

DAUGAVPILS UNIVERSITĀTE  
HUMANITĀRO UN SOCIĀLO ZINĀTŅU INSTITŪTS

**DAUGAVPILS UNIVERSITĀTES  
HUMANITĀRO UN SOCIĀLO ZINĀTŅU INSTITŪTA UN  
HUMANITĀRO UN SOCIĀLO ZINĀTŅU FAKULTĀTES  
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## SATURS / CONTENTS

**Natālija Degtjarjova, Irēna Kokina** (Latvija)

MEDICĪNAS MĀSU DARBA DZĪVES KVALITĀTE UN POTENCIĀLĀ KADRU  
MAINĪBA DAŽĀDU VALSTU ŠĶĒRSGRIEZUMĀ

Quality of nurses working life and potential staff turnover in different countries cross-sectional view

**Mykola Ignatenko, Larysa Marmul, Svitlana Kucherenko, Liudmyla Levaieva** (Ukraine)

REGIONAL AND SECTORAL FACTORS AND PRIORITIES FOR THE  
FUNCTIONING AND DEVELOPMENT OF UKRAINIAN AGRICULTURE  
DURING THE WAR

Региональные и отраслевые факторы и приоритеты функционирования и развития сельского хозяйства Украины во время войны

**Dorota Kurek** (Poland)

DIMENSIONS OF EMPLOYER ATTRACTIVENESS - A GENERATIONAL  
PERSPECTIVE

Параметры привлекательности работодателя – перспектива поколений

**Vladimir Menshikov, Oksana Ruza** (Latvia)

THE ROLE OF STARTUPS IN ENHANCING THE ENTREPRENEURIAL  
POTENTIAL OF STUDENTS: THE LATVIAN EXPERIENCE

Роль стартапов в повышении предпринимательского потенциала студентов: опыт Латвии

**Maryna Navalna** (Ukraine)

UKRAINIAN JOURNALISTS AND FREEDOM OF SPEECH DURING WAR

Украинские журналисты и свобода слова во время войны

**Marzena Piotrowska-Trybull, Stanisław Sirko** (Poland)

THE ARMED FORCES AS AN EMPLOYER – A PUBLIC AND SOCIAL  
PERSPECTIVE

Вооружённые силы как работодатель – общественная и социальная перспектива

## **MEDICĪNAS MĀSU DARBA DZĪVES KVALITĀTE UN POTENCIĀLĀ KADRU MAINĪBA DAŽĀDU VALSTU ŠĶĒRSGRIEZUMĀ**

Daudzās valstīs veselības aprūpes cilvēkresursu jomā šobrīd novērojams medicīnas personāla trūkums, jo īpaši māsu nodrošinājuma ziņā. Situāciju vēl vairāk pasliktināja 2020.g. 10. decembrī veselības aprūpes sistēmā Covid-19 radītās pārslodzes dēļ izsludinātā ārkārtējā situācija, kad veselības aprūpes sistēma daudzās valstīs bija nonākusi krīzes situācijā un cilvēkresursu pieejamība ārstniecības iestādēs palika pilnīgi kritiska. Vēl līdz galam nav iespējams prognozēt, kā ģeopolitiskā situācija un ģeopolitiskie faktori var ietekmēt medicīnas māsu pieejamību, migrāciju un drošību.

Latvijas Ārstu biedrība un Māsu Asociācija uzsvēra, ka Latvija cieš no hroniska cilvēkresursu trūkuma (LĀB, 2023). Māsu iztrūkums ir kritisks jautājums, kas ietekmē veselības organizācijas visā pasaulē (Duffield., 2014). Gandrīz visās valstīs māsas ir lielākā veselības aprūpes pakalpojumu sniedzēju grupa, kura nodrošina vislielāko pacientu aprūpes procentuālo daudzumu - gan profilaktisko, gan ārstniecisko (Oulton, 2006).

Māsas bieži sūdzas par pārslodzi un zemu atalgojumu. Problēmas joprojām pastāv arī starp māsu apmierinātību ar darbu, stresu, organizatoriskām saistībām un nodomu atstāt darbu (Dasgupta, 2019).

"Darba dzīves kvalitāte" ir sistēma, kura analizē, kā cilvēki strādā: tas saistīts ar apmierinātību ar darbu, nodomu atstāt darbu, personāla mainību, personību un darba stresu. Tomēr ticama informācija par slimnīcas māsu darba dzīves kvalitāti ir ierobežota (Hsu & Kernohan, 2006). Balstoties uz pētnieku atziņām no daudzām valstīm var secināt, ka darba dzīves kvalitāti definē kā daudzdimensiju koncepciju, kas sevī iekļauj: nodarbināto sajūtas par darba saturu, fizisko darba vidi, darba samaksu, autonomiju darba vietā, dalību komandas darbā, līdzdalību lēmumu pieņemšanas procesā, garantētu darba drošību, komunikāciju, attiecības ar kolēģiem, vadības atbalstu, darba dzīves balansu (Ebadi, 2022).

Pētījums "Medicīnas māsu darba dzīves kvalitāte un potenciālā kadru mainība Latgales reģionā" tiks izstrādāts ar mērķi novērtēt praktizējošo māsu darba dzīves kvalitāti un potenciālu kadru mainību Latgales reģionā, noteikt mainīgo savstarpējo saistību, izpētīt pandēmijas un ģeopolitisko apstākļu ietekmi uz šiem diviem parametriem. Tāpēc ir ļoti svarīgi izpētīt māsu darba dzīves kvalitāti, potenciālo kadru mainību dažādos apstākļos – ierastajos, ārkārtas un to savstarpējo saistību, rezultātā izstrādāt stratēģiju māsu darba dzīves kvalitātes uzlabošanas un potenciālās kadru mainības novēršanai ierastajos un pandēmijas/ārkārtas/ģeopolitiskās situācijas pasliktināšanos apstākļos jeb krīzes apstākļos.

**Atslēgas vārdi:** medicīnas māsu darba dzīves kvalitāte, kadru mainība, apmierinātība ar darbu, krīzes apstākļi.

Analizējot dažādu pasaules autoru teorētiskās atziņas ir izsekojamas jaunas tendences līdz ar COVID-19 pandēmija izraisīja gandrīz nebijušu satricinājumu pasaules darba tirgū. Piemēram, ASV plašie darbavietu zaudējumi pandēmijas pirmajos mēnešos 2021. gadā kļuva par saspringtiem darba tirgiem, ko daļēji izraisīja tas, kas ir kļuvis pazīstams kā Lielā atkāpšanās. Pastāvīgi mainīgajos un nemierīgajos pēc-pandēmijas apstākļos joprojām ir grūti orientēties, un tie traucē centienus noteikt skaidru kursu veselības aprūpē. Tauta piedzīvo jaunu laikmetu, kas pazīstams kā "lielā rezignācija" (Parker & Horowitz, 2021). Kopš 2021. gada februāra vairāk

nekā 5 miljoni darbinieku ir pametuši darbu, dažreiz visu savu karjeru (Weldon, 2022). 2021. gada otrajā pusē katru mēnesi atkāpās vēl 4 miljoni darbinieku. Lielākā daļa darbinieku, kuri atkāpās no amatiem, kā savus atkāpšanās iemeslus minēja zemu atalgojumu, cieņas trūkumu un amata paaugstinājuma neiespējamību, tostarp minot pandēmiju kā būtisku iemeslu viņu lēmumu pieņemšanas procesā (Parker & Horowitz, 2021).

Nepareizs darba un privātās dzīves līdzsvars rada lielāku darbinieku mainību un pastiprina nodomus atstāt darbu, toties pareizs darbinieku darba un privātās dzīves līdzsvars pozitīvi ietekmē organizāciju darbību (Kabir, 2018). Neliels darbinieku skaits palielina medicīnas māsu darba slodzi, kuras bieži uzņemas pienākumus, ko parasti veic cits aprūpes un atbalsta personāls, vēl vairāk saasinot problēmu. Amerikas Medicīnas māsu asociācija prognozē, ka gada laikā pietrūks 1,1 miljona medicīnas māsu (Koyuncu, 2022), (Pylypenko, 2022), (Potiatynk, 2004).

Somijā, sakarā ar māsu trūkumu samazinās palātu gultasvietu skaits. Aptuveni puse no aptaujātajām iestādēm, kas piedalījās Yle aptaujā, ziņo, ka personāla trūkuma dēļ medicīnas iestādēs slēgtas dažas no nodaļām. Jaunākajā Yle pētījumā noskaidrots, ka slimnīcu nodaļas visā Somijā ir bijušas spiestas slēgt vai samazināt vasarā pieejamo gultu skaitu, jo trūkst medicīnas māsu (Yle, 2023).

Yle saņēma datus no 17 aptaujātajām iestādēm (pavisam kopā 21 iestāde), kā arī no Helsinku un Uusimaa apgabalu slimnīcām (HUS) un konstatēja, ka aptuveni pusei no tiem personāla trūkuma dēļ nācies slēgt dažas nodaļas. No pētījuma rezultātiem izriet, ka Dienvidrietumu Somijas, Ziemeļsavo, Kymenlaakso, Ziemeļostroboņijas, Pirkanmaa un Lapzemes apgabali ir starp tiem, kuros īpaši jūtams darbaspēka trūkums, trūkst visu profesionālo grupu darbinieku, it īpaši medicīnas māsu un ārstu. Tāpat secināts, ka medicīnas pakalpojumu samazināšana vasarā ir ierasta parādība, tomēr trīs no četriem reģioniem, kas piedalījās aptaujā, atzīmēja, ka šovasar darba slodze ir lielāka nekā pērn (Yle, 2023).

COVID-19 pandēmijas dēļ palielinājās to medicīnas māsu skaits, kuras apsver iespēju pamest profesiju, pandēmijas laikā aptuveni 16 procenti no 437 Somijas medicīnas māsām apsvēra profesijas maiņu koronavīrusa pandēmijas laikā, liecina nesens universitātes pētījums "Noturība, apmierinātība ar darbu, nodomi atstāt māsu profesiju un aprūpes kvalitāte COVID-19 pandēmijas laikā" (Sihvola, 2023), aptauja tika publicēta žurnālā BMC Health Services Research. Līdzvērtīgais rādītājs pirms pandēmijas bija tikai divi procenti. Pētījums sniedz pozitīvāku perspektīvu nekā Somijas Medmāsu asociācijas (FNA) 2020. gada ziņojums, kurā konstatēts, ka vairāk nekā puse intervēto māsu profesionāļu bija domājuši par darba maiņu pandēmijas kulminācijas laikā (Sihvola, 2023). Viens no noteicošajiem pētījuma secinājumiem ir tas, ka augstāks noturības līmenis starp iesaistītajām medicīnas māsām veicināja augstākas kvalitātes aprūpes sniegšanu pandēmijas laikā un uzlaboja māsu apmierinātību ar darbu, kas savukārt samazināja viņu nodomu pamest veselības aprūpes sistēmu. Rezultāti uzsver, cik svarīgi ir izstrādāt intervences, kas atbalsta medicīnas māsu noturību profesijā.

Izanalizējot daudzus Dienvidāzijas valstu un Irānas pētījumus veselības aprūpes jomā, var secināt, ka pēc Covid – 19 pandēmijas situācija māsas nodrošinājuma ziņā pasliktinājusies, tapāt kā citās valstīs. Bangladešā, Indijā un Irānā veikti daudzi pētījumi māsziņības jomā (Kabir 2018); (Dasgupta 2019); (Ebadi 2022). Tiek pētīts ar kādām grūtībām māsas ir saskarūšās savā profesionālajā un personīgajā dzīvē, migrācijas iemesli uz ārzemēm, māsu apmierinātība ar darba dzīves kvalitāti, ar darba samaksu. Kā rezultātā māsas pārsvara nav apmierinātas ar savu darba dzīves kvalitāti. Medicīnas māsas, kuras ir migrējušas uz citām valstīm raksturo savu dzīvi kā interesantāku kosmopolītiskajā vidē, kā arī profesionālajā vidē un darba ienākumi ir daudz

apmierinošāki nekā tie, ko viņas varētu sagaidīt savās dzimtajās valstīs (Bangladešā, Indijā un Irānā). Emigrācija no Indijas galvenokārt skaidrojama ar atšķirībām starp privāto un valsts sektoru atalgojuma, darba apstākļu un darba vides ziņā. Indijā ir 1,7 medicīnas māsas uz 1000 iedzīvotājiem, kas ir ļoti zems rādītājs un COVID-19 pandēmija ir vēl vairāk palielinājusi pieprasījumu pēc medicīnas māsām. Saskaņā ar pētījumiem, lielākoties Indijas medicīnas māsas par vispiemērotāko uzskata Kanādu, jo tā tiek uzskatīta par valsti ar vislielāko atalgojumu veselības aprūpē.

Situācija Veselības aprūpes organizācijās, kuras vēl joprojām finansiāli cīnās ar pandēmijas sekām, ir satraucoša. Tiek lēsts, ka organizācijas katru gadu maksā 24 miljardus ASV dolāru, kas pārsniedz pirmspandēmijas izmaksas. Virsstundu skaits ir palielinājies par 52 procentiem. Veselības aprūpes sistēmu izmaksas ir augstas un neilgtspējīgas. Personāla trūcumam turpinoties, resursi reizēm tiek novirzīti spontāni). Problēma smagi noslogo aprūpi. Darbaspēka trūkuma apmērs ir pašreizējā sabiedrības veselības krīze, kas prasa tūlītēju uzmanību. Arī māsu akadēmiskajā vidē trūkst darbaspēka lielās atkāpšanās dēļ. Nacionālā ASV izglītības asociācija ziņoja, ka aptuveni puse no visiem pedagogiem, visticamāk, atkāpsies vai priekšlaicīgi aiziet pensijā. Tika ziņots, ka pedagogu atkāpšanās iemesli ir liela darba slodze, stress un paaugstināts izdegšanas līmenis.

Māsu mācībspēku trūkums pēc pandēmijas turpina pastiprināties, jo māsas pamet profesiju. Saskaņā ar Nacionālās māsu līgas (2021) dekānu un direktoru aptauju 178 pilna laika mācībspēki 317 Nacionālās māsu līgas biedru māsu skolās atkāpās vai priekšlaicīgi aizgāja pensijā, norādot Covid-19 iemeslu. Pašlaik tikai 1,9 procentiem medmāsu darbinieku ir doktora grāds, salīdzinot ar 58 procentiem fakultāšu vakancu, kurām nepieciešams doktora grāds. Arī mācībspēku algas atpaliek pat par 30 procentiem no viņu kolēģiem klīniskajos amatos, kuriem ir līdzīgi grādi un kvalifikācija. Samazinoties medicīnas māsu darbaspēkam, samazinās nākotnes mācībspēku pieņemšanas process un samazinās to medicīnas māsu skaits, kuras varētu būt ieinteresētas iegūt vēl augstāku izglītības pakāpi.

Situācija Latvijā veselības nozares cilvēkresursu nodrošinājuma jomā ir izvērtēta un visos minētajos pārskatos galvenās identificētās problēmas saistībā ar cilvēkresursiem veselības aprūpē ir līdzīgas – atsevišķu specialitāšu ārstu trūkums, nepietiekams māsu skaits, ārstu un māsu disproporcija, speciālistu nevienmērīgs ģeogrāfiskais sadalījums, nepietiekams atalgojuma līmenis, personāla novecošanās un neefektīva paaudžu nomainīšana.

