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Editorial Office: Rzeszów University of Technology, The Faculty of Management,
10 Powstańców Warszawy Ave., 35-959 Rzeszów, phone: 17 8651383, e-mail: zeszyty@prz.edu.pl
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FROM THE EDITORIAL COMMITTEE

We are giving you the next 29th 2 (2022) issue of the Scientific Journal of the Faculty of Management at the Rzeszow University of Technology entitled “Humanities and Social Sciences”.

The aim of the Publisher is to raise the merits and the international position of the quarterly published by the Faculty of Management, that is why we are still developing the cooperation with foreign team of reviewers, as well as an international Scientific Council. The Editors have also attempted to apply for international databases; currently the quarterly HSS is indexed in **Index Copernicus Journal Master List, The Central European Journal of Social Sciences and Humanities (CEJSH) ERIH PLUS, DOAJ and EBSCO**.

The Journal has been also included in the list of projects qualified for funding under the **“Support for scientific magazines program”**.

The articles published in this publication are devoted to the broader issues of the humanities and social sciences. They are the result both of theoretical and empirical research. The subjects covered vary considerably and reflect the interdisciplinary nature of the Journal. We do hope that the papers published will meet your kind interest and will be an inspiration to further research and fruitful discussions.

On behalf of the Editorial Board of “Humanities and Social Sciences” we would like to thank the Authors for sending the outcomes of their research. We would like to express particular gratitude to the Reviewers for their valuable feedback that greatly contributed to increasing values of the scientific publications.

With compliments
Editorial Committee

Humanities and Social Sciences **2022**
Research Journal 29, No. 2 (2022), pp 7-17 **April-June**

Anna BARWIŃSKA-MAŁAJOWICZ[1]

GENERATION X – GENERATION OF LOST POTENTIAL OR OF NEW OPPORTUNITIES? THE POLISH CASE

The article presents the main research focus on Generation X in Poland, on the problem of this generation's (un)adjustment and (non)capitalization of the potential and circumstances related to the collapse of socialism and the onset of the country's system transformation process. In countries such as Poland this problem becomes of particular significance because the life of Generation X became integrally interwoven with the radical political, social and economic changes. The primary objective of this paper is to present selected conditions of a start of the working lives of the Polish Generation X and the significance thereof for a successful entry into the adult life by this generation. An attempted analysis covered homogeneity vs. diversity of behaviors typical of this generation. The paper comprised studying the subject literature, the desk research method, descriptive statistics method and the collective case study method. Reference was made to the reports and data bases collected by Eurostat and by Poland and the USA, including by the bureaus for statistics in both countries.

Keywords: Generation X, labor market, system transformation, Poland.

1. INTRODUCTION

The paper includes an attempt to capture the traits of the generations born in the 20th century, while the main focus was on Generation X, which was growing up and entering the labor market in Poland. During the studies on Generation X, its behaviors, features and attitudes, research attention is due to the issue of (un)adjustment of this generation and (non)capitalization of the potential offered by the labor market at the moment of a start of their professional life. This problem becomes particularly prominent in countries such as Poland where the beginning of professional life of Generation X became integrally interwoven with radical political, social and economic changes.

The main objective of this paper is to present selected conditions of a start of a professional life by Generation X in Poland and the significance thereof for this generation's successful entry into adulthood. An attempted analysis covered homogeneity vs. diversity of behaviors typical to this generation in terms of the oldest and the youngest representatives.

[1] Anna Barwińska-Małajowicz, DSc, PhD, Associate Prof., University of Rzeszów, Institute of Economics and Finance, ul. Ćwiklińskiej 2, 35-601 Rzeszów, Poland; e-mail: abarwinska@ur.edu.pl. ORCID ID: 0000-0002-0228-1761.

The analyzed period partially converges with the years in which Generation X members were born and covers the period from the mid1960s but stretches slightly beyond the years of birth of this generation, *i.e.,* until the 1990s, because it is then when the last age groups of Generation X entered adulthood.

The objective was achieved with the application of the subject literature studies, the desk research method, descriptive statistics method and the collective case study method. Reference was made to the reports and data bases collected by Eurostat and by Poland and the USA, including by the national bureaus for statistics in both countries.

2. GENERATIONS IN POLAND

The time frame, when the representatives of individual generations were born should be perceived as mobile, depending on the country, where a generation lives and functions. The age boundaries are stipulated and often blurred. The birth years for individual generations indicated in the Polish subject literature (Barwińska-Małajowicz, 2011; Mamak-Zdanecka, Maksymowicz, 2015; Juchnowicz, 2009; Miś, 2011; Wiktorowicz, 2018; Zagórowska, 2012), are compiled in table 1.

Table 1. Generations in Poland

NAME OF GENERATION	BIRTH YEARS	AGE IN 2020
THE SILENT GENERATION	BEFORE 1946	75+
BABY BOOMERS	1946–1964	56–74
GENERATION X	1965–1980	40–55
GENERATION Y	1981–1989	31–39
GENERATION Z	1990–2000	20–30

Source: (own study based on rynekpracy.pl, Manpower; Barwińska-Małajowicz, 2011; Kozłowski, 2012; Maksymowicz, Mamak-Zdanecka, 2014; Wiktorowicz, 2018).

An analysis of the data (Table 1.) demonstrates certain differences in the birth years of individual generations indicated by the subject literature written in the Polish and English language. Individual time deviations regard intervals of several years. For the purposes of this paper years 1965–1980 were considered the birth period of Generation X.

It is also worth mentioning that the youngest generation that will be entering the labor market in about 10 years is the Alpha generation, with the greatest material and technological potential and which includes people born after 2010.

3. GENERATION X IN POLAND – DISCOURSE ON THE INTERNAL DIVERSITY, LOST POTENTIAL AND NEW OPPORTUNITIES

An analysis of the attitudes, behavior and motivations driving Generation X in Poland followed a synthetic review of statistical data on the share of Generation X in the American, European and Polish society (Table 2.).

As the analysis of the data compiled in table 2 shows, in 2019 Generation X constituted a large group of people, regardless of the country considered – the USA, European Union or Poland. Its share in population in general constitutes in every country mentioned about 1/5 of the entire national population. Whereas its share in the labor market resources is significantly higher. The entire Generation X functions on the present labor market with the highest numbers of those born in the late 1970s, in particular, those who entered the labor market at the end of 1990s. Representatives of this generation will start leaving the labor market from about 2025 and the most numerous birth years only in about 20 years.

Table 2. Share of Generation X in the societies of the USA, EU-28 and Poland (2019)

LOCATION	GEN X (PEOPLE)	SHARE OF GENERATION X IN PROFESSIONALLY ACTIVE POPULATION IN GENERAL/WORKING-AGE POPULATION IN GENERAL*	SHARE OF GENERATION X IN POPULATION IN GENERAL*
USA	60 720 000	37% (37.13%)[A]	18.5% (18.45%)
EU-28	109 214 585	44% / 48%	21% (21.26%)
POLAND	7 621 734	45% / 47%	20% (20.07%)

* own calculations.
[A] in professionally active people in general.

Source: (own study based on the Eurostat database; *OECD Labour Force Statistics 2020*, Paryż: OECD Publishing, 2020, DOI: 10.1787/5842cc7f-en (accessed 6 February 2021); Worldometer; Statista; Rocznik Statystyki Międzynarodowej, 2020, Warszawa: GUS).

Although this could be considered as the proverbial ‘reinventing the wheel”, yet, in the context of the discussed subject, it is worthwhile to comprehend where the symbol X comes from in the name of this generation. The letter X is most often associated with some kind of unknown. Is this the case in this instance? A search for an answer to this question may be facilitated by examining the political, social and economic conditions in which this generation went through adolescence and entered the labor market. Their reality differed depending on their geopolitical location. Polish Generation X featured uncertainty of the future. The older group of this generation grew up at the time of socialism, the younger group at the time of socialism collapse and the onset of the market transformation process and effectively the image of socialism known to the oldest and the youngest representatives differs. The members of Generation X observed the time of the system change. They did not know where they should head, on the one hand they were lost in chaos, on the other hand they were created by the model trend. They faced the challenge of a great unknown, which was to be brought about by the domestic and global system changes as well as the economy developing in accordance with new cannons. A focus on Poland may lead to a conclusion that marking the generation with the letter X, as outlined above, stems from an immense, to the extent of a pathology, uncertainty and a plethora of unknowns they were confronted with. This is the reason why the generation is referred to by the short, but very suggestive symbol X. Also in an international context, the name of this generation is associated with an unknown in a mathematical equation. A distinguishing feature attributed to this group is an overwhelming confusion, anxiety and a lack of sense, which to some extent corresponded to career building and working to achieve some economic success (Ryś, http). Generation X entered their work life accompanied by the circumstances and conditions which outlined for them an extraordinarily difficult or even hardly solvable equation. At this point it is hard not to pose a question whether it is a generation of oppositionists negating consumerism, lost in the chaos of the events happening at their time, not knowing their direction, negating hierarchy and the truths provided by the media and the elderly did not pose for itself any complicated "mathematical equations" which they often found hardly manageable.

Notably, the Polish Generation X is highly diversified within itself. The birth years of the members of this generation span over about 15 years and the conditions of the adolescence of the oldest and the youngest member are drastically different. Generation X covers people who lived and remember well the time of the Polish People's Republic and who entered the labor market in mid 1980s, which was the last decade of socialism, as well as those people who at the end of socialism were in kindergarten or elementary school and their professional life started at the beginning of 21st century (Figure 1.). The Generation X members were shaped by the factors, stimuli and driving forces which took on different forms before and after 1989. Their behavior, attitudes and values were affected by the events of a radical changes nature (system change, economy system, system of education, organization and functioning of the labor market etc.).

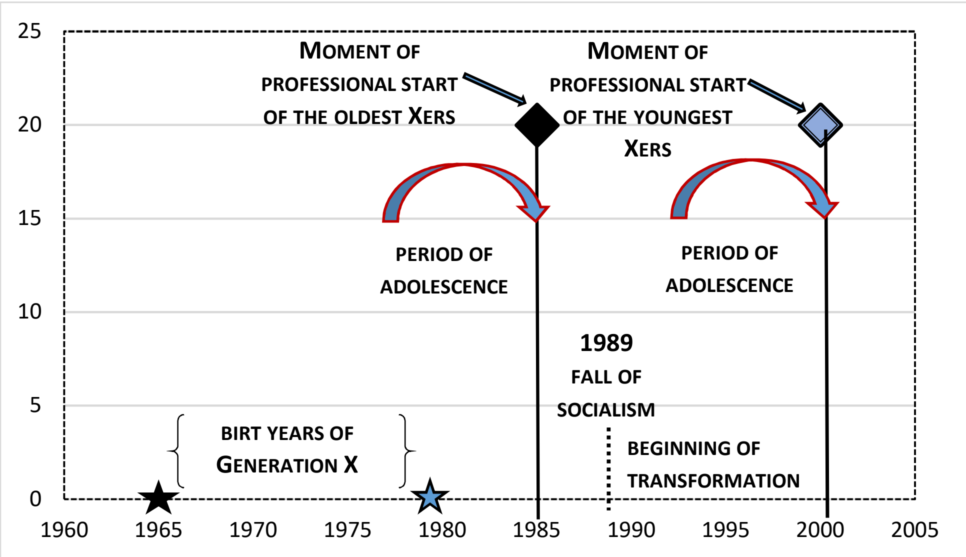

Figure 1. Generation X in Poland – from birth until entry onto the labor market

Source: Own study.

