воспринимают: готовность солдат к самопожертвованию, помощь в кризисных ситуациях, случайным образом переживаемых местными сообществами, а также соответствие действий армии процедурам. Несомненно, осознание населением того, что на солдат можно положиться в случае разного рода угроз, является элементом, формирующим общественное доверие к этому институту, которое, как показывают результаты опроса ЦОС, на протяжении многих лет остается на высоком и стабильном уровне (74% и выше). Об интересе к армии свидетельствуют и ответы респондентов на вопрос, задумывались ли они когда-либо о поступлении на военную службу. 44,15 % респондентов утвердительно ответили, что рассматривали возможность прохождения военной службы, а 55,85 % отрицали ее. Относительно высокая доля утвердительных ответов в общем числе ответов респондентов позволяет предполо-

жить, что, с одной стороны, военный как работодатель в силу предлагаемых условий службы высоко ценится в обществе (Пиотровска-Трибулл, 2018). С другой стороны, как организация, функция которой заключается в обеспечении безопасности государства, что считается общественным благом и ценностью для общества, она позволяет людям отождествлять себя с ее действиями. Распространению ценностей, реализуемых вооруженными силами, также способствуют такие качества, которые выделяют респонденты, такие как уважение к традициям (69,62%) и готовность военных к сотрудничеству (67,7%). Тем не менее, некоторые атрибуты, приписываемые армии в организационном аспекте: высокий уровень формализации (74,53%), работа в условиях цейтнота (49,8%), высокие требования к солдатам (47%) и уровень новаторства (32,3%), могут сказываться отсутствием интереса к службе или работе в армии. Тем не менее, в общественном восприятии деятельность вооруженных сил высоко оценивается, о чем свидетельствует вышеупомянутый высокий уровень доверия к этому учреждению, потенциально способствуя созданию платформы для более активного взаимодействия и сотрудничества с гражданами в целях обеспечения безопасности в государстве.

THE ESSENCE OF KNOWLEDGE MANAGEMENT AND INFORMATION MANAGEMENT IN SECURITY

Today, with the growing role of information and the increasing appreciation of knowledge, concepts related to the formation of intangible resources are returning to the scientific discourse. Often the terms information and knowledge are used interchangeably in scientific deliberations, which is not correct. The purpose of the article in connection with the above is to analyse the terminological scope of “information management” and “knowledge management”. Thus, the subject of investigation will be how information is perceived, as well as how knowledge is captured. In the process of cognition, the results of theoretical research were used, especially the results of literature analysis and the results of indirect non-standardised observation, as well as the results of interviews conducted on information processing and knowledge management in relation to the Armed Forces.

Key words: knowledge, information, management, security.

Introduction

Nowadays, with the growing role of information and the increasing appreciation of knowledge, concepts related to the formation of intangible resources are once again returning to the scientific discourse. In addition, in many discussions of both knowledge and information management, the term knowledge society is also widely used and relevant to modern conditions. It is well-educated, while the knowledge of citizens is used to drive innovation, entrepreneurship and economic dynamism. Another take on the term indicates that it is a society that generates, shares and uses knowledge for the prosperity and well-being of the people who constitute it (IGI Global 2021). Nowadays, the terms information society can also be found in scientific discussions, but this is a term for an earlier stage in the evolution of society.

Often the terms information and knowledge are used interchangeably in scientific deliberations, which is not correct. Both of them are known theoretically, but it is worthwhile to know and understand in more detail the connections between these concepts especially in a scientific context.

The purpose of the article in connection with the above is to analyse the terminological scope of “information management” and “knowledge

management”. Thus, the subject of investigation will be how information is perceived, as well as how knowledge is captured. Therefore, there is a need to address the following questions: why these terms should not be used interchangeably, in what aspects they are consistent, and where there are differences that divide them, and as to draw final conclusions, indicating what is fundamental distinction that differentiates knowledge management from information management.