Kopumā valsts apmaksātajā veselības aprūpes sistēmā ir vērojams nepietiekamas ārstniecības personu nodrošinājums: ja ārstu skaits tikai nedaudz atpaliek no ES valstu vidējiem rādītājiem, tad māsu skaits ir ievērojami zemāks, kas būtiski ietekmē sniegto veselības aprūpes pakalpojumu kvalitāti. Darba devēji norāda arī uz grūtībām aizpildīt vakances arī citās ārstniecības personu profesijās, piemēram, māsu palīga, ārstu palīga u.c. Latvijas Ārstu biedrība un Māsu Asociācija uzsvēra, ka Latvija cieš no hroniska cilvēkresursu trūkuma (skat. 1. tabulu).

1.tabula

### Ārstu un māsu skaits uz 1000 iedzīvotājiem dažādās valstīs

Specialitāte	Latvija	Lietuva	Igaunija	Skandināvijas valstis
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Ārsti	3.3	5.0	3.4	4.3
Māsas	4.6	9.4	6.6	15

**Avots:** autore izveidota tabula pēc Latvijas Ārstu Biedrības un Latvijas Māsu asociācijas datiem, 2023.

Var redzēt, ka Latvija salīdzinājumā ar pārējām Baltijas un it īpaši Skandināvijas valstīm ir atpalikusi medicīnas māsu nodrošinājuma ziņā.

Šobrīd Latvijas slimnīcās trūkst ap 4000 māsu. Šī gada martā no Latvijas Ārstu biedrības prezidentes Ilzes Aizsilnieces izskanēja vēl dramatiskāki cipari, ka patlaban Latvijā trūkst 300 ārstu un 8000 medicīnas māsu.

Tomēr ticama informācija par slimnīcas māsu darba dzīves kvalitāti ir ierobežota. Māsu kadru mainība var negatīvi ietekmēt dzīves kvalitāti Latgales reģionā un Latvijā kopumā.

Pandēmija nelabvēlīgi ietekmējusi māsu darba dzīves kvalitāti un veselības aprūpes sistēmā Covid-19 radītās pārslodzes dēļ daudziem vēl paaugstinājies nodoms pamest darba vietu un/vai profesiju. Darba dzīves kvalitāti it īpaši pasliktināja 2020.g. izsludināta ārkārtas situācija, kad veselības aprūpes sistēma Latvijā bija nonākusi krīzes situācijā un cilvēkresursu pieejamība ārstniecības iestādēs palika pilnīgi kritiska. Liela daļa māsu bija iesaistītas specializēto Covid-19 nodaļu darbā, strādājot ne tikai pilnas slodzes darba laiku, bet arī visas normatīvajos aktos atļautās virsstundas. COVID-19 krīze negatīvi ietekmējusi medicīnas personāla fizisko un psihisko veselību.

Kopumā Latvijā nav valsts stratēģijas un programmas māsu resursu pārvaldē krīzes situācijās, pandēmijas/ārkārtējas/ ģeopolitiskās situācijas pasliktināšanās apstākļos, nozīmīgo seku pārvarēšanai veselības aprūpes jomā. Latvijā līdz šim ir bijuši daži līdzīgie pētījumi par šo tēmu, tomēr Covid-19 pandēmija, izmaiņas ģeopolitiskajā situācijā ienesa savas korekcijas, pārsvarā negatīvas, tāpēc jānoskaidro esošo situāciju, jāsalīdzina ar iepriekšējo pētījumu rezultātiem un jānoskaidro kā pandēmija un ģeopolitiska situācija ietekmējusi tos. Veiktais pētījums sniegs zināmu ieguldījumu māsu profesionālās jomas pētniecības attīstībā.

Raksta autore uzskata, ka pētījuma “Medicīnas māsu darba dzīves kvalitāte un potenciālā kadru mainība Latgales reģionā” praktiskais pielietojums ir nozīmīgs, šajā pētījumā iegūtie dati palīdzēs kritiski un reāli novērtēt esošo situāciju Latgales reģionā, izveidot stratēģijas māsu darba dzīves kvalitātes uzlabošanai un potenciālas kadru mainības novēršanai. Bez tam, veiktais pētījums sniegs zināmu ieguldījumu māsu profesionālās jomas pētniecības attīstībā, kā arī palīdzēs risināt veselības nozares pārvaldes jautājumus kopumā, it īpaši ārkārtējās situācijas laikā.

Pētījuma rezultāti palīdzēs optimālāk plānot māsu resursus, pārvarēt iespējamās problēmas, uzlabot māsu darba dzīves kvalitāti. Ārstniecības iestādēm būs pieejami pētījuma rezultāti, kuri caurspīdīgāk parādīs skaidrākas iespējas kā pareizi rīkoties ar māsu resursiem, lai nerodas situācija, kad īpaši krīzes apstākļos ir personāla trūkums.

Krīzes sekas, iespējams, pat vēl neesam pilnībā apzinājuši, jo tās parasti pilnībā novērtējamās vēlāk. Dota pētījuma iegūtie rezultāti dos iespēju novērtēt pastāvošo intervenču pietiekamību un iespēju turpmāk laicīgi ieviest preventīvus pasākumus māsu darba dzīves uzlabošanai, izveidot tādus darba apstākļus, lai noturēt māsas savā profesijā, palīdzēs saprast, ka jāceļ profesijas prestižs un jāpaplašina integrācijas iespējas nozarē, savukārt māsas spētu sniegt kvalitatīvu un drošu aprūpi pacientiem.

Vēl līdz galam nav iespējams prognozēt, kā ģeopolitiskā situācija un ģeopolitiskie faktori var ietekmēt medicīnas māsu pieejamību, migrāciju un drošību. Māsu darba dzīves kvalitāte un māsu personāla mainība ir izaicinājums veselības aprūpes organizācijām, ņemot vērā tās sekas un ietekmi uz pacientu aprūpi.

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## **Quality of nurses working life and potential staff turnover in different countries cross-sectional view**

### **Summary**

We may not even have fully grasped the consequences of the crisis yet, as they usually take longer to fully appreciate. The results of this study will allow us to assess the adequacy of existing interventions and the possibility of introducing preventive measures in time to improve nurses' working lives, to create working conditions that will retain nurses in the profession, to raise the prestige of the profession and increase opportunities for integration in the sector, and to help nurses to provide quality and safe care to patients.

It is not yet possible to fully predict how the geopolitical situation and geopolitical factors may affect the availability, migration and security of nurses. Quality of working life of nurses and turnover of nursing staff is a challenge for healthcare organisations due to its consequences and impact on patient care.

**Key words:** quality of working life of nurses, staff turnover, job satisfaction, crisis conditions.

*Mykola Ignatenko, Larysa Marmul,  
Svitlana Kucherenko, Liudmyla Levaieva* (Ukraine)

## **REGIONAL AND SECTORAL FACTORS AND PRIORITIES FOR THE FUNCTIONING AND DEVELOPMENT OF UKRAINIAN AGRICULTURE DURING THE WAR**

Agriculture has traditionally been one of the leading sectors of Ukraine's economy and plays a significant role in the food supply of the world. However, Russia's terrible war against Ukraine has a devastating impact on the functioning and development of agricultural production and requires urgent solutions to the current problems of its reproduction.

The subject of the article is to identify the factors of agriculture's functioning caused by the war and to set priorities for its development at the regional and sectoral levels.

The purpose of the article is to identify new factors of agriculture functioning, to assess and diagnose it, and to determine tactical and strategic priorities for its development in the future.

The article uses general and special scientific methods: dialectical, historical, system-structural analysis and synthesis, statistical and economic, mathematical modeling and forecasting, and the problem-target approach.

As a result, it was found that obtaining scientific and practical results is complicated by the lack of analogues in the world history of such an invasion. In the occupied territories, the general and special-purpose infrastructure, housing and property complexes of rural families and agricultural enterprises have been almost completely destroyed; the Ukrainian people are being constantly exterminated and genocided.

In the de-occupied regions, the military devastation should be added to the mining of agricultural land. It will take years of work and more than UAH 10 billion to clear 83,000 square kilometers of land from mines alone.

The biggest regional problem for the 13 administrative regions most affected by the war, or more than ½ of the country, is the demographic crisis. This is essentially a complete cessation of natural population reproduction, its sharp decline due to the war, the outflow to safe places, aging and depopulation of rural settlements. This is a major threat to the organization of agriculture in the future. To the regional problems of physical destruction and theft of natural, material and human resources by the invaders, we should add sectoral problems. The main ones identified are: a sharp reduction and curtailment of production; incomes of enterprises, rural population and the state; curtailment of the rural labor market and even the cessation of important activities; a decrease in the consumer food market on the one hand and signs of a food problem due to the low ability of the population to pay on the other; blockade of Ukrainian ports and destruction of logistics for the export of food raw materials and products.

As a result, the identification and consideration of these and other factors of agriculture allowed us to draw the following conclusions about changing the priorities of the sector's development in the future. They relate to solving regional problems of restoring people's housing and property; targeted social support, psychological rehabilitation and inclusion policies; location and organization of activities in demining zones; possible changes in sectoral specialization to reduce the production of grain and technical crops; increasing the share of high-margin crops with different transportation options; searching for new markets and organizing transport and logistics corridors.

Of course, this can only happen with donor financial support from friendly countries. For this, we bow low and express our gratitude to them from the entire Ukrainian people. For Ukraine, a village is not only a spatial form of organizing people's living. It is a way of life, ancient traditions and a great original culture, the source of the gene pool of the Ukrainian nation. Therefore, the support of European countries is extremely valuable and important for Ukraine.

**Keywords:** regional, sectoral, factors, priorities, administrative-territorial reform, agricultural holdings, rural communities, occupied and de-occupied territories, production, ecology, food, sales, security, national agrarian policy, world support.

Agriculture in Ukraine is one of the priority components of the national economy. In terms of production and exports of food raw materials and products, the industry is of global importance. This has been and continues to be facilitated by the country's large territory and area of agricultural land; the highest land availability per capita in Europe; concentration of large tracts of the most fertile soils - black soil; sufficient water resources; application of modern innovative technologies for organizing production, logistics and marketing; a fairly balanced location and an extensive network of rural settlements as centers for organizing rural areas; availability of highly qualified specialists and workers, training. And traditionally, the population is focused on love for their land and nature, agricultural production, is hardworking, diligent and extremely tolerant and friendly.

Given the large area of the territory, regional and sectoral factors have always been of great importance for Ukrainian agriculture, its territorial organization, and sectoral structure and specialization, and have been taken into account in management and research. Thus, according to the three natural zones - forest, forest-steppe and steppe - the corresponding agricultural zones of specialization were formed, as well as two agricultural zones of high altitude - the Carpathians and Crimea. Thus, regional or zonal factors determined the sectoral structure of agriculture. Agricultural enterprises of the northern agricultural forest zone

specialized mainly in potato growing, sugar beet and rye cultivation, dairy farming and pig production, and fodder production.

The forest-steppe agricultural zone occupies the central, largest part of the country and has the most favorable soil and climatic conditions for agricultural activities. Its enterprises specialize in the production of grain crops, including corn, beet growing, vegetable and horticultural production, sunflower production, fodder production, and the development of all types of livestock, especially meat and dairy cattle and pig production. The southern agricultural steppe zone and its enterprises specialize in grain farming, sunflower and soybean production, rapeseed, horticulture, vegetable and viticulture, livestock, especially pig and poultry farming. Pond fish farming, beekeeping (the country ranks first in the world in honey production), floriculture, and the cultivation of medicinal crops are developed in all zones.

These zonal differences were taken into account in the location and specialization of agricultural production, the formation and observance of scientifically sound crop rotations. They were detailed in the Territorial Schemes for the Location and Specialization of Agriculture developed for each of the 25 administrative regions of Ukraine. The science-based recommendations contained therein were, in fact, regulatory requirements that could not be violated. Thus, the elements of the natural resource potential of the territory were rationally used in agricultural production and were a significant source of its efficiency, an important factor in the preservation and reproduction of natural soil fertility. However, such excessive centralization and regulation did not allow business managers to make flexible management decisions, respond to changes in weather and climate conditions, market conditions, etc.

With the transition from a planned to a market-based economic model, regional factors and priorities in agricultural production have given way to sectoral ones. For example, grain and sunflower crops have expanded significantly and shifted northward. Sugar beet crops shifted southward. The share of industrial crops in the sectoral production structure increased significantly due to a reduction in fodder crops, plowing of natural hayfields, meadows, and pastures. As a result, the share of arable land in the structure of agricultural land in some regions of the country has already exceeded 80 and even 90%. This is unacceptable from the point of view of ensuring the diversity of natural landscapes and environmental ecology.

Control over crop rotation, especially under energy-intensive industrial crops, primarily sunflower, as well as over the application of mineral and organic fertilizers and the use of herbicides and other plant protection products, has also decreased. This was a significant reason for the gradual depletion of agricultural land and a decrease in the natural fertility of arable land. The decline in fodder production led to the curtailment of livestock production and the liquidation of a large number of processing enterprises. Agricultural producers gained direct access to international markets, which also contributed to the reduction of the process of agricultural reproduction and its simplification. On the other hand, reduced administrative pressure and increased economic independence allowed agricultural enterprises to reorient their production to market-demanded industries and activities; products with a guaranteed sales and significantly increase their profits. This has led to a rapid increase in their capitalization and the growth of land banks, the formation of agricultural holdings and agricultural corporations.

Thus, the structure of agriculture has changed significantly in terms of forms of production organization and property rights. The agroholding of the industry has led to the dismissal of almost 5 million people employed in agriculture, a shrinking rural labor market,

and the impoverishment of the rural population. In Ukrainian society, in the agricultural and scientific environment, at the legislative and executive levels, there have been heated discussions and decisions on balancing regional and sectoral factors and priorities for the development of agriculture and rural areas; limiting the monopoly of agroholdings and their influence; investments and their sources; employment of rural residents; agricultural education and its innovative content and accessibility; and the social responsibility of large agribusiness.

These and other important issues are reflected in the works of well-known Ukrainian scholars: B. Danylyshyn, O. Yermakov, M. Ihnatenko, E. Libanova, S. Kucherenko, L. Levaieva, M. Malik, L. Marmul, I. Romaniuk. The experience of the leading European and world countries in solving relevant problems, such as support for domestic producers; development of small businesses in rural areas; compliance with environmental requirements and guidelines; quality standards and their management; and consideration of regional and sectoral factors and priorities, was widely used. The scientific developments and practical achievements of Poland, Latvia, Lithuania, and Estonia in the development of rural green tourism as an alternative type of activity and employment in rural areas; sources of cash income for rural families without prior significant investments, which were in short supply; and the keys to reducing the agricultural and production burden on the environment and preserving and protecting nature were studied in depth (Marmul, 2018); (Danylyshyn, 2023); (Yermakov, 2020); (Malik, 2022); (Libanova, 2022), (Ihnatenko, 2020); (Pakhucka, 2023), (Ihnatenko, 2019).

Important provisions of the European Union's Common Agricultural Policy (CAP) were comprehensively studied and recommended as an example or for implementation. This has been and continues to be of great importance for the development of integration processes between the agro-sectors of Ukraine and the EU. In particular, they relate to the introduction of advanced technologies in agribusiness; optimization of the size of agricultural holdings and ensuring equal business conditions for all agricultural entities; support for small enterprises; quality standards and management; development of organic farming; implementation of social responsibility and inclusive development, etc.

Thanks to the concepts of sustainable and harmonious development, national agricultural policy, and state sectoral and regional programs and strategies for the priority development of agricultural production, regional and sectoral imbalances have gradually begun to level off. The productivity of agricultural production and its profitability increased. Organic farming has gained national and even international prominence. Agricultural education has been significantly improved and has become innovative and practical. A large-scale administrative and territorial reform took place in 2015-2020.