It is important to consider the different conditions of adolescence of the oldest and the youngest Xers in Poland. While the former grew up during the socialist period of the 1970s and 1980s, the latter acquired their first teenage experiences after the fall of socialism, in the conditions of an emerging market economy. Consequently, their experiences and opportunities are very different. The first group lived their youth in the reality typical of the so-called democratic people's states enclosed within the socialist bloc, while the second group already saw the borders of the Western countries open, they could grow up drawing on various models and influences of the international environment. While the former could mainly choose Russian as a foreign language, for the latter English was commonly available throughout their education. The first group was less open to changes, the second group were automatically immersed in the vortex of a range of intense transformations: political, economic, social, cultural, technological etc.

The older members entered adulthood, including the labor market, in the middle of 1980s and since they were brought up in the system of formal socialism their struggle to fit in an entirely new political, social and economic reality of the turn of 1980s and 1990s was "a hard nut to crack". The content related to society, country and the world they had acquired throughout their entire cycle of education suddenly proved to be invalid (Fazlagić, 2008).

Generation X, sometimes defined as the End of the Century Generation, features such strong internal disparity, that some experts on the subject distinguish within it three generations, *i.e.,* Generation '89 (born in 1964–1970)[2], Children of the Transformation (birth years 1971–1976) and the End of Century Stragglers (those born in 1977–1982) (Wrzesień, 2007). The names of all of the three generations are related to the historical changes in Poland.

In the context of those considerations, it is worth taking a closer look at the accounts of the oldest Xers[3], reminiscing on a period when the socialist regime collapsed and, for countries such as Poland, aside opening up the borders of other countries, also unknown challenges and new living conditions appeared. Presented below experiences constitute a biographic memory, micro perspective, where the respondents portray specific daily life, social and economic reality, as perceived by an individual, not within the context of commonly known macro events of a political, economic or social nature.

1. *It was 1989, when I visited the Benelux countries for the first time. Actually, it was the first time I crossed the iron curtain. Until that moment all we could see outside Poland were other socialist countries such as Czechoslovakia or German Democratic Republic. We crossed the border of West Germany at night, most of the people on the coach were asleep. At dawn when we left the highway and drove towards a town we were "glued" to the windows. What a different world it was! Colorful world! Vibrant colors, neon signs, advertising, etc. A fairy-tale world. I had not known such world. Our world was so grey.*
2. *When the German-German monetary union was signed we went with our friend from East Germany to West Berlin. Our friend was incredibly excited because he was about to see the western part of Berlin for the first time. So did we. When we came out from the S-Bahn we were surprised with the colorful crowd of people flowing down the sidewalk. There were sandwich boards in front of cafes inviting you for a cup of coffee (at the price of a bag of coffee in Poland). It felt as if someone played an exciting multicolor film on the screen and we were in it.*
3. *I graduated from a rather good university, I returned to my town and managed to get a job at a school. I started teaching, although I had not studied teaching. I completed a suitable course a few years later. I was happy to have a job. A job that was rather stable. Back then, my friends, those who started working just after graduating from high school, did not have any employment problems. It was back in*

[2] Opinions within this scope vary, for example, according to B.W. Mach there is no Polish transformation of 89/90 generation (*Pokolenie transformacji '89?,* http).

[3] All relations mentioned in the paper are original and come from the author's own collective case study. The author represents the oldest birth years of Generation X in Poland.

1980s. But in the early 1990s, along with the growing unemployment and the progressing privatization of companies, many of them lost their jobs, many faced the grey market. I hung on to my school, because I craved a bit of certainty and stability at the new time, which was so different from the time of my growing up and with which I found so familiar. And I saw some of my friends suddenly start setting up their businesses and become affluent immediately. They were able to grasp the opening up opportunities, resourceful and with an entrepreneurial spirit and brave people or wheeler dealers and sly? Anyway, with a nouveau riche show-off.

4. *Where those difficult times? Yes. Very difficult. It was 1992. We had just got married and had a baby. Both of us were university graduates. We worked but our salaries were miniscule. Our friend from the former GDR, who had set up a large company, offered us to be his representatives for Poland. We were thrilled! It was supposed to be the beginning of a new life. But it turned out that … we could not afford it. I could not live facing the choice: buy some better juice for my son or pay phone bills for talking to a German contractor. I chose the juice. We could not afford to take up the opportunities available in the early 1990s or maybe our education was too one-dimensional and we still were too impregnated with the socialist drill….*

Whereas a different representative of the generation presents the following recollections on the reality of childhood and adolescence of the oldest Xers:

5. *In my childhood oranges were a delicacy. Cuban. Parents queued up for ages, available only once a year – for Christmas. It was the scent of Christmas. Bananas? Kiwis? We knew them from some films. But the unforgettable tastes are the Bambino ice-cream, bubble gum, orange soda powder, chocolate-like products and pez-like sweets in a round container. And… butter sold by weight. And queues, queue committees and the joy and pride when you were on your way home with a toile tissue "necklace".*

The oldest members of Generation X lived their childhood and adolescence in the Polish People's Republic in the 1960s and 1970s. Understanding the differences between the oldest and the youngest Xers requires situating them in the socioeconomic and political conditions of 1970s, 18980s and 1990s, in the changes taking place at that time. It should be emphasized that in terms of the social and economic life the communist time in Poland was not homogenous. Poland of 1960s was entirely different from Poland of 1980s, yet, it was continuously the Polish People's Republic. The quoted opinions should be perceived in reference to the economic and social conditions, living and working conditions, consumption, development and educational opportunities at that time. The 1970s, during which the educational, professional and awareness-raising personality of the oldest group of Generation X was shaped, was the so-called Gierek decade, while 1980s, when those people entered the labor market, on the one hand was "the period of economic deprivation (mainly due to inflation) and a drastic inability to satisfy the consumer needs" (Zalewska, Cobel-Tokarska, 2014), the time of crisis associated with a permanent absence of goods on the shop-shelves and long queues. On the other hand, it was the time (late 1980s) the economic foundations of the system wobbled and finally the system collapse.

The conditions of 1980s, when the oldest group of Xers entered adulthood and started their working life included closed national borders, lack of easy access to learning English in formal education (with the Russian language favored), growing up under a certain strict submissiveness, in the reality of insufficiency and a reality of queuing "for everything". This group of Xers was already tired and wary at the beginning of their adult life and the time of the 1990s transformation proved to be very difficult for many of them, which is evidenced in some of the above statements. They started their working life not only in the face of radical economic and social changes, but also a gigantic technological acceleration. They had to adjust to the new reality and prove their own value. Those determinants have led to the emergence of the possibility of perceiving these people as a somehow lost group, in particular with respect to those living in the countryside, in small towns, in villages, deprived of access to, for example, English language learning. These are people whose potential has often not been fully used. There exists the term: the breakthrough generation, which includes people born in Poland between 1965 and 1975. This generation is not recognized by foreign experts on the subject. It is the oldest group of Generation X (in the author's opinion the birth years of this group should be narrowed down to 1965–1970), who typically feature: "Analogous childhood and digital adulthood. Teletext in the youth and Facebook in adulthood. The group of a demographic slump, partly children of parents who lived through war. The last generation entering adulthood during socialism" (Korycki, http).

By contrast, childhood of the youngest representatives of Generation X falls at the time of socialism, precisely the last decade, but their youth, the period of their adolescence was intertwined with the time of system reforms in Poland. Teenagers' adolescence at the occurred in parallel with the country "growing-up" to the market economy, democracy built following the 1989 breakthrough (Cobel-Tokarska, 2015). They entered adulthood at the turn of 20th and 21st century, thus the time when the initial thorough socioeconomic reforms had already been introduced. Selected accounts of the youngest Xers describing how they entered adulthood are presented below.

1. *I had just returned from the States. My uncle stayed there. I am a bit sorry for him. He is 13 years my senior. He went to the USA in the middle of 1980s. He wanted to patch up his family budged. He was a university graduate in Poland, but he did not know any English, well now he is quite communicative, but when he got to the USA he did not know English, so he did not find a job to suit his education, he was a laborer, therefore he did not have much time to learn the language. He was simply too tired after work. He had lost several years... I had a rather good job, my good English helped me to find one. Why did I come back? I am looking for something new.*
2. *I remember the socialist Poland as the country of my childhood, now quite remote, I associate it with a warm family home and which passed along with my childhood. Now I live in Ireland. I left Poland just after graduating from my university. Thanks to my good command of English my assimilation here was not difficult. I work in accordance with my profession. I am very satisfied. Do I plan to return do Poland? No. Definitely not for good. Just to pay visits.*
3. *My kindergarten and elementary school time fell at 1980s, the end of socialism. My adolescence fell at the transformation period. The 1990s was a very eclectic period, some kind of a political, economic and social mishmash. We were opening up to the Western trends, but we still carried the burden of the past. But the West was getting closer and we, the children brought up in the Polish People's Republic saw opportunities in it. The national borders ceased to be the limits. Like many of my peers I decided to learn a foreign language. I hoped that a good command of a language would help me find a job outside of Poland. I left the country shortly after graduating from my university, I found a job in accordance with my profession*

and I fitted in the new environment. I am very satisfied and I am not planning to return to Poland for good.

4. *In 1994, when I was in my high school fourth grade, I had to decide on my university major. My friends persuaded me to apply at a newly opened University. It was a private facility which had only been opened for 3 years. We were absolutely clueless as to what to expect… We were totally shocked by what we saw there. The campus – as we knew from movies only, the first in Poland and the biggest in this part of Europe electronic library with newspapers and magazines from all over the world, with archives going back to the WWII, native speakers "forcing" us to learn English 25 hours a week, American lecturers, etc. We heard the terms MBA, Black Belt Six Sigma, CRM, etc. for the first time. Once we were proficient in English, it was time to take up German, then French. And, naturally, more and more economics, marketing, banking, HR and IT. Poland educated their future management human resources. Was my 1994 decision worth it? My first job after graduating from my university was at one of the biggest national banks. Warsaw headquarters. Back then an average Polish salary was just under PLN 2000 gross. Whereas, they offered me, for a trial period, 3000 net with a promise of a pay rise after a month.*

The collapse of communism opened up before the youngest Xers, who are at least a decade younger than the oldest ones, an entirely new reality, with new and certainly broader opportunities and more favorable development conditions. Those birth years were growing up in new economy conditions of and new functioning of the Polish society, assimilated and absorbed the changes in a somewhat automatic way. They learnt the changes by successive studying at school. And they entered the labor market prepared, not affected by the mechanisms of socialist thinking. They entered adulthood and the labor market about one a half decade later than the older friends of their generation. And it was the decade of radical political, economic and social changes such as the already mentioned opening of national borders and the possibility of drawing inspiration from other countries, increased access to new forms and ways of education, new content in curricula, abundance and diversity of goods and services, an increase in people's awareness of themselves, liberation of Poles' entrepreneurial resources, availability of expressing one's own opinion, one's own judgements and views, prospects to freely choose one's own development path, rapid development of the Internet, but also uncertainty, conflict and difficulties in adapting to freedom (Segiet, 2015). The oldest Xers had to learn the new rules of the game, the youngest grew up learning them automatically with a simultaneous support from school and their environment.

One more significant determinant from the period of transformation must be mentioned – departing from a welfare state, which caused social inequality to increase (Szymanowska, 2017) and consequently resulted in a disturbing effect of high cost of the changes making it more difficult for poorer social classes to make a career start. It should be noted at this stage that an analysis of findings of a research conducted in Poland by the Centre for Public Opinion Research showed that "a significant part of the society (52%) believe that the system transformation and its effects did not affect their and their families' lives" (*Czy warto było zmieniać ustrój?,* 2013). Such opinion is rather unexpected, considering the momentum and multidirectional nature of the changes in the transformation period (of a political, economic and social character), which – as the referred to research findings suggest – would bear no impact on the lives of over a half of Polish society.