In the process of cognition, the results of theoretical research were used, especially the results of literature analysis and the results of indirect non-standardized observation, as well as the results of interviews conducted on information processing and knowledge management.

1. Knowledge and information as convergent concepts

The phenomenon of knowledge has been the subject of interest, deliberation and research by numerous thinkers or empiricists for centuries. In antiquity, Aristotle, exploring the mysteries of science and knowledge, pointed out the difference between scientific knowledge and reason and art (Arystoteles 1983). In subsequent eras, knowledge continued to be a phenomenon no less fascinating to scientists, economists, practitioners, poets and philosophers alike. However, it has always been an element waiting for thorough analysis and of a unique nature. It existed as a valuable resource that gave a mental, intellectual or professional advantage. It is undoubtedly an autotelic value.

Therefore, it is worth starting by pointing out the basic differences between the meanings of the words information and knowledge in the context under discussion.

Information becomes knowledge when it is processed in the mind of an individual. This is information that has been converted, has been understood in a peculiar way, and already has a personal and subjective appeal linked to one’s experience and innate knowledge.

The entire body of knowledge is an entity formed mainly as a result of experience, hard work, deep reflection, coexistence with people, observation of the environment as well as analysis of many staggered events. It represents a resource of mind unique to each individual, which can be helpful in building a stronger position for a person in many areas of life. Knowledge is built on the basis of information collected and received. Information here is, so to speak, a factor and determinant that increases the awareness of its holder about a given phenomenon, conditions and

possible further consequences. The quality, quantity and content of information determines to a significant degree the decisions made, so also the subsequent actions taken.

It is worth noting that the source literature mentions several approaches to knowledge, including: “knowledge, awareness or understanding gained through experience or study; (...) the state or fact of understanding something, the sum total of all that has been experienced, discovered or learned” (Skrzypek 2002).

T. Davenport and L. Prusak, in turn, define it as a composite of experiences, values, contextual information and one’s own expertise offering the ability to estimate and implement new and subsequent experiences and information (Davenport, Prusak 2019). Knowledge can thus be seen as information combined with experience, context, interpretation, reflection, intuition and creativity (Gottschalk 2008). Knowledge is also understood as that selected information that has been analysed for meaning or value, or evaluated for implications for various operations (Knowledge Management.. 2012).

Knowledge is created after understanding, in the process of learning and seeing its application. As we know, it is the domain of a human being, and therefore without his/her involvement, effort, emotion or reflection, no further progress, creation of new ideas and, consequently, innovative development is possible (Szczygielska 2020). It is not found in books, portals, computer systems, because that is where information is located. However, if the aforementioned elements are the property of the person who uses them, then he/she knows their meaning, usefulness, as well as their validity and then for this person they constitute knowledge.

Thus, one can possess information but not knowledge, while the reverse is not true. One collects information in order to know later how to act and what decisions to make.

It is additionally worth mentioning that knowledge, as a unique intangible resource of its kind, is distinguished by its unique characteristics. The key attributes that distinguish knowledge from other traditional resources according to A. Toffler (Toffler 1986); (Toffler 1996) are Grudzewski, Hejduk 2004):

- dominance (knowledge is more important than financial and material resources from the point of view of competitive advantage, as well as, to a greater extent than the aforementioned, can constitute market power),

- inexhaustibility (its value can increase with increasing use),
- simultaneity (it can be used by different people in different places with different effects),
- non-linearity (a small amount of it can allow one to gain an advantage over other market participants, while at the same time a huge amount of it without the ability to use it does not represent much value).

You can also add other characteristics that make knowledge unique:

- it can be created by various methods, using multiple tools,
- it is difficult to completely grasp and to fully utilise,
- develops in the minds of people, so it is more difficult to control the processes of thinking, learning and reflection,
- is relative and ambiguous,
- is dynamic and has the ability to quickly become obsolete,
- can materialise in products or intellectual properties,
- is subject to structuring in organisational and technological documentation and databases owing to the codification process,
- as such it can be an object of trade.