Its main goals were to optimize regional budgets in accordance with the number of people and tax revenues; decentralize power and increase the powers of local governments; improve social security; and reduce the bureaucratic apparatus of government. Thus, instead of 490 old administrative districts, 136 new ones were created, i.e. 3.6 times less. During the reform period (2015-2020), 1469 territorial communities were formed instead of village and township councils. With common communal property and communal taxes, a common territory, and socio-economic interaction between community members, they are called upon to ensure their interests. The administrative-territorial structure with enlarged rayons and territorial communities allowed for the simultaneous scaling and detailing of regional and

environmental problems of agricultural development, which contributed to their effective solution.

To a large extent, this helped to resist Russian military aggression in early 2022. Undoubtedly, both agricultural production and rural areas have received a new impetus and increased development potential. Rural communities have received significant financial resources for their use, which are received on a regular basis, and the right to form, use, and manage budgets; legal instruments to control the use of arable land and other agricultural land and compliance by agroholdings and other agricultural enterprises with environmental standards and restrictions on production activities. In turn, this also motivated agroholdings and other large agricultural enterprises to address the socio-economic and environmental problems of local communities; social partnership and social responsibility.

Thus, over the 32 years of Ukraine's independence, we can trace a certain change in the weight or level of influence of regional and sectoral factors on the location and structure of agriculture and a shift in the emphasis of their consideration in managing its development. Zonal and regional factors and priorities were associated with the planned economy and its inertia in the 1990s in terms of focusing on rational environmental management, traditional methods of management, energy-saving production, and limited opportunities to increase productivity and efficiency. With the development of market relations, sectoral and marketing factors, i.e., market priorities, came to the fore in the development and location of agriculture in the 2000s and 2010s.

The over-concentration of land through lease in the form of agricultural holdings has significantly increased the productivity and efficiency of the industry on the basis of innovation and comprehensive modernization of production. This was facilitated by access to financial credit resources, including global ones, as well as an increase in equity capitalization. These processes became a catalyst for similar transformations in other agricultural enterprises. This allowed Ukraine to gain importance and status as a global producer of food and raw materials in a relatively short period of time.

The focus on the production of high-margin products ensured a steady increase in the income of agricultural producers, and their predominant registration in offshore zones exempted them from paying the appropriate taxes and participating in solving environmental problems that their activities largely caused. The same applied to solving social problems of villages and rural residents. After all, the introduction of new technologies and machinery led to massive layoffs without alternative employment. This led to mass migration from villages to cities and abroad. Therefore, in order to resolve the contradictions, a number of important legislative and governmental decisions and programs were adopted to balance regional and sectoral priorities and growth strategies; harmonize development on the basis of continuously addressing the problems in the nature-agricultural production-population system.

The fairly successful administrative-territorial reform of 2015-2020 also contributed to the optimization of agriculture and its management. Sectoral and regional interests and priorities gradually began to be aligned, especially at the grassroots, basic level of production organization, which was practically absent before. Rural communities have gained much more rights and financial opportunities for their realization; they have acquired the power to exercise control over economic activities on their land. The vector of scientific interests and practical needs also gradually began to shift towards the inclusion of agricultural education and other benefits for the rural population; new mechanisms and criteria for social security and

social justice; the growth of organic farming; marketing channels for the sale of finished products, their active branding and rebranding.

However, the terrible Russian war again affected regional and sectoral factors and priorities for agricultural development in Ukraine. The security factor came to the fore, and the main regional shifts changed from north-south to east-west. It is in this direction that the specialization of the vegetable, horticultural and horticultural industries is changing due to the occupation of traditional regions of their production. Without abolishing the previously mentioned objectively existing agricultural zones and regions, the entire territory is now divided from east to west into occupied, de-occupied, and territories with relatively less war-related impact. However, there are practically no such territories left in the country due to the Russian invasion of even the interior regions - Kyiv, Zhytomyr, Chernihiv regions; constant shelling and carpet bombing of Ukrainian cities and villages; chaotic dense mining of agricultural and environmental areas; drone hunting of individuals in their yards, streets, and fields during agricultural work.

It is hard for the civilized world to imagine what the barbarians of the twenty-first century are doing in the occupied territories. These are mass torture and murder of civilians, especially men; mass abductions of children; filtration and concentration camps on our land; complete destruction and destruction of property, infrastructure, cultural and artistic monuments, nature, religious buildings and shrines of the Ukrainian people. It is the destruction of millions of copies of Ukrainian books and the appropriation of our history and culture. This is the massive theft and export of citizens' property, machinery and equipment of agricultural and other enterprises; food raw materials and products and the sale of the latter on world agricultural markets.

These are constant nuclear threats and blackmail. The explosion of the Kakhovka hydroelectric power plant was a continental-scale disaster, making a significant part of the country's breadbasket, the Kherson region, unusable for agricultural production and life, and leading to threats to water supply and dehydration in regions upstream of the country's main river, the Dnipro River. As a result, the country is characterized by an unprecedented number of refugees, mainly to Europe; almost complete cessation of natural reproduction of the population; depopulation of cities and villages, moral oppression, grief and psychological exhaustion of people.

Other criteria of regional factors and priorities are now relevant: demining; the level of security and protection of people; restoration of property of people, businesses, state-owned enterprises; industrial and social infrastructure. The regional and sectoral factors of agricultural specialization have largely given way to the factors of sales and logistics. After all, the financial performance and future of the industry and the people who work in it depend on the possibilities of storage and logistics, as well as the sale of the harvested crops; filling local, regional and state budgets, fulfilling Ukraine's international obligations and guaranteeing food supply to many countries.

According to preliminary estimates from six months ago, the total amount of damage caused by the war exceeded \$150 billion, of which housing is \$56 billion, infrastructure \$37 billion, and education \$10 billion. Direct losses to the agricultural sector exceeded 9 billion. If we add to this indirect and moral damages; the deaths of hundreds of thousands of people, injuries, disability, and unborn lives, the bill will be trillions of dollars. But even in the midst of war, Ukrainians are not only selflessly fighting for victory on the frontlines against a

superior enemy, outnumbered and outgunned, who, according to international treaties, was supposed to be the guarantor of Ukraine's security and whose people we loved and welcomed. Our people are working hard in extremely dangerous conditions to rebuild their country. However, without the support of the world's leading democracies, we could not and will not be able to cope with the evil that has come to our land. That is why we sincerely and constantly thank these countries, including the leadership and people of the courageous and friendly Latvia.

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## **РЕГИОНАЛЬНЫЕ И ОТРАСЛЕВЫЕ ФАКТОРЫ И ПРИОРИТЕТЫ ФУНКЦИОНИРОВАНИЯ И РАЗВИТИЯ СЕЛЬСКОГО ХОЗЯЙСТВА УКРАИНЫ ВО ВРЕМЯ ВОЙНЫ**

### **Резюме**

Сельское хозяйство традиционно является одной из ведущих отраслей экономики Украины и играет значительную роль в обеспечении мира продовольствием. Однако страшная война России против Украины оказывает разрушительное воздействие на функционирование и развитие сельскохозяйственного производства и требует срочного решения текущих проблем его воспроизводства.

Предметом статьи является выявление факторов функционирования сельского хозяйства, вызванных войной, и определение приоритетов его развития на региональном и отраслевом уровнях.

Цель статьи - выявить новые факторы функционирования сельского хозяйства, провести его оценку и диагностику, определить тактические и стратегические приоритеты его развития в будущем.

В статье использованы общенаучные и специальные методы: диалектический, исторический, системно-структурный анализ и синтез, статистико-экономический, математическое моделирование и прогнозирование, проблемно-целевой подход.

В результате было установлено, что получение научных и практических результатов осложняется отсутствием аналогов в мировой истории такого вторжения. На оккупированных территориях практически полностью разрушены общая и специальная инфраструктура, жилищно-имущественные комплексы сельских семей и сельскохозяйственных предприятий; украинский народ постоянно истребляется и подвергается геноциду.

В деокупированных регионах к военной разрухе следует добавить минирование сельскохозяйственных земель. Только на очистку от мин 83 тысяч квадратных километров земли потребуются годы работы и более 10 миллиардов гривен.

Самой большой региональной проблемой для 13 административных регионов, наиболее пострадавших от войны, или более половины территории страны, является демографический кризис. По сути, это полное прекращение естественного воспроизводства населения, резкое его сокращение из-за войны, отток в безопасные места, старение и обезлюдение сельских поселений. Это серьезная угроза для организации сельского хозяйства в будущем. К региональным проблемам физического уничтожения и хищения оккупантами природных, материальных и человеческих ресурсов следует добавить отраслевые проблемы. Основными из них обозначены: резкое сокращение и сворачивание производства; доходы предприятий, сельского населения и государства; сокращение сельского рынка труда и даже прекращение важной деятельности; сокращение потребительского продовольственного рынка с одной стороны и признаки продовольственной проблемы из-за низкой платежеспособности населения с другой; блокада украинских портов и разрушение логистики экспорта продовольственного сырья и продукции.

В результате выявления и учета этих и других факторов сельского хозяйства позволили сделать следующие выводы об изменении приоритетов развития отрасли в



будущем. Они касаются решения региональных проблем восстановления жилья и имущества населения; адресная социальная поддержка, психологическая реабилитация и политика инклюзивности; размещение и организация деятельности в зонах разминирования; возможные изменения отраслевой специализации для сокращения производства зерновых и технических культур; увеличение доли высокомаржинальных культур при различных вариантах транспортировки; поиск новых рынков и организация транспортно-логистических коридоров.

Конечно, это может произойти только при финансовой поддержке доноров из дружественных стран. За это мы низко кланяемся и выражаем им благодарность от всего украинского народа. Для Украины село – это не только пространственная форма организации жизни людей. Это образ жизни, древние традиции и великая самобытная культура, источник генофонда украинской нации. Поэтому поддержка европейских стран чрезвычайно ценна и важна для Украины.

**Ключевые слова:** региональные, отраслевые, факторы, приоритеты, административно-территориальная реформа, агрохолдинги, сельские общины, оккупированные и деоккупированные территории, производство, экология, продовольствие, сбыт, безопасность, национальная аграрная политика, мировая поддержка.

*Dorota Kurek (Poland)*

## **DIMENSIONS OF EMPLOYER ATTRACTIVENESS - A GENERATIONAL PERSPECTIVE**

The desire to implement, as well as evaluate the effectiveness of employer branding solutions, aimed at working out the desired image of organisation as an employer among employees as well as possible candidates, involves the need to identify the factors that determine the attractiveness of a given organisation as an employer in the market. Knowledge of these factors allows to understand HR indicators, better define strategic goals, or more easily identify potential areas of action, allowing to support the organisation in achieving its goals. Employer attractiveness dimensions relate to the needs and expectations of employees, who do not create a homogenic group – they represent different employees' generations. People from generation X, Y and Z have different attitudes, values, and needs what determines the necessity of multigenerational management and relates to the need for a complete diagnosis of the target group of employees. The result of this approach is the ability to identify employer attractiveness dimensions, create Employer Value Proposition and obtain the title of employer of choice.

Bearing in mind the importance of both issues – employer attractiveness dimensions and generational affiliation, the research sought not only to identify the dimensions of employer attractiveness, but also to present differences in the hierarchy of those dimensions in the opinion of the representatives of generation X, Y and Z. The article addresses the issue of employer attractiveness dimensions from the generational perspective. Achieving the purpose of the study would not have been possible without the empirical research which was carried

out in June 2022 using the CAWI technique on a sample of 384 Poles. The results of the survey were subjected to statistical analysis using the STATISTICA package.

**Key words:** employer attractiveness, attractiveness dimensions, generation X, Y, Z

## **Introduction**

There is a whole spectrum of factors that determine an organization's success and ability to maintain a competitive advantage. These factors can be classified into a group of tangible and intangible factors, with an important intangible factor being the image of the organization as an employer, including the attractiveness of the organization. The quality of the image and the level of attractiveness are determined by various variables, so that the same organization offering certain values may be perceived differently as an employer by employees of different genders, ages, or with different length of service. Generational affiliation of employees is also an important variable determining the attractiveness of employers (Santiago 2019), and one that management and quality researchers are increasingly paying attention to. The scale of ongoing research on generational diversity shows how important it is to have a thorough understanding of an organization's employees, including their values, expectations and needs, conditioning the possibility of improving personnel processes, as well as the image and attractiveness of the organization. Taking into account the fact that the labor market in Poland is dominated by representatives of three key generations, the dimensions of employer attractiveness in the perception of representatives of generations X, Y and Z were analyzed during the conducted research.

## **Employer attractiveness - dimensions and methods of measurement**

The ability of an organization to compete for talent in the marketplace and retain the most valuable employees (Stewart Black and van Esch 2021, Collins and Kanar, 2013) is determined, among other things, by the power of attraction referred to as organizational attractiveness - employer attractiveness. The attractiveness of an organization is variously defined by researchers. In the definitions, attention is focused either on the way employees perceive the organization as the best place to work or on attractiveness factors - dimensions of attractiveness, the value of which, assessed subjectively by employees, affects their attitudes towards the organization seen as an employer. Thus, the attractiveness of an organization can be put as , "the envisioned benefits that a potential employee sees in working for a specific organization" (Berthon et al. 2005, p. 156). The attractiveness of an organization is usually analyzed in two dimensions: internal and external. Internal attractiveness refers to how employees perceive the organization as an attractive employer, while external attractiveness is related to the perception of the organization as a potential - valuable place to work by job candidates as well as current employees (Pingle and Sharma, 2013). The way of studying attractiveness in the two dimensions indicated differs, which is related to the difference in information and perception of the two groups of organizational stakeholders.

Analyzing an organization's attractiveness from an external perspective with the dimensions of attractiveness has translated into a variation in the approach to studying attractiveness. One of the most popular scales in the study is that by Berthon et al. (2005),

which is based on the dimensions of employer attractiveness distinguished by Ambler and Barrow's (1996). The authors pointed out the importance of psychological, functional and economic dimensions in the process of assessing the attractiveness of an organization as an employer. After developing the indicated three dimensions on the scale, five dimensions/values are analyzed, such as interest value, social value, economic value, development and application value. Thus, the research conducted is concerned with the subjective image that is formed in the mind of employees as a result of valuing the characteristics and attributes of the organization. The five dimensions indicated were supplemented in 2017 by A. Dabirian et al. with two more dimensions, such as management values (management values refer to the behavior of supervisors at work that determine the retention of employees and the quality of social relationships) and work life balance (the employer's value of ensuring that employees maintain a proper work-life balance) (Dabirian, et al. 2017). Performing an in-depth analysis of the literature on the subject, one can also point to other extensions of the scale, for example, by Roy (2008) and Arachchige and Robertson (2013). In their research, the authors usually use Likert scales, which allow multidimensional analysis of the obtained research results, and thus identify potential relationships. The conducted research in terms of dimensions is used, among other things, to develop a unique employer value proposition, modify incentive systems, design more attractive job advertisements, and thus build the image of the organization as an employer that pays special attention to meeting the needs of employees.

### **Generations in the labor market and expectations of employers**

Conducting research aimed at identifying the dimensions of employer attractiveness involves identifying the target group in which the research should be conducted, including paying particular attention to the diversity of employees in terms of values, needs and expectations, which undeniably corresponds to understanding the importance of generational affiliation of employees, as well as job candidates (de Waal 2022). Generational differences pose a significant management challenge, as different generations of employees present different values, expectations, work styles and preferences. Successful management of diverse generations therefore involves the need for flexibility and the ability to adapt to the different needs of employees.