One more (rather narrow) group may be distinguished within Generation X, *i.e.* people born "in the middle" – around 1971. Their initial steps into adulthood fell at the years of the system transformation. According to B.W. Mach: "Entering adulthood at the moment of a new system being shaped could definitely be considered an extraordinary experience" (*Pokolenie transformacji '89?* http). In the face of the transformational changes, this group was confronted with "(…) a strong polarization. The more individualistic ones, equipped with skills necessary in these conditions, were convinced that the world stood open before them and they could achieve anything. Yet, those who believed that very little could be achieved prevailed" (*Pokolenie transformacji '89?,* http). On the grounds of the quoted statement, another question can be posed: whether it is not the "middle" Xers who should be considered the lost generation. After the collapse of socialism "a mood of pessimism and dissatisfaction with the effects of the reforms undertaken prevailed in the society" (Sasińska-Klas, 2005). Such mood was also shared by the young who did not perceive the transformation as a source of an opportunity but rather of a feeling of alienation and a lack of impact on their future and that of their country (Szymanowska, 2017). Obviously, this attitude may not be overgeneralized as typical of all adolescents at that time. Some young people were able to adjust very quickly, detect the new trends and use the changes effectively for their personal development and their career path.

Finally, it should be mentioned that the subject literature offers also one more term regarding the youngest birth years of Generation X, or more precisely the birth years on the border of Generation X and Y (those born on the turn of 1970s and 1980s and at the beginning of 1980s). They are often regarded as a link between Generation X and Y and they are called a hidden generation or Xennials. Xennials' recollection of socialism is rather poor but they remember their analogue childhood and digital adolescence very well. They perfectly understand and function in the digital reality but they understand and respect tradition. Those several birth years feature something specific, something distinguishing them from Xers and from Millennials, hence they are an interesting subject for further research attention.

4. CONCLUSION

Prior to the economic transformation process people were forced to be consistent in their actions, to live within one color, which was also typical for the oldest members of Generation X who entered the labor market in 1980s. The oldest representatives of Generation X, limited by socialism, with shortcomings difficult to overcome, entered an entirely new reality of the transformation, their "mental resources" originated from a different time and often lost their relevance rapidly. Presently, although many of them hold managerial positions, are in management of many enterprises or banks and even are the Polish political class, yet, there are large groups of people whose potential was not fully explored because they lacked relevant means, capacity, stimulation, despite vast reserves of aptitude and aspirations.

The middle group of Xers thought that the reality lacked structure to such an extent that they would manage. There was a belief that there were opening up or forming new social positions. However, a majority presumed that regardless of their efforts they will not manage due to the nature of the existing structures.

Most opportunities opened up before the youngest Xers and a good few radical changes had already been completed prior to their entry onto the labor market. It is this part of the generation which could not only learn by observing the ongoing changes but also had an opportunity, at the stage of formal education, to learn the essence and mechanisms of the changes in progress. To them Poland gained a multitude of shades during their adolescence, in contrast to the oldest Xers who were stuck to the windows when entering any country in the Western Europe for the first time (on the turn of 1980s and 1990s) and often the only boundaries preventing them from being successful were solely the boundaries within their minds and mind-sets.

Finally, it should be noted that due to the complexity of the studied subject matter and also a limited volume of the article, only some subject aspects have been outlined in the above considerations. In order to continue the discourse further research threads and extended substantive analysis need to be introduced, thus continuing work in the form of another paper as a contribution to the discussion on the addressed issues.

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Simant Shankar BHARTI[1]

THE EU DEVELOPMENT POLICY AS A MODEL: AN IMPLICATION FOR SOUTH ASIAN COUNTRIES

The European Union (EU) development policy is a model planning framework for partner countries, the foundation of which can be traced back to the 1957 Treaty of Rome. This study is an investigation of the EU's policy development, tracing it beginning as a model and its implication with partner countries. Moreover, this article assesses the EU's development ties with South Asian countries. Qualitative and empirical methods are applied in order to generate answers to questions about the literature gaps in research on the EU's developmental role in South Asia. This article's initial findings suggest that the EU is a leading aid donor and it is even bringing a significant change to South Asia in the following areas: awareness for human rights, the promotion of democracy, sustainable development, poverty, and other SDGs goals.

Keywords: European Union, Development Policy, South Asia, Development Diplomacy, Aid.

1. INTRODUCTION

The EU emerged as a model of development within transformation in Europe, and this article argued to prove that even the EU posed an agenda and designed effective development diplomacy. Development diplomacy evolved within economic diplomacy after the emergence of a new economic player that shaped as an effective trade negotiator in the international political economy. The Treaty of Lisbon formed an independent identity in economic diplomacy. The combination of economic and political influence has transcended the old national divide into a uniformed regional one. Even in the time of recession and COVID-19, the EU emerged as a global economic player and effective regional player in terms of crisis management; in fact, the Union is still dealing with it (Bouyala-Imbert, 2017). The EU has geopolitical interest and it has spread aid significantly in several areas of soft power resources to address developmental challenges. The EU influences regional integration, which is part of the strategy for comprehensive and strategic partnership, e.g., ASEAN. The main aim of this article is to trace the implication of the EU development policy model in South Asia whether countries in the region are learning or still behind the goals of the regional integration of the Indian subcontinent.

The qualitative content and empirical approaches are applied here to analyse the EU development policy and its role in developing countries in special reference to South Asia.

[1] Simant Shankar Bharti, Doctoral Candidate, University of Warsaw, Faculty of Political Science and International Studies, ul. Krakowskie Przedmieście 26/28, 00-927 Warsaw, Poland; e-mail: s.bharti@uw.edu.pl. ORCID: 0000-0002-9578-7066.

These are analytical tools that supports to conduct a realistic and particular analysis of a specific phenomenon or debate rather than a theory. The study tried to explore EU development policy as a model through systematic observation and experimentation of different success stories of the European Union. To generate an argument and fill the literature gaps, primary data sources include official reports, briefing, EUR-Lex data, and other governmental and EU institutions coverage. For the secondary sources of data, there are study book and book chapters, articles, magazines, publication by think tanks, and newspaper coverages.

2. EUROPEAN UNION'S DEVELOPMENT DIPLOMACY

The European Union is currently a top aid contributor to the Official Development Assistance (ODA) which aims at assisting developing countries with a special focus on the least developed countries (LDCs). The key aim of the EU is to support developing countries for economic development in special reference to ensure 'economic growth and reducing the scale of poverty' (Zajączkowski, 2010). The EU supports third countries in the following ways: 1) aid directly to the national budget of a country for their national development strategies (financial supports), 2) technological cooperation by sharing knowledge and experiences (technical supports), 3) aid support to multilateral institutions like the United Nations's institutions and programme e.g., Sustainable Development Goals (SDGs), 4) funding to non-governmental organisations (NGOs) and civil society organisations (CSOs) and 5) emergency supports (humanitarian aid).

Historically, the Treaty of Rome formed the EU development policy, when the European Union was founded as the European Economic Community (EEC) on the 25 March 1957. The Treaty also reserved for the 'associate status' for the Overseas Countries and Territories (OCTs). Because the three-member states (Denmark, France and Netherlands) were associated with their former colonies in Africa. These member states still wanted a close relationship with these OCTs and they were constitutionally linked. The purpose of the Treaty was an association with them to promote the economic and social development in OCTs. Therefore, the EEC could establish a close economic relation with the whole of the Union. For these OCTs, the European Commission (EC) granted unilateral trade preferences (European Commission, 2022). Therefore, this is a story how the EEC development policy evolved during the foundation of the economic union within Europe. Later, the EEC development policy was shaped and strengthened with African, Caribbean and Pacific States (ACP) which had less concern towards South Asia until 1990 (Jain, 2015; Tripathi, 2011: Birochhi, 1999).

The EU's international development policy became possible only after the adoption of the Maastricht Treaty and the EEC was renamed as the European Union (present-day name) in 1992. The Treaty on the European Union came into force and formally development policy (originally known as development cooperation policy) became an integral part of the EU under the Title XVII. Later, the Amsterdam Treaty accommodated as renumbering as title XX TEC (Zajączkowski, 2010). In 1994, the EU adopted a strategy paper for Asia and where South Asia was recognised as the sub-region. The Asia Strategy was updated in 2001.

However, development diplomacy has been developed as a new form of public diplomacy in order to pursue foreign policy goals through an expression of goodwill with partner countries via donating aid. This kind of diplomacy promotes a positive image of the donor state as a 'form of new markets or an intervention' in the receiver of aid countries.

Now, development diplomacy emerged as the new form of international political communication with North and South as the enhanced two-way dialogue. Mainly, development diplomacy helps a donor country to create a positive image abroad by influencing media, SCOs and NGOs in the form of public opinion (Zielińska, 2016). Therefore, the European Commission emerged as the leading donor in supplying development diplomacy in developing countries. 'Development cooperation policy is one of the key pillars of the EU's external action along with foreign, security and trade policies'. The EU is a development actor by 'providing over half of all global development aid'. The EU's effort brought significant contributions by investing in peace and security across the world. After 2015, the EU is involved in developing countries to target SDGs 2030 alongside development diplomacy (European Commission, 2022).

3. THE EUROPEAN UNION DEVELOPMENT POLICY AS A MODEL

The development policy of the European Union is guided by the principles of good governance, democracy, human rights, and the rule of law, the key objective is to reduce poverty. This is also one of the main soft power resources as the EU's development policy. Development policy has emerged as one of the main instruments for the EU, and it helped to a new face of Europe in international relations. The EU's development diplomacy has evolved past over the decade in order to persuade external action outcomes such as trade negotiation, political, geostrategic, developmental and environmental. However, this is guided by the principles-based objectives of the EU and its norms. The EU's non-trade policy has been more 'effective in pursuing the policy objectives' that is related to 'standards, values, sustainability and development' (Bilal, Hoekmano, 2019).

There is a model of the EU development policy as soft power that helps to play a more vital role in the world under the universally applied 2030 Agenda on sustainable development. Fraser Cameron argued that the EU model of integration also influenced the world to create common policies and establishment of common institutions. Today, 'the EU has become a more influential actor in dealing with humanitarian and peacekeeping missions'. Next, Cameron added that "While the EU cannot claim the degree of military and political power of the United States in the international system, it has an increasing degree of influence as a result of its soft power". He referred to EU soft power as "economic and technical assistance, its culture and its approach to international relations" (Cameron, 2005).

The European Union is itself a model of development policies, which are of course a success across the globe; and Europe united to share the common values of respect for human dignity, freedom, democracy, equality, the rule of law, and respect for human rights in respect of minorities. The European Union and the Eastern Partnership are successful examples of its development policy. "The partnership is a manifestation of the EU's soft power approach to foreign policy; an approach that achieves desired outcomes by attracting foreign governments to join your side through peaceful diplomatic strategies such as offering economic aid, or appealing to shared values" (Centre for the European Studies [CES], 2020).' As discussed above, the EU's development policy is developed and materialised for developing countries from its relationship with ACP countries. The EU encourages ACP countries to promote institutional reform and develop policies in order to fulfil objectives that were set in the Maastricht Treaty. The fundamental idea of its development policy was developed through the earlier conventions.

After European integration, development policy started to spread the successful practical model of development to other regions and parts of the world. In the context of developing countries, it was started even simultaneously with the European Union accession process with the ACP states and even with enlargement policy, neighbourhood policy, the Eastern Partnership and Western Balkan. These are examples of the fruitful success of its development policy. The Eastern Partnership is a joint policy initiative that aims at deepening and strengthening relations among following members such as the European Union, its member states, and its six Eastern neighbours are Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine. They are successfully following a more results-oriented approach towards aims. It is about to achieve four main priority areas of the Eastern Partnership as 1) Stronger Economy: it focused on economic development and market opportunities, 2) Stronger governance such as strengthening institutions and good governance, 3) Stronger Connectivity: this is an emphasis on connectivity, energy efficiency, environment, and climate, and 4) Stronger Society: it focused on mobility and people to people contacts (European Commission, 2020). In the case of "stronger society", the EU has been conducted successfully talks on "Visa Liberalisation Dialogues" with three Eastern Partnership countries are Ukraine, Moldova and Georgia. Through these dialogues, the EU has taken a gradual step towards the long-term goal of visa-free travel. It has provided a basis on a case-by-case basis, and it is quite successful in that well-managed and secure mobility (European Commission, 2018).