Information has always been a source of power, but the sheer volume of contemporary incoming information carries the risk of confusion or overload. This makes it all the more important to distinguish the title two concepts and the activities and processes involved. The activities carried out on the knowledge resource, knowledge conversion as well as processes related to its formation are many times perceived only superficially and are therefore often treated as identical to activities on information resources. Thus, knowledge management is often associated by many with information management, however, in knowledge management, the word “knowledge” already means a processed form of information that goes beyond the mere extraction of facts from collected data as in information shaping. The building and creation of knowledge is directed toward the application of information. Information, as mentioned earlier, becomes knowledge when it is consciously understood, assimilated and transformed into a usable form. Undoubtedly, in this regard, information is inherent to knowledge.

It should be emphasised that numerous activities are carried out on information resources but take on a different character than knowledge management processes. In such important and currently emphasised information operations begin with the characterisation of the information environment, i.e. the terrain, civilian information infrastructure, media,

civilian population or external organisations. In this explored space in the domains i.e. cognitive, virtual, physical and the relations between them, operations of information collection, information protection and information projection are carried out (Modrzejewski 2013). The issue of information operations is also present during the new type of conflict that hybrid war is considered to be (Wrzosek 2017). The role of information operations in modern military operations is very important in the process of achieving final success. Information operations are also the unmasking of false information provided by the opposing side.

The above-mentioned contents are essential arguments pointing to the opportunities the army receives by collecting data and information, from which the knowledge resources that are the key to military success are built.

2. Information management and knowledge management in terms of normative documents

It is understood that, in general, since 1997, interest in the concept of knowledge management, tools and methods supporting it has been a constant presence in science and practice. However, the peculiar history of the development of the knowledge management concept can be pointed out even earlier by reading the literature on the subject and the works of prominent scientists of the subject (Szczygielska 2020).

Exploring the essence of knowledge management, one can find definitions in the literature that emphasise, with varying degrees of intensity, the multifaceted aspects of the concept. It is worth noting, for example, the following.

W.R. Bukowitz and R.L. Williams present the opinion that knowledge management “is a process that enables an organisation to generate value from intellectual assets or other knowledge-based resources” (Bukowitz, Williams 2000; Skyrme 2019).

A. Jashapara believes that knowledge management is “[...] an effective learning process associated with the search for, use and dissemination of knowledge, using appropriate technologies and cultural environment, which aims to increase intellectual capital and organisational agility” (Jashapara 2006).

No matter how many definitions are cited, they refer in their content to learning, acquiring and using knowledge in such a way as to achieve the intended goals and reap the profits (not only financial). The role of

knowledge profiling is repeatedly emphasised, so that the right resources of knowledge are received by specific people at a precise moment.

Thus, knowledge management, in its essence, is a tangle of processes that form a coherent, logical whole enclosing the full range of activities that can be performed on the knowledge resource to make it more valuable, understandable, practical and, at the same time, unique.

It is extremely important to raise awareness of what knowledge is and how important its role is also in the armed forces, in building an effective, modern military. It is worth emphasising that “knowledge management is the first thing that affects situational awareness, the common operational picture and the transformation of data into information and information into knowledge” (Executive seminar.. 2002).

Not only in the very understanding, approach, practice but also in many definitions is discernible the distinction stressing that information is used to create knowledge is a lower level of construction and is, so to speak, the material for knowledge.

Information management focuses on applications, tools, schema, structure and business rules that support the sharing of information to optimise access to data or the right to information, and tools and technologies can improve the information management service for the commander and staff (Insights and Best Practices.. 2018).

Information management is also seen in U.S. armed forces documents as that information required in planning, organising, directing, coordinating and controlling organisations and their assigned tasks in missions. In turn, “products” generated in response to approved information needs are used for information management. They can take narrative, tabular or graphical form and be transmitted in various ways, e.g., an oral statement, a written report or an automated data processing tool (Information Management.. 2019).