The term generation itself means a community of individuals belonging to an age group of people born around the same time period (usually within one year). Generations are often perceived as “historical” communities with a certain hierarchy of values, attitudes, and common momentous experiences such as war, change(s) in the social system, and economic crises (Klimczuk 2015, p. 348).

Today in the labor market there are representatives of three generations: generations X, Y and Z. The indicated three groups of employees are classified according to the criterion of the year of birth, with different ranges presented in the literature, which illustrates the difference in the way employees are assigned to a particular group. Representatives of Generation X are usually described as people born up to 1980 at the most. These workers are characterized by resourcefulness, self-reliance, willingness to adapt and flexibility. They are reluctant to change employers and are not supporters of teamwork. They tend to use modern technology only at work. They are loyal people, often putting work above family life.

Considering Generation Y, on the other hand, it should be pointed out that these are people born up to 2000 (depending on the division), flexible in terms of the possibility of changing employers, usually well educated, valuing work-life balance, independence at work and emphasizing the importance of salary as a motivating factor. On the other hand, the youngest generation - generation Z - are mainly those with high expectations of employers, valuing flexibility of working hours, emphasizing the importance of private life and private space, preferring to use the latest technologies at work.

The cited brief characteristics of employees from each generation makes clear the dissimilarity of the various groups, including highlighting the difficulty of meeting the needs of such diverse employees. Taking measures aimed at building, in the perception of each generation, the attractiveness of the organization as an employer is therefore related to the ability of the organization to identify needs, including the ability to meet them, while respecting the rights of employees and equality in employment.

### Results of empirical studies

The main research problem was formulated as a question: Is the importance of a given dimension of employer attractiveness influenced by the generational affiliation of employees? In turn, the specific problems included the following:

1. Which dimensions of employer attractiveness are important for employees when choosing a workplace?
2. What is the hierarchy of dimensions of employer attractiveness according to representatives of generations X?
3. What is the hierarchy of dimensions of employer attractiveness according to representatives of generations Y?
4. What is the hierarchy of dimensions of employer attractiveness according to representatives of generations Z?

In order to provide answers to the indicated research problems empirical research was carried out using the method of diagnostic survey carried out with the CAWI technique on a sample of 384 Poles (research conducted in 2022). The results of the study were subjected to statistical analysis with the use of Kruskal-Wallis' test.

The structure of the research sample reflected the structure of the general population of Polish residents (according to the Central Statistical Office), with the criterion for sample selection being three independent variables, such as gender, generational affiliation and voivodeship (stratified selection). The most numerous group in the sample was representatives of generation Y (38.02%), while the largest number of respondents came from the Mazovian (13.80%) and Silesian (11.72%) voivodeships (which is due to the size of the population of these two voivodeships).

**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
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Source: own study results

During the conducted research, the dimensions of attractiveness of employers in Poland were analyzed. For the purposes of the research, recognizing the possibility of supplementing the dimensions presented, nine dimensions of employer attractiveness were distinguished, such as financial, affiliative, individual, legal, developmental, social, family, educational and socio-ecological dimensions. Selecting the indicated dimensions and subjecting them to testing was considered an important step toward verifying the rationality of the classification, including the possibility of further refinement.

According to the results (Table 2), the most important dimension of employer attractiveness was the financial dimension (85.16%), which includes such attractiveness factors as the amount of salary received and non-wage benefits. The second dimension that was important in the opinion of working Poles was the affiliation dimension (49.18%), related to the work atmosphere, the attitude of superiors, the support provided by co-workers and superiors. The third dimension concerned individual aspects, such as doing work that gives satisfaction and linking interests to the type of work performed (41.41%). This was followed by the legal dimension (40.63%) and the developmental dimension (40.36%). The social (18.49%), family (17.19%), educational (16.15%) and socio-ecological (11.72%) dimensions appeared to be less important in the opinion of respondents.

Table 2.

#### Dimensions of attractiveness of employers in Poland

Dimension	Factors	%
Financial dimension	the level of salary, other benefits	85,16
Affiliative dimension	work atmosphere, way of treating employees	49,48
Individual dimension	development of interests through work, performing work that gives satisfaction	41,41
Legal dimension	the employer's compliance with the Labor Code and employee's rights	40,63
Developmental dimension	the possibility of professional development, continuous acquisition and deepening of competences, professional advancement	40,36
Social dimension	the prestige of the profession, social position, the ability to influence others	18,49
Family dimension	family traditions related to the profession	17,19
Educational dimension	performing work consistent with the learned profession	16,15
Socio-ecological dimension	the employer undertakes activities in the field of corporate social responsibility, including activities for environmental protection	11,72

Source: own study results

The relevance of the various dimensions of attractiveness is based on employees' professed values, needs and expectations from the future employer, making the indicated

variables indisputably linked to generational affiliation. Bearing in mind the importance of generational diversity and the importance of multigenerational management, the research paid special attention to the hierarchy of importance of the analyzed dimensions of attractiveness of employers in the opinion of employees - representatives of each generation. The results of the study are shown in Table 3.

Analyzing the dimensions of employer attractiveness in the opinion of employees of generation X, i.e. employees of the oldest generation, the three most important dimensions were financial (81.25%), affiliation (51.79%) and educational (48.21%). Representatives of Generation Y, on the other hand, highlighted the importance of the financial (85.62%), educational (45.89%) and legal (45.21%) dimensions. In turn, the youngest generation Z emphasized the importance of the financial (88.10%), educational (54.76%) and socio-ecological (49.21%) dimensions.

**Table 3.**

**Determinants of employer choice according to different generations**

<b>Dimension</b>	<b>Generation Z</b>	<b>Generation Y</b>	<b>Generation X</b>
Financial dimension	<b>88,10%</b>	<b>85,62%</b>	<b>81,25%</b>
Affiliative dimension	38,10%	33,56%	<b>51,79%</b>
Individual dimension	15,08%	15,07%	26,79%
Legal dimension	37,30%	<b>45,21%</b>	41,07%
Developmental dimension	13,49%	17,12%	21,43%
Social dimension	15,87%	14,38%	18,75%
Family dimension	11,11%	9,59%	15,18%
Educational dimension	<b>54,76%</b>	<b>45,89%</b>	<b>48,21%</b>
Socio-ecological dimension	<b>49,21%</b>	42,47%	28,57%

**Source:** own study results

The survey shows that the three analyzed generations of workers indicated the financial dimension as the most important in terms of choosing a future employer. Also included among the important dimensions in each group was the educational dimension, and therefore related to the performance of work in line with education. The third factor in each generation was not repeated. The oldest workers emphasized the importance of belonging and work atmosphere, while representatives of generation Y pointed to the importance in their view of the legal dimension, i.e. the form of the contract offered and the employer's observance of workers' rights. The youngest generation, on the other hand, paid particular attention to the socio-ecological dimension, i.e. the undertaking of corporate social responsibility activities by employers, including environmental protection initiatives. While analyzing the most important dimensions, the least important dimensions in the opinion of the three analyzed generations were also considered. The study found that the least important dimension for all the generations surveyed was the family dimension, i.e. the performance of work related to the continuation of family traditions, or the choice of a workplace under family pressure/at the urging of the family.

After showing the hierarchy of importance of the various dimensions in the groups of employees surveyed, attention was focused on finding a relationship between the dimensions of attractiveness and the variable generational affiliation. In order to verify the influence of the variable generational affiliation on the variable dimensions of attractiveness of employers, a univariate comparison analysis was carried out in an arrangement for independent samples. The analysis involved N = 384 observations in 3 groups. There were n = 126, 146 and 112 surveyed observations in the Generation X, Generation Y, Generation Z groups, respectively, representing the following percentage of the total surveyed sample: 32.80, 38.00, 29.20. Due to the non-parametric nature of the analyzed data, Kruskal-Wallis analysis was performed (Table 4).

**Table 4.**

**Statistical variation between groups**

<b>Dimensions</b>	<b>Generation Z</b>	<b>Generation Y</b>	<b>Generation X</b>	<b>Kruskall-Wallis H test results</b>	<b>P - statistical significance</b>
Social	<b>208,43</b>	185,93	185,95	7,202	0,03
Developmental	<b>214,43</b>	179,44	188,14	9,12	0,01
Legal	169,36	<b>196,03</b>	<b>208,98</b>	10,77	>0,01

**Source:** own study results

Three significant correlations were revealed during the conducted analyses. A higher score on the social dimension was observed among representatives of Generation Z (mean rank=208.43, p=0.03), while a lower score was observed among the other groups. The development dimension proved to be the most important for representatives of Generation Z (mean rank=214.43, p=0.01), while the dimension least important for this group of employees was the legal dimension (mean rank 169.26, p>0.01). In contrast, the legal dimension was important to the other two generations (H=10.77). No statistically significant relationships were revealed for the other dimensions.

**Summary**

The research and statistical analyses conducted revealed the hierarchy of importance of the dimensions of employer attractiveness, including the hierarchy of dimensions among representatives of generations X, Y and Z. The results of the research were used in the next stage to identify statistically significant relationships between the variable of generational affiliation and dimensions of employer attractiveness. Relationships were detected with regard to the social, developmental and legal dimensions, after which it was possible to confirm that the importance of individual dimensions of attractiveness (not all of them) differs in groups of employees selected on the criterion of generational affiliation.

The obtained results of the research have significant cognitive and utilitarian value, as they not only show the diversity of views, needs and values of individual groups of employees, but can also provide important information for organizations, which, wishing to attract competent employees to their ranks, should pay special attention to the dimensions of attractiveness and their importance for employees. Knowing the importance of a particular

dimension in the opinion of employees of a particular generation - the target group of the organization, makes it possible to create an attractive employer value proposition, modify employee motivation systems, or offer contracts and terms of employment that correspond to the needs of employees. Satisfying the needs of the organization and employees becomes possible only when the needs are properly recognized and this knowledge is taken into account in improving personnel processes.

Therefore, from the considerations presented, the importance of conducting detailed research on the dimensions of attractiveness, including an in-depth understanding of the structure of the employed workforce, and therefore the generational diversity (including in terms of needs and expectations) of the organization's human capital potential.

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## ПАРАМЕТРЫ ПРИВЛЕКАТЕЛЬНОСТИ РАБОТОДАТЕЛЯ – ПЕРСПЕКТИВА ПОКОЛЕНИЙ

### Резюме

Желание внедрить, а также оценить эффективность решений по брендингованию работодателей, нацеленных на формирование желаемого имиджа организации как работодателя среди работников, а также потенциальных соискателей, связано с необходимостью выявить факторы, определяющие привлекательность данной организации как работодателя на рынке. Знание этих факторов позволяет понять показатели HR, лучше определить стратегические задачи, с большей легкостью выявить потенциальные области действий для поддержки организации в достижении ее целей. Измерения привлекательности работодателя относятся к потребностям и ожиданиям работников, которые не образуют однородную группу - они представляют различные поколения работников. Представители поколений X, Y и Z имеют разные представления, ценности и потребности, что определяет необходимость управления несколькими поколениями и предполагает необходимость полной диагностики целевой группы работников. Результатом такого подхода является возможность определить аспекты привлекательности работодателя, создать ценностное предложение работодателя (Employer Value Proposition) и получить статус работодателя, которого выбирают.

Учитывая важность обоих аспектов - измерения привлекательности работодателя и поколенческой принадлежности - в исследовании ставилась задача не только определить измерения привлекательности работодателя, но и представить различия в иерархии этих измерений по мнению представителей поколений X, Y и Z. В статье рассматриваются вопросы измерения привлекательности работодателя с точки зрения поколений. Реализация цели работы, включая проверку выдвинутых гипотез, была бы невозможна без эмпирического исследования, которое было проведено в июне 2022 года по методике CAWI на выборке из 384 поляков. Результаты исследования были подвергнуты статистическому анализу с использованием пакета STATISTICA.

**Ключевые слова:** привлекательность работодателя, аспекты привлекательности, поколение X, Y, Z

*Vladimir Menhikov, Oksana Ruza (Latvia)*

## THE ROLE OF STARTUPS IN ENHANCING THE ENTREPRENEURIAL POTENTIAL OF STUDENTS: THE LATVIAN EXPERIENCE

The aim of the article is to identify the level of significance of STARTUPS in the development of the entrepreneurial potential of students in Latvia. This is achieved by addressing the following objectives: 1) review the role of startups in the contemporary economy; 2) the impact of startups on the entrepreneurial potential of Latvian students; 3) overview of available resources and support for young entrepreneurs in Latvia; 4)

development of proposals to enhance the role of student startups and strengthen the interaction between startups and the academic community. The authors employ methods of comparative analysis, analogy, generalization, classification, structural-functional analysis, and others, all integrated within an interdisciplinary approach to the research of the stated topic. The scientific novelty of the article lies in assessing the role of student startups in the contemporary economy of Latvia, identifying both the factors of their successful development and the reasons for possible failures.

**Keywords:** entrepreneurial potential, students, STARTUP, Latvia.

A startup is a young company or project, usually with an innovative idea, aimed at creating a new product, service, or solution, and possessing a high potential for growth and scalability. The main tasks of a startup include:

- **Innovation:** Startups aim to offer new ideas, products, or services that are different from what already exists in the market. Innovation is a key element of startup culture and can lead to breakthroughs in various fields.
- **Growth:** Startups are focused on rapid growth and scaling their business. They aim to build a sustainable and successful company by attracting investments, developing a customer base, and expanding their operations to new markets.
- **Business Model Exploration:** Startups work on defining and optimizing their business model, looking for ways to generate revenue and achieve profitability. In the early stages, a startup may experiment with various approaches and strategies to find a successful business model.
- **Attracting Investments:** Many startups require funding for their development. One of the main tasks of a startup is to attract investments from venture capitalists, angel investors, government support programs, and other funding sources.

Startups can contribute to solving the following economic and social issues:

**Development of entrepreneurial culture:** Startups create an atmosphere of innovation and entrepreneurship, which can stimulate students' interest in entrepreneurial activities.

**Education and support:** In some Baltic countries, there are educational programs and startup incubators that provide students with resources, knowledge, and opportunities to develop their entrepreneurial skills.

**Job creation:** Growing startups can offer students opportunities for internships and subsequent careers.

**Attracting investments:** Startups can attract investments, which contributes to the development of the entrepreneurial ecosystem and the creation of new opportunities for students.

**Innovations and economic growth:** Startups can be a source of new ideas, technological innovations, and economic growth, which in turn can contribute to the development of entrepreneurial potential.

Among the many authors who have published books on startups, several pay special attention to student startups:

Peter Thiel - The founder of PayPal and a well-known investor, Thiel is also recognized for his support of young entrepreneurs, including students. His book "Zero to One: Notes on Startups, or How to Build the Future" can be particularly useful for students

interested in creating innovative and breakthrough startups. It is also worth noting his Thiel Fellowship program, designed for young people who want to build new things instead of pursuing traditional college education. (Thiel, Peter A., 2014.)

Eric Ries - His "Lean Startup" approach is particularly relevant for students, who often have limited resources and need a flexible approach to developing their business. The lean startup methodology helps minimize risks and quickly test ideas in the market. (Eric Ries, 2011)

Steve Blank - His book "The Startup Owner's Manual" and his course "Lean LaunchPad," which is often taught at universities, have had a significant impact on entrepreneurial education. His approaches and tools are particularly useful for students who want to learn the real steps of creating a startup. (Steve Blank, Bob Dorf, 2013).

These authors not only offer valuable knowledge and methodologies for all entrepreneurs, but their approaches can be especially beneficial for students interested in launching their own startups.