The former Swedish Minister of Foreign Affairs Margot Wallström also appreciated the EU development policy and cited that "ten years ago, Sweden, together with Poland, initiated the EU's Eastern Partnership. Now, The EU Eastern Partnership has been a success as the partnership and now it enters its second decade; it is an excellent time to highlight three priorities for its future development" (Wallström, 2019). The EU has a comprehensive approach, such as the "European Neighbourhood Instrument" towards Eastern partners and other neighbouring countries. The Association Agreements and Comprehensive Free Trade Areas (AA/DCFTAs) have been concluded in 2014, which have brought relations to a new level between the EU and Georgia, Moldova, and Ukraine. Furthermore, agreements are aimed at strengthening political association and economic integration. The relations with these countries have come closer to the EU in the context of aligning their legalisation and standards as per the EU one. These have tangibly been improving the lives of citizens for some last some years. Visa legalisation has been entered into force for Moldova in 2014 and for Georgia and Ukraine in 2017. Next, Armenia is very close to it and the EU's negotiating process is ongoing within a new framework with Azerbaijan and Belarus. The Eastern Partnership was celebrated its 10th anniversary in 2019 (EEAS, 2020).

The European Union Enlargement Policy is an essential part of the very beginning of European integration, and every enlargement round has been achieved. There is a factor that is a key success behind every time as economic and technical assistance as an instrument of EU development policies. As a result, the 10 Central and Eastern European Countries (CEECs), as well as Cyprus and Malta, joined in the expansion of the European Union. According to Eli Gateva, "it was unprecedented in scope and scale, which presented the Union with the opportunity to develop a multifaceted set of instruments and transformed enlargement into one of the EU's most successful policies" (Gateva, 2018). After the fifth enlargement, the impact of the EU enragement policy shaped in more comprehensive on development of the European Neighbourhood Policy (ENP) that influences its effectiveness across the world. There is the impact of the European Union in the context of 'political and economic transformation in Central and Eastern Europe' (Ibid.). The EU development policy is incorporated with ENP and the Instrument for Pre-accession Assistance (IPA) supports reforms, which is assisting with financial and technical help in the engaged countries. The EU has dedicated 11.7 billion euros from 2014 to 2020, and it is focussing on 1) public administration reform, 2) the rule of law, 3) sustainable economy, 4) people and, 5) agriculture and rural development.

4. TRACING THE HISTORY OF EU DEVELOPMENT POLICY IN SOUTH ASIA DURING EVOLVING PHASES

The EU's priority in South Asia includes economic cooperation with a focus on regional stability, human rights, poverty alleviation, sustainable development, human rights, labour rights, and good governance. This section of the study focuses on development cooperation from the perspective of bilateral relations. India is the first country from South Asia to establish diplomatic relations with Brussels in 1962 and it was followed by Pakistan. The EU-Pakistan relations started in 1962 with major development and aid donors, as well as supports the promotion of democracy and institution building. The EC-Pakistan development cooperation initially prioritizes poverty alleviation and social sector development, mainly primary education. More than EUR 300 million of development assistance have been allotted since 1976. However, EU-Pakistan relations deepen date back to 1976, and it was signed for ten years and was regarded as a commercial cooperation agreement under the EC trade promotion programme for South Asia. The programme initiated with Pakistan to develop its exports and items including leather, light engineering goods, and jewellery, as well as duty-free or reduced rates of agricultural products. The EC donated to Pakistan between 1976 and 1985 nearly EUR 140 million, including an estimated EUR 75 million for project aid and EUR 58 million for food aid. The EC provided another aid to Afghan refugees almost worth EUR 110 million for the period of 1980 to 1985 (European Commission, 1986).

Moreover, the 1986 development cooperation agreement was reinforced in the field of trade and extended in economic and development cooperation. The industrial cooperation was undertaken to encourage the transfer of technology and to promote science and technological cooperation to support Pakistan's development programme. In 1986, the EC approved two-project co-financing with other agencies, the first project included 11 new vocational training centres in North-West Pakistan, and the second project was for the electrification of 176 villages. The EC commitment is estimated for both projects, respectively EUR 17 and 7 million 1985 (Ibid.). The third-generation cooperation agreement was signed in November 2001 between EC and Pakistan, but due to concern of the European Parliament towards the serious political situation in Pakistan, it has not been confirmed yet.

But the initial development policy of the EC towards Bangladesh traced date back to 1973 as diplomatic relations and food aid, just after its foundation. While EC's development assistance was limited in Asia at that time, they were one of the largest recipients of aid and soon became the largest trading partner. Both parties signed the Commercial Cooperation Agreement (CCA) in 1974 and it culminated as a Joint Commission on Trade and Economic cooperation in 1976. The 1976 cooperation agreement was replaced by a new cooperation agreement, which was signed on the 22 May 2000 and came into force in March 2001. The European Union's development assistance has been aimed at reducing poverty, food security, health, and primary education. The EU has provided total humanitarian assistance, and the co-financed NGOs in Bangladesh was EUR 1,500 million (Soutullo, 2019). In the 1980s, the EC-Bangladesh Agreement on Trade and Jute Products was signed to remove all quantitative restrictions on textile imports from Bangladesh and it came into force from the 1 January 1984. Another treaty was signed on the 'Science and Technology Cooperation Agreement' in 1988 to strengthen research capabilities in focus on agriculture and water resource management (Munna, 2022).

The EU-Sri Lanka diplomatic relationship established dates back to 1971, but official relations as development cooperation was concluded with a Commercial Cooperation Agreement in 1975. During the period, development cooperation changed according to the requirement of Sri Lanka, and the initial development policy focused only on poverty alleviation and agricultural development through the rural development programme. The EU has inaugurated a Delegation Office in Colombo in 1995 that is also accredited to the Maldives. The contemporary comprehensive 'Cooperation Agreement on Partnership and Development' came into force in April 1995, and the Re-admission Agreement comes into force since 2005. The 1995 development cooperation also focussed on human rights and democracy. In the EU-Sri Lanka development cooperation, the total is approximately EUR 760 million assistance provided in the six different areas of cooperation, such as bilateral programs, regional programmes, global programmes, humanitarian aid, European investment bank, and post-tsunami reconstruction assistance (European Union, 2016).

The established relations between the EU and Nepal date back to 1973 in the field of politics and economics; the fundamental principles were guided to achieve peace, stability, democracy, human rights, and prosperity (Delegation of the European Union to Nepal, 2016). However, Nepal established diplomatic relations with the EU in 1975, and the EEC has joined the Nepal Aid group in 1982. Initially, the EU has taken an interest in Nepal's problems related to Bhutanese refugees. The EU-Nepal Cooperation Agreement came into force in 1996 in the area of concern for peace and stability, development, human rights, and trade (Government of Nepal, 2017). However, the EU assistance to Nepal started to be materialised by 1977 and until 2006 that was totalled EUR 240 million. In 1986, 220,000 ECU were sanctioned to Nepal to promote tourism and they were also part of food aid. The European Community allocated another assistance for trade promotion, and the total allocated money was ECU 757,000 from 1980 to 1986 (Tripathi, 2011, p. 209-210).

The EU started assisting Bhutan in 1982, and they have given a total of about EUR 46 million from 1982–2000. But the EU and the Royal Government of Bhutan established diplomatic relations in 1985. The focus of development assistance was rural development and poverty reduction. Furthermore, the EU allocated an estimated EUR 15 million during the period 2002–2006 (EEAS, 2016). But the EU and the Maldives have a very close relationship and, over the past few decades, they have maintained very close development cooperation. Likewise, the EC established diplomatic ties with the Maldives in 1983, as we know, the 'Commission Head of Delegation' accredited as a non-resident Ambassador to the Maldives in Colombo. But the EU has engaged with the Maldives to provide development assistance since 1981. The development policy has prioritised the archipelago's unique set of development issues in the archipelago, and the Commission focuses mainly on their environmental imperatives.

Table 1. Projects Financed by the EEC in Nepal (1978–1986)

Year	Project Details
1978	The Integrated Rural Development Project for Sagarmatha zone of 3098 US dollars is 1978 co-financed by EC.
1982	The EEC co-financed 3.7 million ECU for the Rural Water and Sanitation project with UNICEF.
1983	The EEC agreed to finance the supply of fertilizers for 5.3 million ECU.
1984	The EEC provided 5 million ECU for the construction of Nepal Administrative Staff College.
1985	Financed Arjun Khola irrigation project also financed the study on the hill and Mountain crops.
1986	Finance rural development project in hill farming. The EEC also has then made the supply of 15,000 tons of cereal.

Source: (Tripathi, 2011).

In addition, Afghanistan is one of the most volatile countries in the world and the country is facing extremism and terrorism in the region. However, the Commission has continued to support Afghanistan in the 1990s. Still, before 9/11, the EC allocated more than EUR 500 million and it was the largest single donor to the country at that time. The EU wanted a peaceful and prosperous Afghanistan, as well as the vital stability and development of South Asia. The EU and its member states have been contributing to international efforts to combat extremism and terrorism in Afghanistan since 2001 (Soutullo, 2019; Bharti, 2022). The 9/11 was one of the main reasons why the EU updated its Asia Strategy. Because the 9/11 United States attacks is linked to Afghanistan, which suddenly became the world's security stake, heightened the suspicion over South Asia. The EU's prosperity is also linked to South Asia. After that, South Asia initiated a geostrategic competition among the great powers. Immediately, the EU was interested in the region and realised and recognised development challenges. The comparison of the EU models of development and security became significant for South Asia (Bharti, 2020; Bharti, 2021).

5. CONCLUSIONS: ASSESSMENT OF THE EU DEVELOPMENT ROLE IN SOUTH ASIA

The main objective of the study was to find the EU's development policy as a model of development for developing countries and regions such as South Asia. The EU was itself established as an example of regional integration. The EU's eastward or neighbourhood policy seems to be very successful and many post-Soviet countries have integrated with the Union such as the Baltic states, Central Europe, and some Eastern European countries. The EU's regional integration model played an important role in the geopolitics and geoeconomics of Europe. The European model of regional integration also influenced South Asia. In the past, the former Indian Prime Minister Gandhi initiated the South Asian Association for Regional Cooperation (SAARC) but it was completed after her. But the EU model of development of the region was mainly the economic integration, which also influenced Ukraine and decided to join the NATO and the Union in 2014, which resulted as the Ukrainian crisis of the decade after the Cold War period. But the South Asian Union has no work and success like the EU. South Asian states have been not very successful to solve their territorial disputes that is mainly a concerning point between India and Pakistan over Kashmir disputes.