In NATO documents, the term information and knowledge management (IKM) can be found, where it is emphasised that information is an organisational asset that should be standardised, protected and secured primarily in military environments (NATO Directive: *Collective Training and Exercise Directive*). In addition, normative records indicate that the management of knowledge and its derivatives is a fundamental and necessary component of the mission. For the success of this activity, too, a computer-based collaborative environment is used to facilitate the creation, storage and sharing of documents.

What is also important in the context of the subject considered is the fact that in the whole process of knowledge management, the developed rules, guidelines, assessments, reports, briefing minutes, etc. are important (Szczygielska 2016). Thus, with regard to the solutions contained in the documents regulating the knowledge management issue, three essential elements can be observed – the first is the security aspect of information resources, the second element is IT support, while the third is a set of organisational regulations. In addition, it is noteworthy that in the content of the documents there was a combination of two subject areas – the first is information management, and the second is knowledge management.

Information management is taking care of its proper flow for decision-making and a sequence of targeted actions on information. The principles of information and knowledge management, combined with IT infrastructure and processes, allow for optimal use of the most valuable resource which is intellectual capital. The training of leaders and specialists from NATO member and partner countries contributes to the development of doctrine, the identification of past experience, the improvement of interoperability and capabilities, and the exploration and legitimization of various concepts through experimentation. Information sharing is seen here as a basic principle of information and knowledge management, and as a factor in building confidence and support for alliance defence and security.

It is a widespread and obvious belief that no military operation will succeed without an efficient and effective flow of information (Russo 2019).

Knowledge management uses a five-step process to create a shared understanding of a problem, and the stages of knowledge management include: assess/evaluate, design, develop, pilot/navigate, implement (Techniques for Effective.. 2015). What takes place here is the integration and alignment of both people, processes, tools and organizational culture with respect to leaders as well as subordinates to collaborate and share their knowledge.

With regard to the content presented above, it is worth emphasizing once again that knowledge management differs from similar information management activities in that it deals with knowledge-based resources rather than data or information.

Conclusion

Resuming the facts presented, it can be pointed out that there is a functional relationship between the terms analysed. Information management can be regarded as operations performed on information resources, which are pre-existing data placed in a specific meaningful context and representing a specific value for the recipient. Knowledge management, on the other hand, is a set of coordinated processes supported by ICT infrastructure carried out on knowledge with the aim of developing it, making it more and more useful to the participants of the organization, increasing the effectiveness of the activities carried out, using the full intellectual potential as well as developing the intellectual capital of the organization.

It is important to emphasize the fact that in order for knowledge management to produce the desired results, it must be carried out methodically as a conscious and planned process, while knowledge must be treated as a key resource of the organization, continuously developed, enriched, updated and protected.

The key foundation for any concept, idea, idea or action to come to fruition are people, and their efforts and experiences, even more so their knowledge, determine the success and effectiveness of the projects undertaken. It is the people who transform the often worthless data into valuable information, create useful knowledge from it, and are themselves the carriers of a wealth of knowledge and are a source of inspiration and motivation for action. Their role in the armed forces, in strengthening national security and in shaping the modern state remains invaluable.

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Суть управления знаниями и управлением информацией в безопасности

Резюме

Сегодня, с возрастающей ролью информации и возрастающей ценностью знаний, в научный дискурс возвращаются концепции, связанные с формированием нематериальных ресурсов. Часто в научных дискуссиях термины «информация» и «знание» используются взаимозаменяемо, что неверно. Целью статьи в связи с изложенным является анализ терминологического объема понятий «управление информацией» и «управление знаниями». Таким образом, предметом исследования будет то, как воспринимается информация, а также как фиксируются знания. В процессе познания использовались результаты теоретических исследований, особенно результаты анализа литературы и результаты косвенного нестандартизированного наблюдения, а также результаты проведенных интервью по вопросам обработки информации и управления знаниями применительно к Вооруженным Силам.

Ключевые слова: знания, информация, управление, безопасность.

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