Exploring the role of startups in contemporary economic and social processes, it's paramount to first acknowledge their increasing significance in the development of the entrepreneurship phenomenon. Here, several key aspects are crucial to note. Firstly, entrepreneurship is the process of creating or identifying new business opportunities, developing, and implementing innovative products, services, or technologies. The role of entrepreneurship in developing and commercializing new technologies and business models is significant, leading to innovations, improved products and services, enhanced quality of life, and stimulating progress. Entrepreneurship is often associated with risk and requires initiative, creativity, and a willingness to take risks.

Startups can be called significant accelerators of entrepreneurship. They play a key role in the innovative economy by attracting investments, creating jobs, and stimulating the development of new technologies and business models. Startups are often focused on developing solutions that can be scaled and have a significant impact on the market. This makes them a powerful tool for economic growth and innovation.

Certainly, besides startups, there are other entrepreneurship accelerators that contribute to the growth and development of business at various stages of its life cycle. Let's name the most important of them: these are business incubators, accelerators, venture financing, co-working spaces, educational programs and courses, government support programs, technological platforms, and tools. These entrepreneurship accelerators collectively create a favorable ecosystem for the development of innovative business, support entrepreneurs at different stages of their journey, and contribute to overall economic growth and innovation.

The startup ecosystem describes the combination of factors, conditions, and resources that facilitate the development and support of startups in a specific location or region. It creates a favorable environment for the creation, growth, and success of startups, providing access to financing, expertise, infrastructure, networking connections, and other resources that entrepreneurs may need. The main components of the startup ecosystem include:

The presence of investors, venture capital funds, banks, and government programs that are ready to invest in startups at early stages of development and during subsequent growth. Organizations that provide space, resources, and expertise to startups, helping them to develop and scale.

Technology parks and infrastructure: Clusters, regions, or zones where high-tech enterprises, universities, and research centers are concentrated, providing access to technical resources and innovative expertise.

Education and scientific institutions: Universities, colleges, and research institutes that offer educational programs and research activities, shaping an innovative and entrepreneurial culture.

Networking connections and community: The presence of a community of entrepreneurs, investors, mentors, and experts who share knowledge, experience, and support each other.

Government support: State programs that stimulate the creation and development of startups, tax incentives, regulatory frameworks, and policies that promote innovation and entrepreneurship.

The university, understood in a simplified way as an institution representing the system of higher education, is distinguished by longevity. However, it also underwent evolution at the turn of the century under the influence of various conditions. As a result, various models of the university are emerging with the most promising one known now as the entrepreneurial university. This model implies greater openness of the university to the socio-economic environment, flexible adaptation to the needs of customers, stakeholders and the market, market competitiveness based on marketing and the ability to diversify sources of income. Particular attention is paid to creating and increasing the entrepreneurial potential of students. The aim of the article is to consider issues related to the prerequisites and ways of developing University 3.0 in Latvia. (Menshikov, 2022)

The startup ecosystem in Latvia is actively developing and has become increasingly attractive to entrepreneurs and investors in recent years. The country has a number of factors that contribute to the development of startups, including high-speed internet, availability of technical skills, government support, and the presence of active investment funds and incubators. Overall, the student population in Latvia expresses a fairly positive attitude towards entrepreneurship, with: (1) already owning their business - 5.8%, (2) dreaming of starting their own venture someday - 65.2%, (3) currently and unlikely in the future to have such desires - 29.0%. When asked "To what extent are you ready to establish your own enterprise/start your own business?" – more cautious responses were received, with the dominant option (among 40% of respondents) being "neither agree nor disagree". 34% of the surveyed students are definitely not ready to establish their own enterprise yet, while 26% already have their own business or are practically ready to create one. (Menshikov, 2021).

EU-Startups, the leading publication on startups in Europe, has compiled a list of the TOP-10 young Latvian enterprises (EU-STARTUPS, 2024). This list includes the most successful and promising startups from Latvia that have made their mark on the market and attracted the attention of investors. Such rankings help to highlight the key players in the startup scene and are of interest to investors, entrepreneurs, and the public who wish to stay informed of the latest trends and innovations in business.

Here is the list of the TOP-10 young Latvian enterprises compiled by EU-Startups, the leading publication on European startups:

Printify - an online platform for creating and selling personalized products.

Nordigen - a fintech startup providing tools for banking data analysis.

Sonarworks - a company specializing in audio technologies and sound correction.

Giraffe360 - developer of a virtual tour system for real estate.  
Dripit.io - a platform for analytics and management of advertising campaigns on social networks.  
Anatomy Next - creator of VR products for medical education.  
TestDevLab - a company specializing in software testing and QA solutions development.  
TWINO - a platform for investing in loans based on a peer-to-peer model.  
InSelly - a mobile app for selling goods through Instagram.  
Edurio - a platform for collecting feedback and analytics in educational institutions.

These companies represent various sectors, such as technology, healthcare, education, and others. This list includes the most successful and promising startups from Latvia that have made their mark on the market and attracted the attention of investors. Such rankings help to highlight the key players in the startup scene and are of interest to investors, entrepreneurs, and the public who wish to stay informed of the latest trends and innovations in business.

Latvia offers interesting opportunities for student startups. Here are some resources that might be useful:

**Startin.lv:** This platform is designed to support startups in Latvia. They provide information about events, support programs, and resources for startups, including those led by students.

**Latvijas Universitāte Startup Center:** The Startup Center of the University of Latvia, which can offer students support and resources to launch and develop their projects.

**TechHub Riga:** A place where startups can get support and connections in Latvia's startup ecosystem. They also organize events and support programs for entrepreneurs.

**Riga TechGirls:** This organization is focused on supporting women in the tech industry and can be helpful for female students interested in startups.

These resources can be a good starting point for students wishing to launch their own startup in Latvia. Many universities in Latvia offer programs and courses on entrepreneurship and innovation. These programs may include lectures, seminars, workshops, and other educational events that help students develop entrepreneurial skills and inspire them to create startups.

The "Esi" program is designed to support students in the development of innovative projects by providing not only financial support in the form of monthly scholarships and funding for prototype development (4500 euros) but also by offering the knowledge and skills necessary for the realization of ideas. The goal of the program is to promote the development of socially responsible and sustainable solutions, emphasizing the positive impact these innovations can have on society and the environment.

The scholarship and financial support for prototype development are essential resources that allow students to fully focus on their project development without worrying about financial issues. This enables students to experiment and try different approaches to find the most suitable solution for their idea.

The practical seminars and individual mentoring offered by the program are crucial in helping students validate their ideas and develop them to the prototype level. Practical seminars provide the necessary knowledge on various topics related to product development,

business, and market analysis, while individual mentoring offers personalized support needed to overcome specific challenges encountered in project development.

Such a program is very important as it fosters innovation and entrepreneurial spirit in the academic environment while promoting the integration of social responsibility and sustainability principles into new business ideas. This is essential for both the personal and professional growth of students and for the wider society by providing new, innovative solutions to important social and environmental problems. (LIAA, 2022)

There are examples of successful student startups from Latvia that have attracted attention and achieved significant results. They operate in various fields, including information technology, finance, healthcare, and other industries. Student startups in Latvia are an important and evolving part of the local entrepreneurial scene. Many students in Latvia are actively engaged in creating their own startups, using their knowledge and ideas to launch innovative projects. The country has several universities and educational programs that support student entrepreneurship and help young people bring their business ideas to life. Some of the successful student startups from Latvia have gained international recognition and continue to grow, attracting investments and creating new jobs.

According to a study by the University of Latvia's Business Incubator, the number of student startups in Latvia increased by 25% in 2020 compared to the previous year. This indicates a growing interest among students in entrepreneurship and innovation. The majority of student startups in Latvia are actively developing in areas such as information technology, healthcare, sustainable development, and education. These data testify to the significant contribution of students to the development of Latvia's startup ecosystem (Latvijas Universitāte, 2024).

In Latvia, various events, competitions, and hackathons are held where students and even schoolchildren can present their startups and receive feedback from experts and investors. Some of these events include Latitude59, TechChill, and others.

Large enterprises with state capital must collaborate more actively with universities, according to Latvia's Prime Minister, Evika Siliņa. In her opinion, if science and industry develop through mutual interaction, it is more likely that young talents will stay in Latvia. She reminded that next year's budget increases funding for higher education and science, and also allocates resources for the startup ecosystem and strengthening STEM education. At the same time, it is necessary to find new solutions for attracting European Union funds and further investments in research and development.

The need for closer collaboration between research universities and industry was also highlighted by the rector of Riga Technical University (RTU), Talis Juhna, emphasizing the necessity to support the development of human capital. He is convinced that increasing the number of doctoral students, including those in fields related to industry, will be beneficial for both science and high-value-added businesses. However, state support is necessary to encourage foreign companies to invest in innovations and science-intensive enterprises.

During her visit to the university, the Prime Minister of Latvia, Siliņa, noted: «RTU has set a clear and correct goal for itself - to enter the top 500 universities in the world. That is why, alongside education, the university is engaged in research, and close collaboration with the private sector - enterprises and the startup ecosystem - is very important for RTU» For the first time in Latvia, the Latvian Startup Awards or New Enterprise Awards were presented On 2023 September 8th, for the first time in Latvia, the Latvian Startup Awards or New

Enterprise Awards were presented. A jury formed by the Latvian Startup Association "Startin.LV" determined the winners in seven categories, while the laureate of the eighth award was decided by public voting. The goal of the Latvian Startup Awards is to honor notable achievements of startups. The awards were presented in the following categories: "Fastest Breakthrough," "Newcomer," "Best Growth Stage Startup," "Startup with the Greatest Social Impact," "Best Hardware Technology Startup," "Best Software Startup," "Founder-Inspiration."

During the event day program, attendees could participate in panel discussions and expert presentations. The panel discussion "Country on a Mission: Mission-driven tech-powered innovations featuring" also included participation from Imants Martinsons, a representative of the Green and Smart Technology Cluster and Cleantech for Baltics. Among other things, the discussion touched upon the topic of Latvia's RIS3 smart specialization. Imants Martinsons emphasized that good work has been done in setting priorities for leading projects. However, the work must not stop, and support should also be extended to areas such as clean technologies to continue supporting innovations in this direction. The event also offered extensive networking opportunities, allowing participants to meet like-minded professionals. It gathered an audience that included startup founders, investors, industry experts, government and media representatives. (Green Tech Cluster, 2024).

### **Conclusions and Recommendations**

The startup ecosystem plays a vital role in attracting and retaining talent, stimulating economic growth, and innovative solutions. The presence of a startup ecosystem in an area or region is not determined by a strict minimum number of elements. It is rather an assessment of a complex of factors and conditions that provide a favorable environment for the development of startups.

Key factors conducive to the development of a startup ecosystem:

The existence of an entrepreneurial culture and a positive attitude towards risk and innovation. Respect for entrepreneurs and their ability to be seen as heroes and role models for others.

Access to financing, which implies the availability of accessible and diverse sources of funding, including venture capital funds, government programs, business angels, and other investors willing to invest in startups at early stages and beyond.

The presence of experienced entrepreneurs, industry experts, and mentors ready to share their knowledge and experience with young startups.

The availability of innovation centers, technology parks, incubators, accelerators, and other organizations providing startups with access to office space, technical resources, equipment, scientific research, and infrastructure.

The presence of quality universities, colleges, and scientific institutions that offer educational programs in entrepreneurship and innovation, as well as actively interact with the business community and create conditions for the commercialization of scientific developments.

Failures of student startups can be attributed to various reasons and factors, including, but not limited to the following: Many students have limited experience in business management, finance, and marketing. This can lead to incorrect decisions and strategies.

Financial and time constraints often pose a challenge for students trying to balance their studies with launching a startup. Insufficient understanding of the target audience and market requirements can result in the development of products or services that do not meet demand. Conflicts within the team, lack of motivation, or skills can seriously undermine a startup's success. Difficulties with product development, underestimating the time and resources needed for development, can delay or jeopardize the launch. Securing sufficient funding is critical, and many startups face difficulties in attracting investments. Ignorance or disregard of legal and regulatory requirements can lead to serious problems. Underestimating the competition or inability to stand out in the market can also cause failure. The absence of a clear business plan or the inability to adapt to changing market conditions can hinder success. Some startups face difficulties in scaling their product or service, slowing or halting their growth. Incorrect marketing and promotion strategies can result in the product going unnoticed by potential customers. A combination of these and other factors can significantly increase the risk of failure for a student startup. However, it's important to note that many of these challenges can be overcome with careful planning, education, mentorship, and flexibility.

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## РОЛЬ СТАРТАПОВ В ПОВЫШЕНИИ ПРЕДПРИНИМАТЕЛЬСКОГО ПОТЕНЦИАЛА СТУДЕНТОВ: ОПЫТ ЛАТВИИ

### Резюме

Цель статьи - выявить уровень значимости STARTUP в развитии предпринимательского потенциала студентов Латвии. Это достигается путём решения следующих задач: 1) обзор роли стартапов в современной экономике; 2) Влияние стартапов на предпринимательский потенциал студентов Латвии; 3) обзор доступных ресурсов и поддержки для молодых предпринимателей в Латвии; 4) разработка предложений по повышению роли студенческих стартапов и усилению взаимодействия между стартапами и академическим сообществом. Авторы используют в работе методы сравнительного анализа, аналогии, обобщения, классификации, структурно-функциональный и др. Все они объединены в рамках междисциплинарного подхода к исследованию заявленной темы. Научная новизна статьи состоит в оценке роли студенческих стартапов в современной экономике Латвии, выяснении как факторов их успешного развития, так и причин возможных неудач.

**Ключевые слова:** предпринимательский потенциал, студенчество, STARTUP, Латвия

*Maryna Navalna (Ukraine)*

## UKRAINIAN JOURNALISTS AND FREEDOM OF SPEECH DURING WAR

How media professionals balance between coverage of events and self-censorship, information security and timely criticism of the authorities.

The majority of journalists deliberately suppress some information that can harm the country, affect the demoralization of Ukrainian society or help the enemy. Journalists treat their materials responsibly, before publishing a story they double-check to see if anything that could harm the military has gotten into the frame. Many Ukrainian journalists adhere to the «do no harm» principle. Some call it a filter or even a commandment that helps determine whether this material is needed now, how useful or harmful it is to the country. As for self-censorship, Ukrainian journalists consider it best not to release to the public everything that does not help Ukraine to win. That is, the criterion for publication of any information is the answer to the question: will publication help victory?

**Keywords:** Ukrainian journalists, information security, freedom of speech, war.

### Introduction

We consider freedom of speech as the right of a person or a community of people to freely express their ideas or opinions without the danger of retaliation, censorship, sanctions, with the possibility of shaping the agenda at the narrative and semantic level – it is considered by supporters of liberalism as one of the most important civil liberties. It is

freedom of expression both orally and in writing (freedom of the press and mass media); to a lesser extent applies to political and social advertising (propaganda). The ideology of liberalism outlaws state censorship, or any other form of state coercion to express views or reject them. (Censor, 2023).

Freedom of speech is enshrined in a number of international and Ukrainian documents, including the Constitution of Ukraine: «Everyone is guaranteed the right to freedom of thought and speech, to the free expression of their views and beliefs. Everyone has the right to freely collect, store, use and disseminate information orally, in writing or in any other way and at their choice» (Constitution of Ukraine..., 2017)

According to the norms of international law, restrictions on freedom of speech must meet three conditions: they must be strictly consistent with the law, have a righteous goal, and must be necessary and adequate to achieve this goal. Laws that introduce restrictions should try to be unambiguous and not open to different interpretations. Protection of reputation, personal dignity, national security, public order, copyright, health and morals are considered legitimate goals. The Constitution of Ukraine prohibits the propagation of social, racial, national or religious enmity, as well as the dissemination of information containing state secrets. Temporary or partial restrictions can also be implemented by a court decision.