On the other hand, the EU has become a peacemaker and conflict solver across Europe and the world, but SAARC states are still engaged in conflicts and constant instability. On the 31 August 2021, the United States and its allies left Afghanistan in fragile and chaos, which run under the undemocratic regime (Aryal & Bharti, 2021, p. 5). After this episode, the development and security stakes of South Asia are under threat where the COVID-19 pandemic makes it worse. The EU developmental role has even some successful contributions and achievement while promoting democracy in Bhutan, Bangladesh and Nepal. South Asia has unique characteristics due to its geography and natural resources, adding a population that consists of the largest consumer market in the world. These characteristics of South Asia attract the economic powers of the world for economic and social engagement. The EU is one of the core economic unions, so they are looking for a free trade agreement with South Asia. In 2014, all International Development Association (IDA) of the World Bank has uplifted India by financing, freeing up other concessional IDA instruments. After that, the EU-India became development partners for the implementation of development policy in developing countries. India is already the main trading and investment partner of the EU, and both partners have already signed strategic partnerships. But South Asian states need to refocus and rework on the SAARC and the EU is the best example of development and security models for regional integration. It’s true and sincere involvement in South Asians is easily visible and praiseworthy. The EU is adapted to such kind of development model and regional integration for the prosperity of the region.

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W. Julian KORAB-KARPOWICZ[1]

EVOLUTIONITY OR THE GREAT RESET: WHY IS IT IMPORTANT TO THINK ABOUT THE FUTURE?

"Perfection is expressed in harmony – in the beauty that can be found in nature, art, and human conduct. Today's world is a domain of turbulence and dissonance. There is still much to do on the road toward the moral perfection of humanity".
(From *Tractatus Politico-Philosophius*)

Because of the COVID-19 pandemic, humans have found themselves suddenly in the most challenging times. Our era has given rise to Klaus Schwab's idea of the Great Reset, meaning that there is no way back to the "normal" and that our lives should never be the same again. However, when we read his book, *COVID-19: The Great Reset,* what we find is not very promising. The reset as envisioned by influential world financial and political elite, whom Schwab represents, is neither a way back to the past nor a way to a great future. Therefore, I argue that if we really want to consider the Great Reset as a new way for humanity, we need to propose a normative vision that should ultimately include human evolution and social harmony. There are global problems that we urgently need to solve, such as the problems of hunger and the environment, of wealth and poverty, and of peace and war–all of which are related to our survival as humankind. But beyond this, we also need to ask ourselves the question of what "a good life" means. I want to propose a Great Reset that is really transformative, leading to a new age of humanity that I call "evolutionity".

Keywords: COVID-19, Great Reset, Human Evolution, Social Harmony, Evolutionity.

1. INTRODUCTION

Because of the COVID-19 pandemic humans have found themselves suddenly in the most challenging times. This has given rise to the idea of the Great Reset, meaning that there is no way back to the "normal" and our lives should never be the same again. As Klaus Schwab claims the Great Reset shall involve a long and complex series of changes. He emphasizes that we might "be tempted to equate reset with restart, hoping to go back to the old normal … but this wont's happen" (Schwab & Malleret, 2020).

Since professor Schwab is not only a scholar, but also a very influential person, the founder and executive chairman of the World Economic Forum, whose annual meetings

[1] W. Julian Korab-Karpowicz, D.Phil. (Oxon), Professor of the University of Opole, Department of Political Science, Katowicka 89, 46-020 Opole, Poland; e-mail: wjkk@uni.opole.pl. ORCID: 0000-0003-0735-0620. Research for this article was conducted while the author was a Lady Davis Fellow and Visiting Professor at The Hebrew University of Jerusalem.

host the most prominent statesmen and businessmen from all over the world, we can assume that his voice, which is expressed in the book *COVID-19: The Great Reset* that he wrote together with Thierry Malleret, is not only his personal opinion, but rather a view of an influential world financial and political elites. This is why this book deserves a close examination. And yet what we disclose on its pages is not very promising. The Great Reseat is neither a way back to the past nor a way to a great future. It merely will "accelerate disturbing trends that have been building up over a prolonged period of time" (Schwab & Malleret, 2020). Hence, as a result of the Reset, we shall come to the world where materialistic values would still prevail, where we should live even faster and more confusing lives, where humans should be replaced by robots, where privacy should largely disappear and we should all be subject to heightened surveillance, where should be growing online presence and less of personal contacts, where should be a greater state control of economy and radical welfare and taxation measures, and where social unrest in different forms shall rest for years[2]. If this is so, what should we really gain?

In the newest book of Klaus Schwab and Thierry Malleret, *The Great Narrative: For a Better Future*, which was published in December 2021 and is based on interviews with fifty leading world scholars representing several disciplines, the authors introduce some values, such as cooperation, imagination and resilience. This brings about some optimism and human dimension to the future world. However, the Great Narrative is not really a departure from the idea of the Great Reset. It emphasizes that momentous changes that have been introduced by the COVID-19 pandemics: "the acceleration of automatization and innovation, rising inequalities, the growing power of tech and surveillance, the rising rivalry between the United States and China, the partial reset from globalization, the economic paradigm shift and an increasingly fractious geopolitical landscape" (Schwab & Malleret, 2022). In short, the changes will be substantial and persistent, and lasting for years, but it is still a technocratic vision in which humanity is dehumanized.

2. THE GREAT RESET AND EVOLUTIONITY

If we really want to consider the Great Reset as a new way for the humankind, a project for our better future, to consider "disturbing trends" and their acceleration is not enough. We need to propose a normative vision that should ultimately include human evolution and social harmony. There are of course global problems that we need urgently to solve, such as the problem of hunger and environment, of wealth and poverty and of peace and war. These are the related to our survival. But beyond this, we also need to ask the question of a good life. Where should we go? What is our purpose? How do we spend our lives?

Therefore, as an alternative to the Klaus' reset that merely emphasizes the materialistic and conflicting sides of human existence, in *Tractatus Politico-Philosophicus* I propose a reset that is really transformative and evolutionary. It shall lead us to a new age of humanity that I call "evolutionity" (Korab-Karpowicz, 2017). While modernity was inspired by the mechanistic and deterministic view of the universe emerging from Newtonian physics and tried to apply this view to living organisms and social phenomena, and postmodernity has been characterized by unsolved problems related to globalization, environmental destruction, political instability, social unrest, and a regress to irrationality,

[2] In their book, Schwab and Malleret argue for a substantial post-COVID socio-political-economic overhaul, yet without providing an adequate justification for this and without offering any specifics as to how this could be achieved (Umbrello, 2021).

which have all now been magnified by the COVID-19 crisis, evolutionity is inspired by the idea of human evolution, and by the organic and holistic world view emerging from the new science (Korab-Karpowicz, 2019). It leads to a world of social harmony.

To arrive at the new evolutionary age requires our growing awareness related to the old question of self-knowledge: "Who are we as human beings and what is our purpose?" The true Great Reset that I am proposing is based on the awareness of our human identity. If we reflect upon ourselves and our environment, it is easy to recognize that we are involved in an evolutionary process whose an obvious expression is the continuous development of science and technology. While these give us a lot of power to transform our environment or even ourselves, this immense power can lead the humankind to conflict and annihilation, if ethics and prudence are lacking. To continue smoothly with our evolution, we need then to be spiritually transformed, and to do this would be the real reset. Hence, it is not enough to discuss economic, environmental, sociological or political aspects of the post-COVID world, as Schwab and Malleret do. We must recognize the futility of today's materialistic thinking and as humans rediscover our true goal. We are not yet completed beings, and we can realize our destiny. Our destiny is to fully develop our humanity in ourselves, that is, our moral and intellectual qualities. Our true end is individual self-realization and our human flourishing, something not based on any prescribed and centrally imposed model from above, but rather related to how do we understand our self-realization and a good life ourselves. It is to promote human evolution, which means to establish a cultural environment of social harmony in which individual human beings can fully develop morally and intellectually and continuously make continuous scientific and technological progress from one to another generation.

On the basis of this brief consideration, it is easy to see that changing humans to robots, subjecting them to surveillance, controlling their behavior has nothing to do with human transformation, but rather with human enslavement and degradation. "Freedom means self-determination – having power over oneself – and is associated with making decisions, having the possibility of choice, and directing one's own actions" (4.1)[3]. Freedom, the ability to decide for ourselves, on what is best for us, is fundamental for our evolution as species. But for any people being free, they must also be morally aware of the needs of others. "Freedom without cooperation ends in exploitation, and society disintegrates" (10.161). At present, there is a huge difference between our scientific achievements and technological abilities and our moral growth. We need to develop in ourselves our moral sensitivity and include in the basic imperative "do not harm" not only our fellow human beings, but also the animal world and even the natural world at large. As we become more and more aware of ourselves, of what are the proper ethical relations with other humans and the rest of the world, human evolution becomes a conscious evolution, a self-transforming process. It is an enormous task, which requires self-awareness and global cooperation for its completion.

The idea of human evolution and of evolutionity was first presented in my book *Tractatus Politico-Philosophicus* (Political-Philosophical Treatise). In the *Tractatus* cooperation is described as the "first principle of humanity" (10.11). I set out to prove that if, by following this basic intuition, we correctly understand human nature and organize our world according to the principle of cooperation, we can arrive at a world of social harmony.

[3] The numbers refer to numbered paragraphs of the *Tractatus Politico-Philosophicus*. If not otherwise indicated, the citations of the numbered paragraphs that follow are from the same work.

The current disharmony in the world, which can be observed especially in the field of politics and economics, is largely related to the erroneous modern Western philosophical assertions identifying the human being with an individual moved by desires and the will to power, and the phenomenon of life with an endless conflict. These misconceptions have enormous practical implications on the picture of today's world. I want to show that cooperation[4] is an integral part of human nature, and once the society is organized according to the requirements of our nature, it can become a truly harmonious and happy society, a proper environment for our future evolution.

3. SOCIAL HARMONY AND ITS EFECTS

Harmony is related to an agreement between things that are not necessary the same or similar. It is vital to a good life. Just like in music harmony brings different tones together to form a melody, social harmony brings members of society together and produces order and peace (Prasad, 1999). It is neither an artificial unity provided by a sovereign nor uniformity or sameness. Social harmony is rather a social richness – a special composition of diversity and difference, in which we find mutual complementarity and moral virtue. Its effect is the development of fine things and fine manners. Our human environment, both material and spiritual, becomes then perfect, and thus beautiful.

Accordingly, to live in social harmony means then to live in beauty, and the latter is shown in the three main aspects of culture: material, social and spiritual[5]. The beauty of the material culture is articulated, among others, in fine-looking design of utensils and other everyday items; the health and good look of our bodies; our cleanliness and tidiness; the way we dress – our fashion; cultivated landscape and splendid architecture; and our technologies and technological innovation. Then the beauty of social culture is expressed in fine conduct and refined customs; joyful songs and dances; beautiful poetry, literature, music and fine arts; and our excellent social and political organization. And thirdly, the beauty of spiritual culture is revealed in scientific discoveries that foster the development of humanity, in high philosophical and religious ideas; and in our self-knowledge and moral perfection, whose highest expressions are inner purity and other most elevated virtues.

Harmony can then be associated with peace, happiness, and physical, social and spiritual beauty. By contrast, disharmony includes something dreadful and ugly, and leads to conflict. It is the domain of dissonance, in which things do not fit together. Usually this happens because one wants to forcefully control another and the latter opposes the former's domination. The world of disharmony is then the world of surveillance methods, contact tracing, rising inequalities, social upheaval, geopolitical divides, dominance, and power. To be sure, in the real world of today, we do not only find the struggle for power and dominance, and moral ugliness related to this, but also a lot of goodness and beauty in all its cultural aspects, and this can be proven by numerous examples. However, given today's technological advancement, especially in war machinery, as long as this world remains

[4] The well-known books on cooperation (Axelrod, 1984; Axelrod & Keohane, 1985; Chayes & Chayes, 1993; Tuomela, 2000) that have been published lately are written from a positivist perspective, whereas my approach is more traditionalist and is related to what I describe as "the tradition of classical rationality" (Korab-Karpowicz, 2019).