Freedom of speech is one of the democratic freedoms defined by the Constitution of Ukraine. It involves the expression of independent views and beliefs both orally and in writing; is a sign of a non-corrupt society. Freedom of speech in Ukraine is protected by 110 regulatory and legal documents: laws, presidential decrees, resolutions of the Cabinet of Ministers of Ukraine. Freedom of speech depends entirely on freedom in the broadest sense. And the latter, in turn, involves not only free actions and views, but also full responsibility for what is done, written, or said. According to the Civil Code of Ukraine, anyone about whom false information has been spread can defend their rights in court. However, the most that can be achieved through frayed nerves and wasted time is a public apology from the accused. Freedom of speech is an integral part of freedom of expression. (Constitution, 2017).

The problem of freedom of speech in Ukraine is discussed in several scientific studies (Datsenko 2021; Kostrubitska 2022; Sivakivskyi 2019) (Ivanov, 2010), (Kostenko,2008).

Regarding freedom of speech, two vectors should be distinguished: 1) journalistic; 2) non-journalistic.

The realization of the right to freedom of speech does not automatically mean the realization of the right to freedom of mass media. The main elements of freedom of expression are: 1) the right to have an opinion and adhere to it; 2) the right to express and disseminate opinions; 3) the right to remain silent. Three stages of freedom of expression were identified: 1) freedom of thought; 2) freedom of speech; 3) freedom of the press. Freedom of expression goes beyond freedom of speech, mass media and journalism in general. The freedom of mass communication should be considered as peculiar parts, essential components, forms of manifestation of freedom of expression, freedom of speech and freedom of information. (Media, 2023), (Media experts..., 2023), (National security..., 2023).

Freedom of speech is the right of an individual to freely and publicly express his thoughts, any information in the form of words - spoken, written or printed; freedom of mass media is the right or opportunity to freely establish, publish, edit, read, distribute mass media

of one's choice, own, use them and publish in them; freedom of the press is the ability to prepare for printing, print and distribute any publishing products, including periodicals; freedom of information is the right of an individual and the public to know, freely search, collect, receive, record, use, store and disseminate information in any legal way, to have access to official and other information sources; freedom of the mass media is the total freedom of printed and electronic mass media as two main subsystems of journalism; freedom of mass information is the free circulation of publicly distributed printed and audiovisual information; freedom of journalistic activity is the professional freedom and prerogative of journalists, the possibility of editorial teams, media workers to independently make and implement their own decisions, to perform their functions without hindrance; freedom of publishing activity is the right of the publisher, the opportunity to publish products. All these freedoms are closely related. They are characterized not so much by the relationship of subordination, but by crossing, interdependence, and interdependence.

Thus, freedom of expression, freedom of speech and freedom of information are fully realized only with the help of freedom of mass media. In turn, freedom of mass media owes its existence to freedom of information to a large extent, starting with freedom of information, which is perhaps the most important prerequisite for ensuring freedom of mass media.

Freedom of journalistic activity is also based on freedom of information, and freedom of the publisher acts as an integral component of the freedom of the mass media.

Censorship remained the biggest «enemy» of the mass media for several centuries. Freedom of speech prohibits censorship in any of its manifestations. Although every freedom must have limits, otherwise it will turn into arbitrariness.

Freedom generally defines human existence. Depriving people of the opportunity to choose the goal of their activity and the way to achieve it will mean depriving them of their freedom. In our study, we will try to outline and analyze the freedom of speech of journalists and mass media during a full-scale war.

### **Research methods of media freedom in Ukrainian information space**

To study and implement the research, general scientific and special methods were used, in particular: analytical-synthetic, comparative – to identify modern components in journalism based on the collected material; inductive – for generalization and systematization of conclusions. The typological analysis method was used to differentiate media resources, and the content analysis method was used to study certain discursive materials.

### **Are there potential risks for freedom of speech in Ukraine?**

The main risks that may pose risks to freedom of speech in Ukraine are the loss of territories, economic problems and restructuring of the media space. The Chairman of the Verkhovna Rada Committee on Humanitarian and Information Policy, Mykyta Poturaev, reminded at the briefing that in the World Media Freedom Ranking, Ukraine moved to the 79th position from the 109th. This is evidence that the Ukrainian authorities ensured the right to freedom of speech in the conditions of a full-scale invasion, in particular, there is no military censorship.

If we talk about the risks that could threaten the freedom of speech in Ukraine, the first of them, according to the parliamentarian, is a military defeat, loss of territories. There is

no freedom of speech in the occupied territories, no safety for journalists, both professional and civilian.

The second risk is economic problems. Despite the difficult economic situation, the Ukrainian media is going through this period decently, but «further deterioration of the economic situation is definitely a risk, since the media have to make money» (Media Detector, 2023).

The third risk, especially for traditional mass media, is a serious restructuring of the Ukrainian media space, since the role of Ukrainian YouTube is growing, because there are a lot of our citizens abroad in Ukraine. Many Ukrainian video bloggers have created full-fledged media, and thus Ukrainian citizens in any part of the world get access to quality Ukrainian-language information. The risk is that there will be a decline in the role of traditional media. It is already happening, and you need to understand that it is already forever (Media Detector, 2023).

### **Ukrainian journalists believe that the state of freedom of speech in Ukraine has worsened**

The Institute of Mass Information conducted an anonymous online survey of journalists in December 2022 (Institute of Mass Information 2023).

According to the results of the survey, 43,4% of the interviewed journalists believe that the state of freedom of speech in Ukraine has worsened in 2022. 21,1% of journalists believe that the state of freedom of speech has not changed, and for 5,3% of respondents it has even improved. At the same time, 30,2% could not answer this question.

Russian aggression against Ukraine and its consequences for the media and journalists are considered by media professionals to be the most important problems related to freedom of speech (82,5% of interviewed journalists noted this). In second place are problems with access to information and the closing of registers, which significantly complicated the work of the media (63,2% of respondents). In the third place – obstacles, problems with accreditation and access to objects (57,5% of respondents mentioned this). Almost half of the respondents pointed to restrictions on the production and distribution of content during wartime (48,2%). More than a third of respondents mentioned cybercrimes – DDoS attacks and phishing (38,6%). The sum of the answers does not equal 100%, because the respondents could choose several answers (Institute of mass information 2023).

The main challenge for journalists in the media sphere this year was economic and financial difficulties – this was indicated by 75,4% of surveyed journalists (for comparison: in 2021, only 49% of journalists indicated that economic challenges are relevant).

In second place are difficult working and living conditions associated with constant electricity and communication disconnections (67,3% of respondents noted this). On the third – psychological exhaustion, inability to rest, constant stress (63,3% of interviewed journalists).

Security challenges, constant threats of shelling took only the fourth place among the challenges. The same step was taken by the growing popularity of telegram channels with manipulations and disinformation – both factors were mentioned by 54,4% of respondents. Another 31,1% of respondents mentioned problems in communication with state bodies as challenges. And 29,9% indicated the narrowing of the range of topics and the impossibility of quality work with requests and registers.

The fact that 61,3% of interviewed journalists indicated that their financial condition worsened in 2022 also testifies to the urgency of financial challenges. At the same time, the financial situation of 27,3% of interviewed journalists did not change, and 11,4% even had an improvement in their financial situation, although among such respondents, some noted that they had to leave journalism and find another job.

The research was conducted using a quantitative anonymous online survey based on a simple random sample of potential respondents – journalists and editors. A total of 229 responses were received from media representatives from all regions of Ukraine. Of them, 64,9% are women, 35,1% are men. The maximum error is 5%. The study was conducted during December 12-26, 2022.

Experts of the Institute of Mass Information recorded 567 violations of freedom of speech in Ukraine in 2022, 470 of which were committed by Russia as a result of the full-scale invasion of Ukraine. The main Russian crimes against freedom of speech on the territory of Ukraine were murders, kidnappings, attacks and injuries of journalists, cybercrimes, attacks on TV towers, threats, attacks on media offices, turning off Ukrainian broadcasting, etc.

The main violations at the hands of the Ukrainians were the obstruction of journalistic activities, the restriction of access to public information, cybercrimes, and the turning off of three TV channels from digital broadcasting (Institute of Mass Information 2023).

### **Is the single marathon a news platform or a propaganda resource?**

During the full-scale invasion, journalism in Ukraine found itself in perhaps the most difficult situation during the entire period of independence. Hundreds of different publications ceased to exist, Ukrainian journalists died while working, many media workers joined the ranks of the Armed Forces, and many more went abroad. The country is under martial law, military censorship is in place, and all state-owned information resources mainly broadcast the official positions of government representatives. But apart from that, there are even worse problems facing journalists. And it's not just censorship.

In one of the recent broadcasts of the United News Marathon, the presenter asked Natalia Humeniuk, spokeswoman for the «South» Operational Command, whether the counteroffensive had begun. Instead of answering, she showed the gesture from the Soviet poster «Don't talk!» – the same one that was used in the promotional video released by the Ministry of Defense. Deputy Minister Hanna Maliar published this clip with the caption «Plans love silence».

In the same way, other officials «explained» what is happening or not happening on the front line, putting journalists – and with them the audiences of different countries – in a «guess yourself» position. For some reason, the hosts of the telethon reacted with a smile to such a gesture by the spokeswoman of OK «Pivden» and did not ask further. And this happens all the time.

When the full-scale invasion began, President Volodymyr Zelenskyi signed a decree on the implementation of a unified information policy under martial law. According to it, the key national TV channels – the three oligarchic media holdings «1+1 Media», «Starlight Media» and «Inter Media Group», as well as the Public Television and the TV channel of the Verkhovna Rada of Ukraine «Rada» – should work for a single telethon. This decree called the information policy «a matter of national security», and the marathon – «the only information platform of strategic communication». That is, the marathon has become, according to the state's plan, a means of conducting an information war, and journalists are its officers. (Decree..., 2022); (Did the state...,2023)

However, if at the beginning of the war the single marathon really worked in the interests of the citizens, when the Russian army tried to take Kyiv, then in a year a lot has changed. The marathon turned into a parade of official addresses and symbolic discussions that do not answer most of the questions that citizens ask every day.

### **Preference for international journalists**

At the recent large conference of the International Press Institute in Vienna, the audience – which included representatives of major international donors, and editors-in-chief and directors of major newsrooms – was interested, among other things, in the relations of journalists with the authorities in a country in a state of war. Sevgil Musaeva, editor-in-chief of «Ukrainian Pravda» and Olha Rudenko, editor-in-chief and co-founder of the Kyiv Independent, have spoken. The editors noted that during the full-scale invasion, President Volodymyr Zelenskyi did not give an interview to any Ukrainian media, despite constant requests. There were only a few small press conferences with limited access and a collective interview for several publications.

Since the beginning of the invasion, most of Ukraine's top officials prefer to communicate with audiences in Europe, the United States, Canada or other countries, rather than in their own country. The reason is simple: successful communication with these countries depends on supporting Ukraine with weapons, humanitarian aid, military training, money for reconstruction projects, as well as aid to refugees and much more.

However, the authorities do not just prefer the foreign press – they do not pay attention to the national or even more so the local press, as if it is something unimportant. Meanwhile, millions of Ukrainians have more and more questions about corrupt officials, collaborators, mobilization (and demobilization) and plans of the country's leadership for the future. Consumers of information are naturally dissatisfied.

When Volodymyr Zelenskyi first became president, he said that he did not see the point in talking to journalists, but he would talk to the people «directly», ignoring the institution of the press as such. In practice, this means that the people can be manipulated through their own state resources. New TV channels and media projects began to be created on the taxes of Ukrainians, which are not engaged in journalism, but in information warfare, reproducing the decree on «strategic communications». This approach allows the state to monopolize the right to information, instrumentalize and militarize it. The press as a representative of public opinion loses its subjectivity, while socially important issues are replaced by «strategic communications».

### **Manipulation of accreditations**

Since the beginning of the invasion, the Ministry of Defense has issued about 15,000 credentials to members of the press from around the world. But after the Armed Forces de-occupied Kherson, the situation changed dramatically: an open conflict began between the military command and journalists. Several journalists had their accreditation taken away allegedly because they were in the liberated Kherson «illegally» the day after the army entered the city. From that time, negotiations began between the Office of the President, the command of the Armed Forces of Ukraine, the Ministry of Defense and the press regarding the need to change the rules for obtaining accreditation.

In the end, changes were made to Order № 73 of the Commander-in-Chief of the Armed Forces of Ukraine regarding interaction with the mass media. According to him, the territories where hostilities are taking place were divided into three zones – red, yellow and green. They determine where a journalist can work (green), where not (red), and where only accompanied by a press officer (yellow). At the same time, information about the localization of zones disappeared from public access quite quickly, and to find out whether it is possible to work in a particular city, a journalist must contact press officers or the military command. In fact, the new rules introduced manual control in the work with journalists, which can be considered a new lever of control over the work of journalists.

Subsequently, a meeting was held in the President's Office, which was attended by representatives of the Ministry of Defense, representatives of the Security Service of Ukraine, presidential adviser Mykhailo Podoliak, director of the Institute of Mass Information Oksana Romaniuk, and several representatives of foreign media (CNN, Reuters, AP). They discussed the problems that arose after the introduction of zoning. According to the information received from three sources who were at this meeting, Mykhailo Podoliak admitted that the Office of the President cannot influence the change of the decision, but offered to resolve difficulties with access to certain locations «in manual mode».

The Armed Forces of Ukraine terminated the validity of all previously issued accreditations, and every journalist had to go through the accreditation process again every six months.

There have been recorded cases when journalistic accreditation was refused or taken away based on publications published by this or that journalist. It is known that the world-famous photographer, a member of the Magnum photos agency Antoine Dagata, was stripped of his accreditation after the New York Times Magazine published his series of portraits of soldiers being treated for mental injuries in a specialist hospital. And Ukrainian photographer Maksym Donduik said that he was threatened to withdraw his accreditation if the American magazine The New Yorker, one of the largest publications in the world, did not remove the material about the Ukrainian military, which contained his photos.

### **Security services and journalists**

For several weeks now, some Ukrainian journalists, mainly those who work in the international media, have been called for «interviews» in the building of the Security Service of Ukraine. The «interview», as the SSU employees call it, not to mention the word «interrogation», is related to the checks that began to be carried out in the «T» department, which specializes in national security issues and is supposed to deal with collaborators, separatists and terrorists. Also, this department inherited from the KGB the function of «curation» over various areas of science, culture, and media. Formally, calls to journalists are related to accreditation for work in a war zone. I know from colleagues that during the «interview» they were asked about contacts in the occupied territories and in Russia, about why and when they went to these or those places. Some were persistently offered to pass a lie detector. Some managed to refuse and get renewed accreditation, some did not. Manipulations with accreditations, interrogations of journalists and the introduction of zoning and manual control have already led to the outflow of reporters of foreign publications from Ukraine and to a critical decrease in publications about the war in the international press. Creating problems for the media has never helped improve the information field.

### **Freedom of speech became the first casualty of the war**

Freedom of speech is a fundamental value that cannot be neglected, as it was created precisely to speak frankly about difficult things and to defend the freedoms that are the first to be targeted (especially during wars and conflicts). Freedom of speech is one of the things on this firing list, no matter how much it offends those who make sure that not a single critical article about internal Ukrainian problems leaks into the international press. Freedom of speech is under serious threat.



Two wars have been going on in Ukraine for a long time. One is against Russia and Russian colonialism. The second is the war for democracy, which began with independence and has suffered from great challenges since then.

Journalism is going through difficult times, because the authorities are trying to reduce the work of media workers to «messages» that should reach certain politicians, certain groups of society or countries. It was for this that the new media The Gaze was created, the key audience of which, according to the Ministry of Digital Transformation, should coincide with the list of states that provide the most support to Ukraine during the war and have a great interest in Ukraine. First of all, these are the USA, Great Britain, EU countries and Canada. For the state and many politicians, journalism began to be reduced to a function, to please someone in order to get something in return. (During the war., 2023)

In such cases, the media ceases to serve the society, and in response, the society moves into a parallel reality, where mass subpoenas, lack of rotation, corruption and many difficult processes are discussed, which have almost no representation in the media. In trying to control public opinion and the «information front» to win the war, the state has a chance of losing society.

### **Media experts declare a threat to freedom of speech during the Stas war**

Experts note that during the state of war, the state has legal grounds to control the information space much more than in peacetime.

There are no rules and restrictions in Ukraine that significantly harm the freedom of speech and the work of journalists. Media experts told about this in a comment to Glavkom.

The head of the National Union of Journalists of Ukraine Serhii Tomilenko believes that Ukraine has freedom of speech and despite the war, it does not suffer from oppression and censorship. Although currently parallel to professional journalistic standards, there are restrictions publicly imposed by the military leadership. (Freedom., 2021), (IMI.,2023)

Serhii Tomilenko noted that there is a risk of pressure from the authorities on journalists, but our active society will not allow freedom of speech to be harmed.

Natalia Ligachova, editor-in-chief of the «Media Detector» project, noted that during the state of war, the state has legal grounds to control the information space much more than in peacetime. Natalia Ligachova noted that «during martial law, the state has legal grounds to control the information space much more than during peacetime. But, despite this, we have freedom of speech, because online publications that rely on their own understanding of the situation have survived. Many of us are self-censoring, putting things off for the post-war period, although recently there are more and more investigations into corruption, particularly in the government, which was not the case at the beginning of the war. Freedom of speech reigns in social networks, even too much – it often turns into freedom of misinformation and irresponsibility». The state should also have more control over the television space, because often television broadcasters have problems with observing the standards of journalism (Media experts.. 2023).

In Ukraine, control over the television space has increased – both in digital and in cable. Disconnection from digital broadcasting of three opposition TV channels without adequate explanations is absolutely unacceptable. And the Unified telethon, which was a positive phenomenon at the beginning of the war, is completely controlled by the state in manual mode. On the one hand, the presence of such a single voice is good, but on the other

hand, some information does not reach the consumers and they begin to look for other sources, in particular, those that spread misinformation and cause harm. But in the telethon there are problems with the observance of journalistic standards and it does not always provide verified information. So there is freedom of speech, as long as it does not contradict the law and does not pose a threat to national security. But at the same time, there is a narrowing of pluralism specifically in the television space (Media experts..2023).

### **Ukrainian journalists on freedom of speech**

This became known from a sociological study on the challenges for freedom of speech and journalists in the conditions of war, which was presented on World Press Freedom Day in Kyiv. The survey covered 165 journalists from different regions of Ukraine. It was held by the Ilko Kucheriv Foundation «Democratic Initiatives» in cooperation with the Human Rights Center ZMINA. (Zmina, 2023).

Journalists estimate the state of freedom of speech in Ukraine in 2023 at 6.4 points on a 10-point scale, where 1 is very bad and 10 is very good.

At the same time, after February 24, 2022, a significant part of the interviewed media persons faced violations of the right to freedom of speech and information in their activities. Most often, journalists stated the refusal of officials to provide socially important information (51% of respondents), censorship of prepared materials or prohibition of publication of certain information (22%) and refusal of accreditation (17%).

Journalists who acknowledged the presence of censorship, most often stated that it is carried out by various state or local authorities, as well as media owners. Self-censorship of journalists is in third place.

At the same time, 62% of interviewed journalists consider a single telethon created at the beginning of a full-scale invasion to be a form of censorship. Two-thirds are also convinced that the single marathon should be stopped and all broadcasters can start broadcasting independently. Some respondents say: the single telethon should be preserved at least until the end of the active phase of the war. Almost all of them are convinced that it needs to be modified and the quality of the content improved (Challenges for Freedom 2023).

### **Do self-censorship or legislation limit freedom of speech in Ukraine?**

Self-censorship limits freedom of speech in wartime more than legal restrictions or risks of persecution. This is evidenced by the results of the ZMINA Human Rights Center's research «Freedom of speech and challenges for the work of journalists in the conditions of war in Ukraine».

Among the factors that force journalists to self-censor, the following are key:

– 45% each – fear of making a mistake or difficulties in checking information and own beliefs;

– 44% – fear of being unemployed;

– 38% take public opinion into account;

– 37% pressure from the media owner;

– 35% pressure from the authorities.

In 2019, the situation was different:

– 74% were motivated by the fear of losing their job to self-censor;

– 55% pressure from the media owner.

According to interviewed journalists, self-censorship affects not only the sphere of war, but also all related aspects. This may affect the state of the country's defense capabilities. Many journalists do not want to work with materials that involve critics of local or central government, with topics of corruption, etc.

Some of the respondents try to process the received information privately in order to stop illegal actions or corruption risks.

48% of journalists were undecided as to whether they would hide true information if they believed it would be useful for Ukraine. At the same time, a quarter of respondents believe that such information should be made public.

As for information about potential crimes by the Ukrainian military leadership or specific military personnel, almost half of journalists will act depending on the situation: sometimes such information should be made public, and sometimes it is better to refrain.

Every fifth respondent believes that it is necessary to try to solve the problem privately. Only 22% believe that it is worth talking about it publicly and supporting it with evidence. At the same time, there is not a single respondent who would agree to ignore such information.

Also, 84% of the interviewed journalists believe that representatives of the Russian occupation administrations should not be given the opportunity to express their position in the Ukrainian mass media.

Since the beginning of the full-scale war, more than 120 journalists have died and 233 media resources have stopped their work.

## **Conclusions**

There is more corruption where there is little investigative journalism. And there are more qualitative investigations when there is access to socially important information.

Limiting access to public data is one of the biggest challenges journalists have faced during the war. Administrators do not stop using the legal regime of martial law to deny journalists information or delay answers. Such actions of managers are often illegal.

Limiting access to public information as a challenge to freedom of speech in the conditions of war is evidenced by both sociological studies and the speeches of journalists on various media platforms.

Note that during the war, journalists were killed, media resources were closed, and freedom of speech in Ukraine was generally under threat.

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# УКРАИНСКИЕ ЖУРНАЛИСТЫ И СВОБОДА СЛОВА ВО ВРЕМЯ ВОЙНЫ

## Резюме

Как медиапрофессионалы балансируют между освещением событий и самоцензурой, информационной безопасностью и своевременной критикой власти. Большинство журналистов сознательно скрывают какую-то информацию, которая может навредить стране, повлиять на деморализацию украинского общества или помочь врагу. Журналисты ответственно относятся к своим материалам, прежде чем опубликовать материал, они дважды проверяют, не попало ли в кадр что-то, что может нанести вред военным. Многие украинские журналисты придерживаются принципа «не навреди». Некоторые называют это фильтром или даже заповедью, которая помогает определить, нужен ли этот материал сейчас, насколько он полезен или вреден для страны. Что касается самоцензуры, то украинские журналисты считают, что лучше не публиковать все, что не помогает Украине победить. То есть критерием публикации любой информации является ответ на вопрос: поможет ли публикация победе?

**Ключевые слова:** украинские журналисты, информационная безопасность, свобода слова, война.

*Marzena Piotrowska-Trybull, Stanisław Sirko* (Poland)

## THE ARMED FORCES AS AN EMPLOYER – A PUBLIC AND SOCIAL PERSPECTIVE

**Abstract:** The Armed Forces, like other employers in the market, are looking for candidates for service and work. They have attributes that distinguish them from employers, and with which potential candidates identify to varying degrees. In turn, candidates for service and work in the military may have different motives: functional, economic and psychological. When comparing information on the conditions offered by employers, they consult people from the organization, and when making a choice, they are guided by their qualifications, competencies, values and job expectations, among other factors.

The armed forces, while providing society with a public good such as national defense, also influence the socio-economic situation of the municipalities in which they are stationed. Their activities affect the way residents view the military.

The article presents selected results of a survey among 530 respondents regarding the motives influencing the decision to join the service and 450 residents regarding the impact of the military on the situation of municipalities in the socio-economic dimension.

**Keywords:** labor market, employer attributes, motives, army.

### Introduction

The armed forces are part of the public sector, being a specialized state body directly subordinate to the central executive authority, which is responsible for providing a public good

widely available to citizens – a national defense (Piotrowska-Trybull, Jabłońska-Wołoszyn 2020; Marks-Krzyszowska 2016; Van Ryzin 2015; Zawicki 2011).

Due to the suspension of universal military conscription, the armed forces in Poland are based on voluntary military service performed by those interested, including territorial service. Serving in the territorial forces makes it possible to combine previous professional work with training in the soldier's profession. The voluntariness of joining the service results in the military recruitment administration having to compete with other employers for candidates in the civilian labor market. Accordingly, the armed forces, in order to attract the attention of candidates and retain soldiers and employees, take into account a number of considerations in personnel policy such as: conditions in the labor market, the economic situation, demographics, socio-cultural conditions, changing conditions and pace of work, the desire of employees to balance their private and professional lives, the idea of service and work in the military.

When considering certain options, job seekers are guided by, among other things, their qualifications and competencies, the type and nature of work they would like to do, requirements formulated by potential employers, the amount of salary offered, expectations of additional material benefits, availability of work, preferred employer attributes and values.

The armed forces, standing guard over the independence and indivisibility of the territory, ensure the security and inviolability of borders (<https://www.wojsko-polskie.pl/tacy-jestesmy/>, accessed on: 02 January, 2024). Their actions embody values that are important to society and observable when the military participates in allied operations to counter aggression, in crisis response and humanitarian operations in support of stabilization processes, and in internal security and social welfare activities. The values declared and applied in daily service are a factor that strengthens support and trust in the institution of the military, which has remained relatively stable in Poland for many years, with 76% of respondents declaring it in 2022 (Omyła-Rudzka 2022).

The armed forces being deployed in different parts of the country make a specific contribution to the development of a particular territory. It materializes through links with local authorities, the local community, non-governmental organizations, also with entrepreneurs in the framework of public procurement procedures. In particular, the contribution of the armed forces consists in: diversifying job opportunities in the local market, fostering the creation of new jobs and new businesses in the municipality through individual demand reported by soldiers and their families and demand reported by the military unit, proceeds from local taxes paid by the unit (tax: real estate, agricultural, forestry) and personal income tax revenues to the local budget (Sirko, Piotrowska-Trybull 2013; Sirko, Piotrowska-Trybull 2019; Sirko, Kozuba, Piotrowska-Trybull 2019; Sirko, Piotrowska-Trybull 2020).

### **Information about the study and the respondents**

This article focuses on seeking answers to the following research questions, namely:

1. What might be the motives for people of mobile age to decide to join the military?
2. What features of the military might attract the attention of candidates in the labor market?
3. How are the armed forces perceived by local residents in terms of their impact on the local socioeconomic situation?

Obtaining answers to such formulated questions was possible through the use of theoretical methods (analysis, synthesis, inference) and the empirical method – a diagnostic

survey, a questionnaire technique. In the context of the question about motives and characteristics that potentially influence decisions to join the military, the authors refer to a survey conducted in 2022 on a randomly selected nationwide sample of 537 respondents. The research was conducted based on the author's survey questionnaire consisting of closed and semi-open questions. Due to errors in the questionnaires, responses from 530 respondents were qualified for analysis.

In turn, in the context of residents' perceptions of the armed forces, the 2023 survey was conducted in municipalities across Poland, asking how the presence of the military unit manifests itself and how they see its contribution to development in the socio-economic dimension. The survey included 450 respondents from 6 municipalities: Giżycko, Tomaszów Mazowiecki, Nisko, Malbork, Mirosławiec, Skwierzyna.

The 2023 survey included 46.0% men and 54.0% women, among whom 67.78% were working, 10.22% were studying or taking up courses at universities, 6.44% were unemployed, 14.0% were retired. The age structure of the respondents is shown in Figure 1.

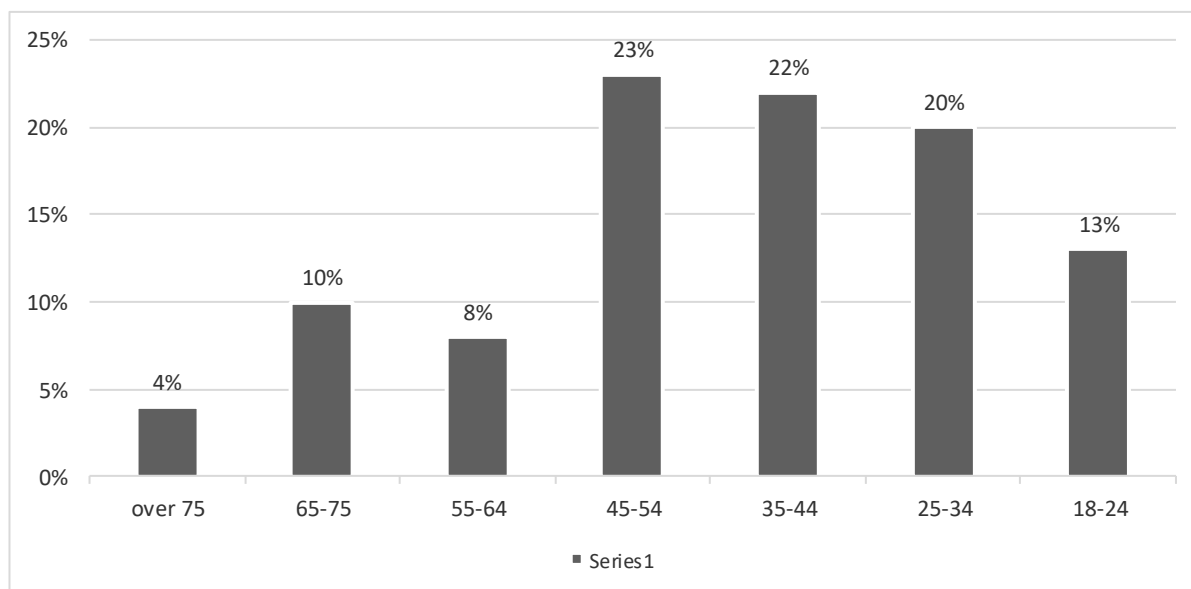


Figure 1. Age of respondents

Source: own study.

A total of 3,106 residents representing municipalities where military units were stationed participated in successive editions of the survey conducted by the authors since 2010 (Sirko, Piotrowska-Trybull 2013; Sirko, Piotrowska-Trybull 2019; Sirko, Piotrowska-Trybull 2020). This article presents only selected results of the study.

The collected statistical material was analyzed using the computer programs Statistica v. 13.3. and R/RStudio v. 4.02.

### Characteristics of the socio-economic situation in the voivodeships

Analyzing selected socio-economic indicators reflecting the labor market situation of individual voivodeships in Poland, one can see an improvement in the situation over the 2010-

2021 period. The number of voivodeships in which the registered unemployment rate, was in the range of 9.1%-15.3% in the analyzed period decreased to 2 (from 11 in 2010). In 14 voivodeships, it ranged from 2.8% to 9.0% (none of the voivodeships had such values in 2010) (Figure 2).