[5] "In the course of the development of culture, human interests undergo sublimation: from the material, related to the satisfaction of biological and physical needs, to the spiritual, related to the mental development of the individual" (2.5561).

largely the domain of dissonance that is expressed in military build-ups, numerous wars and other conflicts, and the domain of turbulence that is related to frequent changes, revolutions and other unexpected political events, there is indeed a serious threat to the continued existence of all humankind. In the era of globalization and mutual interdependence among states, what happens in one place of the world has an effect on other places, and a local armed conflict can easily turn into a global war. How can we then turn from the current disharmony to the world into a social harmony? How can we come to live in happy societies?

In order to solve a problem, we need always to identify its source. There are some scholars, who often call themselves "political realists," who say the world disharmony is unsolvable. They claim that social disharmony – particularly disharmony in international relations as the power struggle among states, and domestic disharmony, as the political and economic struggle among individuals and groups – has always existed. They describe all politics as a struggle for power (Morgenthau, 1956). For them, wars may be indeed the ugly things, but they should occur again and again (Layne, 1994). Their source is human nature. They believe human beings are egoistic creatures, embodiments of the will to power, prone to conflict[6]. Their view, grounded in the political philosophy of modernity, has been very influential until now.

The image of human beings as individuals moved by their desires and the will to power can be found in Hobbes and Nietzsche, but also, in a more disguised form, in Locke and his liberal successors (Korab-Karpowicz, 2016). This image has influenced the development of the social sciences and, in particular, the formation of the discipline of international relations. The question of power, and especially of its distribution and importance in maintaining the status quo, is central to today's postmodern thought.

Social theory is associated with practice. Theories do not only explain; they have also a function of praxis. They are a part of social practice, and thus, they shape our reality. The modern assumptions about human nature have led to the replacement of the traditional spiritual, that is moral and intellectual, ideals of the West by today's materialistic Western civilization that rapidly develops into a global culture. They have molded human beings into one type and have contributed to the standardization and mechanization of our lives. They replaced by ideologies our capacity of independent reflective thinking. They forced us into a spiritually impoverished existence in a world full of conflicts.

4. HUMAN BEINGS, CULTURE AND CIVILIZATION

The basic characteristic of human beings is that we create culture. Unlike other animals, we do not live in a natural environment, but in the artificial setting of a unique culture – culture, which consists of a particular system of education, morality, law, politics, economics, entertainment, philosophy, religion, science, and art. The ability to create culture, or our artificial environment, consisting of material, social and spiritual factors, is a characteristically human trait[7]. Even if we find that some animals are characterized by a high level of organization and develop some customs, they do not, like human beings,

[6] Neorealists, such as Kenneth Waltz, do not speak directly about human nature, but it is implied in their notion of an egoistic state that is motivated by its security interests, dominance and so on (Waltz, 1979).

[7] The concept of culture that I introduce here and its relation to human nature are ideas that were originally developed by Bronislaw Malinowski (Malinowski, 1976).

continuously and consciously transform their environment, and they do not engage in intellectual and moral reflection upon their lives. Let me now quote a passage from the *Tractatus Politico-Philosophicus*:

> 2.514 Only human beings are able to seek the truth, to see beauty and harmony in the world, to engage in moral reflection, and to reflect on their own lives.
>
> 2.521 Only in the human world does there exist a difference between good and evil, that is, the sphere of morality. Also, only in reference to the human being can we talk about moral degradation.

Given the above, reducing human beings to one simple characteristic – egoism or a desire or will to power – as many modern philosophers and some theologians do, does not result in a correct representation of human nature, but merely simplifies it and degrades humans into the level of other animals[8]. In the animal world, desires indeed play a fundamental role, and one can observe there the ruthless struggle for domination and leadership. By contrast, human beings create an artificial, cultural environment that significantly modifies their behavior. They can be very gentle in relation to one another, but they can also behave more violently than savage animals. Individuals or groups can be guided by untrammeled selfishness (especially when encouraged to do this by social acceptance) to pursue their desires at the expense of others, and to ruthlessly fight for power and domination, but, thanks to education and self-cultivation, they can also improve morally and acquire such traits as honesty, diligence, peacefulness, kindness, and mercy. And in the end, they can develop and recognize themselves as spiritual beings.

Civilization can be defined as culture that reaches a higher level of material, social, and spiritual development (2.72)[9]. Of the three cultural aspects: material, social and spiritual, the latter is most important. There cannot be a proper perfection of humankind, of which the sign is a fully developed civilization, without peoples' moral perfection as manifested in their virtues and behavior. We can find examples even from recent history of well-organized societies that were equipped with advanced technologies and developed superb arts and sciences, and yet engaged in extreme destruction and genocide, for they would fell to a low level of civilization, bordering on barbarism when it came to adherence to ethical principles. For with respect equally to both the individual person and the whole of civilization, we can speak of moral development and of moral degradation. Ultimately it is ethics that is the sign of a civilization. It is the presence of ethics both in the public sphere and in private lives that makes us fully human and civilized beings.

[8] In his well-known book *Children of Light and Children of Darkness*, Reinhold Niebuhr wrote about the "perennial and persistent character of egoism in any possible society" (Niebuhr, 2011). The pessimism about human nature penetrates also the thought of Martin Luther and John Calvin, and by other protestant theologians who would speak about human depravity and brake with the Catholic teaching of the human perfectibility through faith and the moral value of good conduct (Sample, 2013; Coward, 2008).

[9] Characteristics that are often associated with the development of civilization are: the creation of urban and administrative centers; the invention of political, social, and economic institutions; the division and specialization of labor; the expansion of external trade; the creation of a complex religious life; the development of the arts and sciences; and the invention of a written language.

Therefore, when we submit any civilization to an assessment, or when we think about the development of our country and make plans for its future, we should always consider all three of these cultural aspects (material, social, and spiritual) and not merely the level of economic development or technological advancement. It is because the greatest achievement of humanity is not merely our advanced technology or material wealth, but in fact the complete civilization–insofar as it includes ethical principles and elevates the whole society up intellectually and morally. It is indeed civilization, particularly in its moral aspect, that provides us with our human dignity and gives us a unique place among all creatures.

Our essence is to think – we *homo sapiens*. Thinking constitutes our true nature. Because of our ability to speak, to discuss issues and to reflect on them, and to include in this reflection thinking about ethical issues, we are not only rational beings, but also moral ones. Moreover, because of our inherent ability to transcend our own desires and biological instincts and to shape our way of life, we are also free beings. Reason, morality, and freedom are our alpha and omega – they are the departure point of humanity, but also our great task to be completed: the point of destination. To develop them to a full degree in a process of human evolution is our destiny. The humanity that reduces its essence to mere animal desires or the will to power, fabricating hostility and consuming material, social and spiritual resources for military buildup or for excessive consumption or for exploitation of others, and that is torn by frequent wars and other conflicts, will not fulfill its task any soon. Yet this, which seems to us so difficult and so far away – reaching the point of destination and realizing our destiny – is actually so easy and so close. It is to discover and to properly identify our own human nature, and to implement it in social practice.

We are rational or intelligent beings who can think in a discursive manner, but who are also endowed with intuition that allows us to grasp higher truths; we are moral beings, capable of ethical reflection, of inventing principles governing our behavior, and of morally perfecting ourselves; we are free beings, who can transcend their animal nature, control their desires and shape their lives. And furthermore, we are social beings who can live and develop only in a group, and do this on the basis of a fundamental principle of humanity, which is cooperation.

5. COOPERATION: THE FIRST PRINCIPLE OF HUMANITY

The philosophy of modernity is established on a myth, which is the social contract said to be made at no specific time or place, among abstract individuals moved by their desires, especially by “a perpetual and restless desire of power after power, that ceases only in death” (Hobbes, 1994). As viewed by Hobbes, human beings, subject to blind, mechanistic drives, are moved by desires and ruled by passions. It is by passions such as acquisitiveness, fear, and pride that they are driven to wage war against one another; it is also through passions (especially fear of violent death) and only partly through reason, that they at last want to achieve peace. Their desire for security in the face of growing conflict among them leads them to conclude the social contract and to agree to live in a society under the rule of a sovereign.

However, in contrast to the abstract individuals who enter into the Hobbesian or Lockean social contract and thus establish a society, the real human being is always a member of a smaller or larger historical community (the most essential component of which is the family). The relationship to a particular community and cooperation within its framework is an inherent, natural context of each individual human life. Without belonging to a community, we could not develop our skills; we would quickly die; and, for that matter, we would not even be born. Hence, we cannot live without being part of a community. At most, we can change the country of our residence and replace one community with another.

> 2.53 Human beings are by nature social beings. They have a natural disposition to live in a society, cooperate with others, and reap the benefits of social life.

We act as a part of a group, but at the same time each of us is an individual being with his own needs and ambitions. In addition to the common group interest, there also exists the self-interest of each of us. These group and individual interests are powerful forces that can stimulate human activities and lead humanity to development. Yet, on the negative side, they may be related to egoism. Self-interest is a morally neutral notion and has to be distinguished from egoism or selfishness, which is a vice. “Selfishness is not simply love of self but excessive love of self’ (Aristotle, 1962). Egoism or selfishness means pursuing self-interest regardless of the negative consequences this might have for others, and involves cooperation with others only when it serves our interests. An egoistic individual can ruthlessly and at the expense of others pursue his own goals and come into unstable relationships with others only if, in his opinion, this will bring him a benefit. Being overwhelmed by the desire of power, he can seek to dominate others and to destroy all competitors who stand in his way. But such an individual will never be more than an ordinary cheater. This is because he hides from others, and also often from himself, the fact that the first principle of humanity is cooperation. Without cooperation no one, whether he is a good person or a bad one, will be able to accomplish anything; he will not even be able to affirm himself in his own humanity.

> 1.5 Cooperation (as opposed to conflict or the struggle for power) is the fundamental fact of human existence and the essence of politics.

Let’s us look around. This room, where we are now, is the product, and an example, of cooperation. Someone once designed this building, and many others then built and equipped it. We must also look at the clothes we are wearing and consider the upbringing and education we have received, as well as reflect on aspects of the wider world, including our country, our language, and our civilization. All this, to a large extent, we owe to others. Cooperation is indispensable for human existence and development. In pursuing egoistic goals, we may not want to admit to ourselves a simple truth: namely, that our lives are fundamentally linked to the lives of others and are dependent on them. By our own strength alone and without the efforts of so many, mostly anonymous, other people, we would never been able to transcend our animal state and to develop our culture and civilization.

6. TODAY’S CONFLICTS AND THEIR SOLUTION

People need to cooperate to achieve individual and common goals. The bonds of cooperation break down, however, if there are conflicts among them. People can be divided by different values, especially those related to their distinct cultures and ideological formations, as well as by their different interests. If incompatible values of different civilizations find themselves in one society, they contribute to that society’s divisions and lead to conflicts. Bringing different cultures into close contact and removing from the national one a dominant role, produce the sense that one's own culture is under threat, giving rise to anti-immigrant movements and ethnic clashes, as we have seen in many parts of the world.

Since global processes stimulate migrations and the growing division of wealth, our time is an era of conflicts. Not only there are still traditional conflicts: political, economic, ethnic, religious, and civilizational, but also there are those that have been introduced by the impact of modernity and postmodernity. The idea that human beings are moved by their desires and motivated solely by interests has weakened human ties and undermined traditional communities. The idea that there is no longer any privileged sexual orientation, but just a diversity of desire, has led to the weakening of traditional family values. Therefore, notwithstanding of their positive impact, both modernity and postmodernity have largely contributed to social unrest and to today's world disharmony, which has recently been amplified by the COVID-19 crisis (Schwab & Malleret, 2020). Postmodernity, whose practical manifestation today are the processes of globalization, does not bring humanity to a better, more peaceful world.