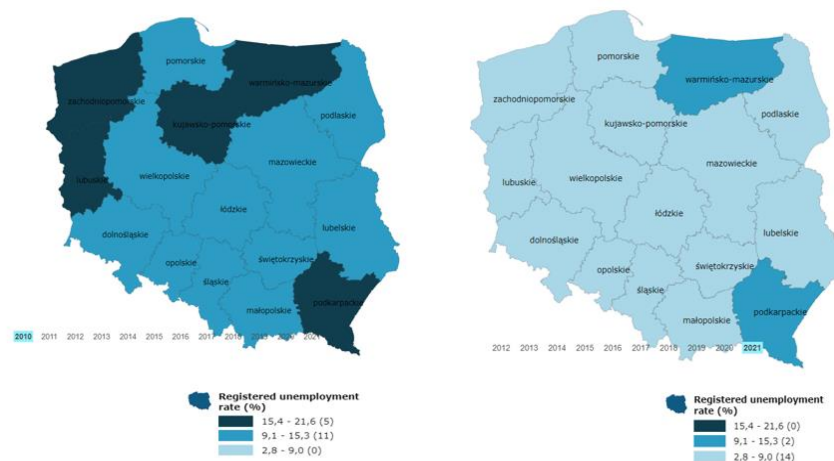


Figure 2. Registered unemployment rate in 2010 and 2021

**Source:** <http://swaid.stat.gov.pl/EN/AtlasRegionow/AtlasRegionowMapa.aspx> (accessed on 15.10.2023).

The employment rate index also improved during the period under review. In 2021, for 11 voivodeships, the rate was in the range of 53.8%-60.1%; in 2010, none of the voivodeships registered a rate value in this range. Another 5 voivodeships recorded its value in the 47.3%-53.7% range (11 in 2010).

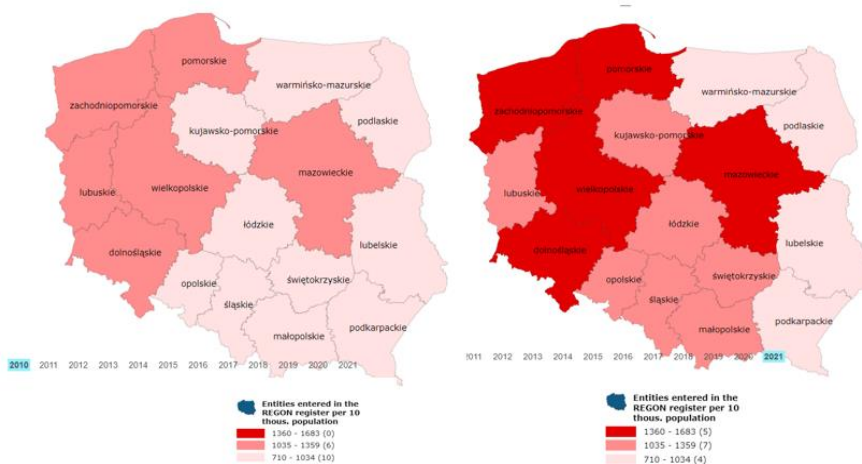


Figure 3. Entities entered in the REGON register per 10 thousand population in 2010 and 2021

**Source:** <http://swaid.stat.gov.pl/EN/AtlasRegionow/AtlasRegionowMapa.aspx> (accessed on 15.10.2023).



Referring to the entrepreneurship indicator (the number of entities registered in the REGON statistical business numbers register per 10,000 population), an improvement in the situation was also evident. In 2021 5 voivodeships registered its value at the level of 1,360-1,683 (in 2010 no such value was recorded by any of the voivodeships), in another 7 the value of the indicator was in the range of 1,035-1,359 (one more than in 2010), in 4 voivodeships it was from 710 to 1,034 (against 10 voivodeships in 2010). The cited indicators point to an improvement in the labor market in terms of an increase in the number of employees, a decrease in the number of unemployed and an increase in the level of entrepreneurship. From the point of view of the military as an employer, this means more intense competition for candidates for soldiers and civilian employees in the labor market, requiring attention to the quality of personnel policies, efficiency of operations, as well as communication of these activities.

### Survey results

There are many employers in the labor market, representing public, commercial and social organizations, which differ in terms of organizational attributes and their intensity. The various attributes of employers are valued to varying degrees by employees and potential candidates, and to some extent they also determine the thinking of applying to specific entities and their potential selection (Samoliuk et al. 2022; Kurek 2022; Piotrowska-Trybull 2018). They are also the subject of inter-organizational comparisons (Table 1). The characteristics of employers may attract the attention of job candidates, nevertheless, the choice of future career is influenced by the qualifications, competencies and interests possessed, which determine, so to speak, the field of search in the labor market.

Table 1.

### Attributes of employers as assessed by employees

Criteria for evaluating employers		
<ul style="list-style-type: none"> <li>• employee relations and management,</li> <li>• sustainability,</li> <li>• workload,</li> <li>• office and remote working,</li> <li>• conditions and equipment,</li> <li>• recommendations for the employer to friends and family members.</li> </ul>	<ul style="list-style-type: none"> <li>• working conditions,</li> <li>• timeliness of payments,</li> <li>• social conditions,</li> <li>• career path (employee training),</li> <li>• external and internal opinions about the company,</li> <li>• employment dynamics over the past years.</li> </ul>	<ul style="list-style-type: none"> <li>• image and growth,</li> <li>• development and prospects,</li> <li>• employee relations and management,</li> <li>• wage,</li> <li>• working conditions and equipment,</li> <li>• sustainable development,</li> <li>• workload.</li> </ul>

**Source:** based on: <https://solidnypracodawca.pl/>, (accessed on 15.10.2023); Zielewski P., *Oto firmy, dla których chce się pracować. Ranking Najlepsi Pracodawcy Polska 2022*, <https://www.forbes.pl/rankingi/ranking-najlepsi-pracodawcy-polska-2022-oto-firmy-dla-ktorych-chce-sie-pracowac/6h7ct2l>, (accessed on 03.01.2024); Zielewski P., *Lista najlepszych*

*pracodawców* 2023, <https://www.forbes.pl/rankingi/najlepsi-pracodawcy-2023>, (accessed on 03.01.2024).

From the point of view of the organization, it is important to know the opinions of employees and the opinions of young people entering the labor market about what is important to them, what values and motives guide them in choosing future employers.

Referring to the armed forces, soldiers on duty are required to be disciplined, loyal and dedicated (Law on Defense of the Fatherland, Journal of Laws 2022, item 655). Soldiers, defending values important to society, are willing to risk their own health and lives. Research on the image of the military (Wizerunek Wojska Polskiego 2019) indicates that the military is associated by citizens with such qualities as courage - 88%, loyalty - 85%, dedication - 83%.

The authors' 2022 survey also emphasized soldiers' willingness to make sacrifices for the homeland (83.4%), being helpful to the community in emergency situations (79.4%). Thus, it can be assumed that these qualities of the military are somehow fixed in the consciousness of Polish citizens (Piotrowska-Trybull, Sirko 2023).

Taking into account the characteristics with which respondents associate the armed forces, they were asked about the motives that may influence their decision to join the military service. The results are presented in Table 2.

Table 2.

### **Motives that may influence the decision to join the military in the opinion of respondents**

Motives	1&2*	3*	4&5*
The army plays an important role in the state. ensuring the security of citizens	5.85	9.43	84.72
The Polish Army is an important partner in NATO structures	11.70	39.81	48.49
The military enjoys public trust	5.85	30.75	63.40
The military gives job security	6.60	11.51	81.89
The military takes care of the professional development of soldiers	14.34	26.60	59.06
The military gives you the opportunity to prove yourself in situations of action under time pressure	14.91	23.02	62.08
The military develops teamwork skills	16.79	18.30	64.91
The military offers a high salary compared to other employers	23.96	19.62	56.42
The military provides an attractive pension system	13.21	20.38	66.42
The military gives a sense of pride in belonging to an organization	11.51	24.53	63.96
The military creates equal development opportunities for women and men	21.89	39.43	38.68
The military is helpful in crisis situations in local communities	13.02	24.53	62.45
Interest in the army and the military	10.00	30.94	59.06
Family traditions	10.19	27.17	62.64
Friends opinions	17.92	31.51	50.57

\*) 1 - a very small extent. 2 - a small extent. 3 - a medium extent. 4 - a large extent. 5 - a very large extent.

Source: own study.

In evaluating individual motives, respondents attributed the highest ratings to the military's important role in the state in the context of ensuring the security of citizens (84.72%) and the feeling of job security through a stable job in the military (81.89%). To a large extent, respondents pointed to the attractive pension system (66.42%), which consists of the amount of pensions and shorter working hours compared to other industries in the economy, a sense of belonging to the organization (63.96%), public trust in the military (63.40%), the development of teamwork skills (64.91%), the opportunity to test behavior in action under pressure (62.08%), family traditions (62.64%) and assistance to the population in emergency situations (62.45%). The results indicate the importance in the public's perception of the constitutional task carried out by the armed forces (state security, assistance to the public) and the appreciation of its implementation expressed by public trust. Also clearly perceived among the motives were organizational characteristics that can provide incentives to join the military such as a stable workplace, an attractive pension system, team and individual challenges. Analyzing the relationships between variables, links of varying strength were identified between the independent variable – the class the respondent attended, the size of the locality and the voivodeship. Considering the voivodeship in which the respondents resided, the average strength of the relationship was noted for the variable: the military provides security, offers an attractive pension system and develops teamwork skills. This indicates both respondents' perceptions of the characteristics of the military that reflect its primary task (including the values that come with it), as well as the material and organizational conditions resulting from the specifics of the service (Figure 4).

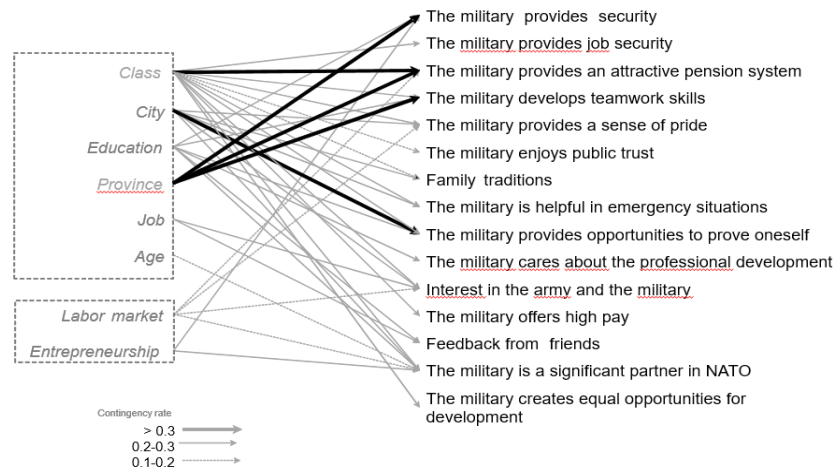


Figure 4. Relationships between independent variables and variables related to motives influencing the decision to join the military

Source: Own study.

From the point of view of the assessments formulated by residents with regard to the perception of the military and its contribution to the development of the municipality, among other things, from the perspective of the local labor market in 2023, average assessments

prevail in terms of creating new jobs, stabilizing demand and influencing the emergence of local entities (Table 3).

Table 3.

**The impact of military units on selected local aspects in opinions of respondents**

Military unit	promotes the creation of new jobs in the commune	stabilizes demand in the commune	promotes the development of local companies
medium	34.00	34.00	31.11
very small	19.33	21.33	19.33
small	19.11	18.00	17.33
large	18.00	17.56	21.78
very large	9.56	9.11	10.44

**Source:** Own study.

The impact on such assessments is due to a number of factors on the part of the municipality (its nature. size. socio-economic situation). as well as the military unit (size. nature of tasks. intensity of cooperation). The relatively good situation in voivodeships labor markets. which was presented above. also translates into perceptions of the contribution of individual organizations. including the military. to the situation in individual markets. It is worth noting that the average ratings of the military in the economic dimension do not contradict the high ratings of the organization in the social dimension.

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## **ВООРУЖЕННЫЕ СИЛЫ КАК РАБОТОДАТЕЛЬ – ПУБЛИЧНАЯ И СОЦИАЛЬНАЯ ПЕРСПЕКТИВА**

### **Резюме**

Улучшения на местных и региональных рынках труда в последние годы усилили конкуренцию между работодателями, которые ищут кандидатов на работу. Эта ситуация также затрагивает вооруженные силы, сталкивающиеся с новыми вызовами в области безопасности, а также с вызовами, определяемыми социальными и экономическими условиями. В условиях сокращения ресурсов трудовой силы особенно важно обращать внимание на адаптацию политики привлечения высококачественного персонала к требованиям современного рынка труда, включая ожидания кандидатов, чтобы привлечь подходящих кандидатов и удержать их в организации. Поддержка этого улучшения должна продолжаться с учетом качеств и ценностей, с которыми связаны вооруженные силы, и которые составляют основу доверия граждан к вооруженным силам, а именно самоотверженность, лояльность, смелость, а также готовность к сотрудничеству с местными структурами. Многолетние исследования, проведенные авторами среди жителей, представителей местных властей, военнослужащих и других лиц, о влиянии военных на социально-экономическую ситуацию в муниципалитетах, показывают, что это влияние различается. Оно часто воспринимается более значимым в муниципалитетах, где вооруженные силы занимают доминирующее положение на рынке труда, так как это влияет на ряд деятельности, осуществляемых населением на территории.

## ZIŅAS PAR AUTORIEEM

<p><b>Natālija Degtjarjova</b> Mg. sc. sal. <a href="mailto:N.Degtjarjova@siadrs.lv">N.Degtjarjova@siadrs.lv</a></p>	<p><b>Svitlana Kucherenko</b> PhD in Economics, Associate Professor Hryhorii Skovoroda University in Pereiaslav <a href="mailto:ksvetau66@gmail.com">ksvetau66@gmail.com</a></p>
<p><b>Mykola Ignatenko</b> Doctor of Economics, Professor Hryhorii Skovoroda University in Pereiaslav <a href="mailto:professorignatenko@ukr.net">professorignatenko@ukr.net</a></p>	<p><b>Vladimir Menhikov</b> Dr. sc. soc., profesors, Daugavpils Universitāte <a href="mailto:vladimirs.mensikovs@du.lv">vladimirs.mensikovs@du.lv</a></p>
<p><b>Larysa Marmul</b> Doctor of Economics, Professor Hryhorii Skovoroda University in Pereiaslav <a href="mailto:marmul61@ukr.net">marmul61@ukr.net</a></p>	<p><b>Maryna Navalna</b> Doctor of Philology, Professor, Department of Journalism and Language Communication National University of Life and Environmental Sciences of Ukraine <a href="mailto:mnavalna@gmail.com">mnavalna@gmail.com</a></p>
<p><b>Liudmyla Levaieva</b> PhD in Economics, Associate Professor Hryhorii Skovoroda University in Pereiaslav <a href="mailto:lluda85@i.ua">lluda85@i.ua</a></p>	<p><b>Marzena Piotrowska-Trybull</b> PhD, Associate Professor, War Studies University <a href="mailto:m.trybull@akademia.mil.pl">m.trybull@akademia.mil.pl</a></p>
<p><b>Dorota Kurek</b> PhD, War Studies University <a href="mailto:dorotakurek.aon@gmail.com">dorotakurek.aon@gmail.com</a></p>	<p><b>Oksana Ruza</b> Dr.oec, Daugavpils Universitāte <a href="mailto:Oksana.ruza@du.lv">Oksana.ruza@du.lv</a></p>
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*Materials from the Internet:*

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