The fundamental feature of the traditional (pre-modern) civilization of the West, but also of other ancient civilizations, is the conviction of the unique, rational character of human beings and of human capacity for moral reflection as a consequence of this rational nature. The successful ending of many today's conflicts depends on our capability to return to classical rationality – to reason, whose activity is not reduced to thinking merely about the optimal use of available resources to achieve the desired goals, but includes a reflection on what is morally right or wrong, and on the meaningful human life[10]. It is through our axiological reflection – rational thinking about values, especially values related to cooperation, freedom, and our human destiny – that we can understand what constitutes a good life for us, individual human beings, as well for our communities, and arrive at the idea of a harmonious and happy society. This return to deliberative reason and virtue links us to non-Western intellectual and ethical traditions and gives us an opportunity for mutual understanding. It affirms us in our full humanity as rational and moral beings, and provides us with the knowledge of a good political life for our communities. However, the overcoming of postmodernity should not merely be based on a return to classical rationality, but also on the correct recognition of our human identity and on the role of human beings in evolution. It should initiate a new evolutionary epoch.

[10] For Aristotle and the classical tradition, distinctively human activities are those that are in accordance with reason. The complete exercise of reason cannot be reduced in this tradition to its instrumental usage in obtaining something (for example, just what we want), but involves moral choice. Classical rationality involves ability to rationally deliberate about what is beneficial and what is harmful, and about what is right, and what is wrong (Aristotle, 1962). In Hobbes and his modern followers, reason is dethroned, and passions take the dominant role. Reason serves the passions by attempting to satisfy our particular wants or desires. Hobbesian rationality is instrumental rationality – the optimal use of available means of realizing objectives, maximizing benefits and minimizing costs. Reason becomes a mere instrument, a calculus of utilities, with rationality no more than a reckoning "of the consequences of things imagined in the mind", of desires, aversions, hopes and fears, or of possible gains or losses (Hobbes, 1994).

7. HUMAN EVOLUTION AND THE NEW SCIENCE

One of the most powerful philosophical ideas is that of human evolution. It has been discussed by Teilhard de Chardin, Julian Huxley and other thinkers (De Chardin, 2008; Huxley, 1992). They claim that we as human beings have self-transforming and evolutionary capacities, of which the most evident proofs are the cultures and civilizations that we build and constantly improving material conditions of human life. We cannot escape our destiny to transform. We can only temporarily arrest or reverse our evolution by internal moral corruption, which could lead our societies to disintegrate and our civilization to fall, or by external intellectual oppression, which would deny us the freedom of thought. Nevertheless, there is one fundamental objection against human evolution that is stressed by some theologians and political scientists. They say that, because of our nature, which they consider as sinful, human beings cannot be improved (Coward, 2008). This theological belief in original sin and the incurable corruption of human beings, at least in this world, is echoed by Hans Morgenthau's description of human beings as essentially power driven and egoistic, and by his view of politics, especially of international relations, as an endless struggle for power (Morgenthau, 1956).

In response, I would argue that the opinions provided above are metaphysical statements of some sort. Certainly, we as human beings have capacities to do both evil and good. However, whether we treat our neighbor with love or hatred or whether there is war or peace between us, largely depends on our own choice. In our decisions we are not determined in any way. The character of our future existence largely depends on our consciously and purposely developed material, moral, and intellectual environment: on our prosperity, education, beliefs, and ideals. Although human nature can be considered as unalterable, this is not because we are permanently either good or egoistic individuals, but rather because we are evolutionary beings, capable of moral and intellectual improvement. Last but not least, the case of human evolution is supported by the development of the new science: by its fresh, hitherto unthought-of discoveries and novel perspectives that it opens for humankind.

According to classical, Newtonian science, the natural world is deterministic and predicable. This picture has in turn determined how human phenomena are studied. Beginning with Thomas Hobbes, who, following the scientific model of his epoch, considered the universe as nothing but body in motion and studied phenomena by applying the reductionist method, social scientists have tried to describe human beings as if they were living machines, reduce complex phenomena to their parts, and subject social life to deterministic laws. But in the meantime, physics has changed. In the twentieth century scientists became aware that their basic concepts and their way of thinking were inadequate to describe subatomic phenomena. They have discovered that at the subatomic level, determinism no longer applies and the character of occurrences is probabilistic. This has led to profound changes in their concepts of space, time, matter, and cause and effect, and to a new vision of reality, which can be described as the new science (Capra, 1983; Whaetley, 1994; Penrose, 2004; Krauss, 2012; Wilczek, 2016).

New scientific theories, especially quantum theory, have shown that our reality, even the physical one, is far more complex than we had earlier imagined. They have brought important revisions of our earlier conceptions of the universe and our relations to it. They depict a much more sophisticated natural environment than that which can be described by the notions of objectivity and of cause and effect. As a result, there is now growing interest, in applying the discoveries of the new science to social sciences. The evidence for this could be, for example, the recent work of Alexander Wendt, *Quantum Mind and Social Science*. However, as Werner Heisenberg, a Nobel-Prize winning physicist, noted some time ago, we should not apply forcefully “scientific concepts in domains where they do not belong” (Heisenberg, 1985).

It is mistaken to believe that we can build a social science with the help of formal models used in quantum theory and calculate utilities by using new formulas. To do so would be an attempt to interpret discoveries of the new science in the spirit of an outdated early modern philosophy. Therefore, instead of trying to relate new scientific theories directly to social phenomena, we should let them help us to overcome the narrow materialistic and deterministic interpretations of reality derived from Newtonian physics that still largely prevail over our minds. The insights derived from the new science should guide us to a new vision of politics and society that is appropriate to a new evolutionary epoch.

8. THE NEW AGE – EVOLUTIONITY

Human reality is principally self-created. By discovering new ideas in physics, we can better understand physical reality, but we cannot change it; by discovering new ideas in philosophy or politics, we can not only understand but also change human lives. By creating culture – our artificial environment (material, social, spiritual) – we transcend the limitations associated with our original, natural animal endowment. We proceed beyond mere obedience to biological drives and discover freedom. By being free, we can self-create and transform ourselves. However, culture can be adopted and developed for both constructive and destructive goals. We have the ability to build and to destroy. Therefore, what we will make of our lives largely depends on our choice. Within the universe as we know it, we represent the pinnacle of evolution. This is reflected in our ability to think, invent things, and plan ahead, and in our capacity for ethical thought. But we are not complete or perfect beings. At present we realize only a tiny fraction of our human potentialities (Huxley, 1992). As we now become more and more aware of ourselves, human evolution becomes a conscious evolution, a self-transforming process.

The true Great Reset begins with the awareness of human identity and on the role of human beings in the evolutionary process. With this reset, a new age of humanity begins. As stated in the *Tractatus*: “It is evolutionity or the evolutionary epoch which replaces modernity and postmodernity” (8.7). In its essence, it is not revolutionary, like most modern and postmodern intellectual concepts or social movements, but evolutionary. It is not directed against traditions, but rather appreciates their value and tries to build on them. Particularly, it revitalizes the classical tradition of virtue and refers to classical rationality.

Classical rationality, which at its core is an evolutionary one, involves thinking and speaking meaningfully about values. It is expressed in politics aimed at a good life. A good life is not only “the wealth or material prosperity of human beings, but also their spiritual (moral and intellectual) development” (1.21). By overcoming postmodernity, transcending the old divisions: West/East, black/white, object/subject, left/right, embracing a comprehensive and evolutionary view of reality, and turning itself to reason and virtue, the new politics that rises from the true Great Reseat aims at a good life for the whole humankind.

9. CONCLUSION: EVOLUTIONITY, SOCIAL HARMONY AND A HAPPY SOCIETY

Social harmony is social richness – the special composition of diversity and difference, in which we find mutual complementarity and moral virtue. Diversity, difference, complementarity and moral virtue are all prerequisites for cooperation – the first principle of humanity. People can efficiently work together if they are diverse in terms of their skills, if they are different in terms of their social position (some performing leadership roles and others being guided), if by their education and abilities they complement each other, and if their relations are based on justice, mutual respect, friendship, solidarity and other virtues. A harmony in society produces order and peace. It helps us to achieve common goals. It leads to the development of fine things and fine manners. It leads us to happiness. Social harmony and a happy society are actualized when all members of society have opportunities for self-realization, as they best understand it themselves, and if their personal self-realization does not bring harm to others.

Our human world cannot be reduced to its material and conflicting aspects. It is an integral wholeness, including a spiritual dimension. Since it is a world of humans, it can be described by values. The values that we adopt and promote have an impact on our personal lives, organize our societies, and shape the course of our history. In order to live in a better world – a world that is more prosperous, safer, and happier – we need to reflect on the value of cooperation. Moreover, we need to consider that we are not merely moved by desires as lower animals, but that we can largely control our desires and are free, rational, moral, and ultimately spiritual beings. Desires can be increased in human beings by the employment of such cultural means as propaganda and indoctrination. Advertisements can make us desire certain futile things. The fabrication of fear and hate can be used to create enemies and justify military spending. In this world that is far from being perfect, it is essential that we guard our true identity and do not allow ourselves to be reduced to mere consumers or militants, to engage in destructive conflicts, and to stop our human evolution. Spirituality, as expressed in our moral and intellectual virtues, that are perfected in an evolutionary process, completes in our full humanity. This is the essence of the true Great Reset, of the new age, which is evolutionity.

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Krzysztof REJMAN[1]
Mateusz PORADA[2]

SOCIAL MEDIA – A NEW ERA OF COMMUNICATION

This article describes social media as a new era of interpersonal communication. The study's main objective is to distinguish between the specific features through which social media is creating interesting channels of information transmission. The functioning of the newly defined information society is also analysed, citing the changes that social media underwent as a good starting point for this analysis. When the speed of information transfer and the general availability became insufficient for the needs, there were expectations of deeper connections between the users and the content than had existed prior to social media. A social media user is not only a recipient, but also an active creator who influences deeply the essence and functioning of social media.

Keywords: Social media, user, the Internet, web platforms, Facebook, Instagram, messages, information, entertainment.

1. INTRODUCTION

The times of ubiquitous social media show how it is important for organizations not to forget about the possibilities relating to communication with the recipients due to social media. To fully understand the mechanisms influencing the behaviors, one needs to refer to the characteristics and the mechanisms, due to which they became so popular in the world. Social media are an inseparable part of peoples' lifestyles who have an unlimited access to the Internet resources. They are an ideal place for promotion of goods, services and events, as well as for communication between portal customers. Social media can be considered as content marketing tool. It is a strategic approach that focuses on content creation and distribution, the aim of which is to attract a large group of recipients to make profit in various forms and meanings. As a rule, social media fulfil two main functions – communication and marketing, which are interpenetrated and can be used by individuals and organizations. The above functions and mechanisms relating to them are discussed in this article.

[1] Krzysztof Rejman, DSc, PhD, Associate Prof., Rzeszów University of Technology, Faculty of Management, al. Powstańców Warszawy 12, 35-959 Rzeszów; e-mail: krejman@poczta.onet.pl (corresponding author). ORCID: 0000-0001-6790-8775.
[2] Mateusz Porada, doctoral student, The University of Information Technology and Management in Rzeszów, ul. Sucharskiego 2, 35-225 Rzeszów; e-mail: mateuszporada@onet.pl. ORCID: 0000-0001-5803-1326.

2. SOCIAL MEDIA – A NEW ERA OF COMMUNICATION

Information in the global world is one of the main tools necessary for functioning of an individual, community, enterprise or organization. According to Alvin and Heidi Toffler, there is a dominant intellectual paradigm today, and this period can be called information civilization. Mikuła states that

> the condition for the third wave of civilization to emerge is a highly intellectualized economy with flat direct connections, with direct access to knowledge and information, which become a substitute for most means of production, energy, raw materials, human labor and capital (Diec, 2015).

The term „information socjety" was mentioned for the first time by Tadao Umesamo in 1963, but it was only a revolution in technological information that contributed to the rise in importance to prices of goods. The Internet has „become a fabric of life" (Diec, 2015). For modern organizations, as well as for economy, the environment is characterized by conditions that generate very high volatility, lack of continuity, uncertainty, and very frequent lack of specific standards, which contribute to the fact that the decision-making processes are difficult and have high risks (Diec, 2015).

To better understand the characteristics of social media in general, it is worth referring to the history. In the initial stage, social media were created for entertainment and in order to facilitate communication between people. These functions have been significantly enriched and expanded in the course of time. In addition to their primary functions, social media also perfom informational, educational and social functions; they are political and marketing tools, and are also used by non-governmental organizations, small enterprises and uniformed services. On the one hand, proper use of social media enriches greatly the cognitive process, but on the other hand, the information is not always reliable and true, hence it can mislead easily or affect negatively the quality of the recipient knowledge (Garwol, 2017).

Though it is hard to believe the first social media appeared approximately in 1978. They differed from information channels nowadays, but they laid the foundations for the development of opportunities for users to share information on the web. The first program is CBBS – Chicago Bulletin Board Systems, a program that brings together enthusiasts of technology and computers. It worked in such a way that one had to call via an analog telephone network. In the course of time, there were much more attempts to connect computers into a social network, including Usenet, LISTSRV or EIES which formed the Electronic Information Exchange System (Kilen, 2022)

Social media have undergone multiple changes with the time, collapsed, evolved or built the position and strengthened it. Nowadays communication looks completely different in comparison to interpersonal communication which was used until recently, there is an open space where people discuss openly and share their opinions, observations, views or information from their private lives. In 1995, a social network service called classmates.com was created which is one of the most popular social network and a model for the national website called nasza-klasa.pl. In 1997, the American portal SixDegress.com was founded, the aim of which was to find friends and send them an invitation. The translation of the above website into Polish meant six degrees and referred to the theory that we are separated from any stranger in the world by up to 6 other acquaintances. Although the website existed only 4 years, it created a solid foundation for the giants of social media of the 21st century (Kilen, 2022)

Facebook is the largest social media site in the world. It was founded in 2004 by a group of students from Harvard University. When first launched, only Harvard University students were eligible members of social network. However, with time, membership was extended to other universities and schools due to the network success. At that time, Facebook users could post photographs of themselves and personal information about their lives, as well as share the above information with other users. In the course of time, the portal was gaining more and more popularity, not only in the USA, but all over the world. There were an estimated over a billion social media users with many language versions at the end of 2012. The Polish variant was created in 2008 (Zalewska-Bochenko, 2016).

Facebook nowadays differs from its original version. Today, it is not only a simple presentation of the profile holder and a general place to express one's beliefs or share information with other users.

The main tools currently offered by Facebook include:

- the ability to post photos, links, comments, etc.,
- internal communicaton that also enables video calls,
- the ability to create, place and share web applications with others, due to internal platform and programming,
- fanpage – a special type of website intended for companies, institutions, public figures,
- the ability to create groups, events and join them,
- the access and notifications from friends' profiles or favorite sites,
- Facebook Connect is a single sign-on application which allows users to log on to the third party websites, application or devices using their Facebook identity,
- electronic mailbox,
- online advertising with the CPC system, also known as cost per click, which allows you to precisely define the geographical range together with the target group,
- website administrators' access to a wide range of statistics related to fanpages (e.g. the number of tags, active users, post views, etc.),
- timeline, that is, the user's profile in the form of entries on the timeline,
- support in mobile technologies for the use of the website in the form of application on devices with mobile operating systems, as well as optimization of these websites (Zalewska-Bochenko, 2016).

Instagram is another social media used by millions of people all over the world. It is the latest social media platform among the prominent social networking sites. At the same time, it is also the platform with the greatest potential, both in terms of communication and information. It is Instagram which comunication technique dominates over other techniques that are similar in operation. This potential resulted from a well-thought-out strategy that assumes skillful use and appropriate stimulation of the users' tendency to simple image communication, that is, to exchange universal information on two levels: emotional and cognitive. In short, the point is that when communicating with an image, there are no difficulties in its reception, as is the case, for example, when communicating in a specific foreign language (Babecki, Żyliński, 2018).

Instagram is a medium in which one of its essential features is ludic character. The dominant form of communication is the visual form as a static image – it is the form due to which the functioning of Instagram as a social medium has started. The image itself, as it was already mentioned, is easier to be accepted and it is more crude in comparison to the form of verbal communication. Researchers indicate that „the visual dimension of communication itself is not new. The intense presence of the image is new" (Łozowska, 2018).

Social media**,** which were used for interaction for a certain period of time, faced the challenge of launching the channels that would suit the institutionalized or commercialized broadcasters. It soon turned out that the presence of institutionalized broadcasters in social media is an expression of necessity, not a tendency. In view of transformations that are visible in Web 2.0 technology, such presence in the case of institutionalized senders consists primarily in the use of another available communication channel for creation of broadcast messages. Those who have been associated only with traditional media: press, radio and television, use now tools that are available in digital media. This situation provides an opportunity to become a multimedia broadcaster. A traditional media user, who is at the same time a network user has the possibility to reach the content corresponding to that contained in the message via the traditional media. Such an expansion of the knowledge base for the recipient is not possible when the recipient uses only traditional media (Łozowska, 2018).

It seems that sometimes it is very difficult to give image informative meanings. Moreover, such visual messages are considered to replace the word. Piotr Sztompka described it very precisely stating that „it is said even about three successive historical epochs distinguished due to the dominant feature of culture: the oral, verbal and visual epoch" (Łozowska, 2018). Sztompka emphasized that the image in interpersonal communication seems to assume a completely superior function over the written word. On the other hand, it should be remembered that such social media as Instagram is not a place where all users look for reliable information every day, not for entertainment. Informative messages have been accepted on Facebook very well, while the aforementioned Instagram is no longer a good place for such activities because of prevailing non-verbal communication between users. In addition, the main tasks of Instagram are aestheticization and the aforementioned entertainment, but not strictly informative content (Łozowska, 2018).

It should be remembered that although the number of fixed images on the network is constantly growing, the "word and image which are well co-present can perform independent and complementary functions; the image does not replace the word so much, as it can perform today both specific representational functions and functions that were once assigned only to the word" (Łozowska, 2018). Summarizing the abovementioned, Natalia Pater-Ejgierd stated that „today's images are combined with words so often that they seem to create a visual-verbal language, which is completely a new communication phenomenon" (Łozowska, 2018).

Social networks have provided consumers with opportunities they have never had before. The speed of information transfer and the prospects of cooperation with other users gave the opportunity to take actions that would even more effectively affect the image of the organization that runs the account on the website. It goes here about the positive and negative aspects. The consumers began to demand from the organization much deeper relations than before, constant contact, as well as direct and honest communication. Social media have shown that in this case different communications and a new type of engagement are forced. The Internet works continuously in real time, hence the users get a new type of experience and information is filled with emotions (Diec, 2015).

„Social media platforms are multimedia nowadays, as they contain photos, videos, hashtags, emoticons and written text," (Łozowska, 2018) says Uta Russmann and Jakob Svensson. The initial function of Instagram as a social platform was to present photos and exchange them. Due to the fact that the portal was focused mainly on amateurs, who were not professional photographers, it was concluded to post the photos which were not professional ones. Instagram encouraged users to show non-professional images which in most cases exposed their private life. The language used in the new media also posed new challenges. Multimedia is a huge challenge for content broadcasters as they should maintain a simplified form, synthesize media information in each case (Łozowska, 2018).

A contemporary user of social media is the creator of web content himself/herself and can disseminate it on many platforms. In this way, an individual becomes a participant of communication processes in virtual communities, that form a comparable level to the real world relationships. Social media consider activities which task is to organize the life of an individual, social groups, institutions, which are often very important for them. The distinctive features of social media include:

- using them on any scale: private, local, national, international or global,
- general availability for all interested persons,
- endless possibilities of modification,
- free access to content – its reception and creation,
- implementation on social participation,
- final information results from direct group influence,
- lack of coordination between top-down creators,
- highly available and distributed content,
- time of content publication is limited to the necessary minimum,
- the content arises in the natural way (Bielawski, Ziółkowska, 2018).

The main feature of social media is undoubtedly its dialogical nature. According to the type of intercast communication or co-communication, there is an immediate feedback. A high level of interaction between the sender and receiver is also observed. In addition, social media are multimedia and polyphonic influencing several different senses at the same time. This is possible due to the fact that the published content includes texts, images, animations or videos. Engagement of users, stimulation of their activites to interact or participate in discussions are not the only actions in social media (Bielawski, Ziółkowska, 2018).

Social media can be easily distinguished from other media due to a number of features, which are the following ones:

- media reach – socail media give the possibility to reach a wide range of users,
- access – social media are characterized by universal access to numerous recipients free of charge or for a small fee,
- use – social media allow to create the content without having any special skills, but using new technologies,
- immediacy – it is a space with immediate reactions,
- impermanence – social media information can be edited and changed immediately after publication, it can be edited, commented on or deleted (it can be usually deleted only by the author or portal administrator) (Bielawski, Ziółkowska, 2018).

There are several main functions of social media. First, their main function is to publish the opinions and views of the users. This basic function enables all interested parties to express their views and opinions openly and freely. This is the feature that allows freely to create and receive content. Some of the oldest and most popular forms of social media are blogs, wiki (creating and changing content from a web browser, e.g. knowledge base) and social journalism websites.

In addition, the resource sharing function can be also distinguished. This idea is based on the Web 2.0 and its task is to share all user resources, such as images, videos, photos, applications, and presentations in the network. The sharing process is due to network servers where files are stored and shared. In comparison to the aforementioned wiki model (that is, co-authoring from the web browser), solutions based on sharing are not oriented to creation, but rather to cloud data storage and cloud processing. YouTube or Slideshare are the examples of the above activities (Bielawski, Ziółkowska, 2018).

Taking into account the above, it must be noted that one of the functions of social media is focusing on co-creation or collaboration. This function aims at obtaining the result of the participant' cooperation. It is different from blogs, for example, which do not assume user participation in the content; this is the case with MMO games, that is, multiplayers. Characteristic feature of solutions in this category is the formation of ad hoc community. They are usually formed for a short time and form closed groups – the community within the group does not allow for new users or allows it occasionally.

Among the characteristic functions of social media one should also note building and maintaining relationships. This function is widely used by social media, as it is the most accessible one. It mainly refers to social networking websites, which mainly include building and maintaining relationships between people. It is also the category that strongly implements one of five main assumptions for Web 2.0, that is, connecting people via the Internet. The main task of social media is not to create content, but to build relationships. This category includes something that is forgotten – virtual world.

In addition, there are other functions focused on communication and discussion – that is the case when the axis of social interaction are discussions and debates that can take place even in isolation from the content that was originally the subject of discussion. This is the oldest category available on the web. This category included previously very popular forums, chats and instant messengers which are now experiencing a great return, as they are integrated with other types of websites, mostly with social networking. In other case, they are used simultaneously, a live chat can serve as an example. The last function focuses on current information and refers to news on current events. The solutions based on this functionality are focused on current events, and the main examples of this category include the formerly popular microblogs and alert services which are popular nowadays (e.g. citizen notifications), livestream and livecast services.

3. CONCLUSIONS

The Internet growth has brought countless benefits for humans. One of benefits is creation and dissemination of social media. They constitute a communication channel on the web and can take various forms: virtual worlds, blogs, content communities or social networks. All of them are available to each of the network users. It is the ubiquitous possibility of communication that has allowed for a diametrical change in the way it runs.

In order to follow the world today which is subject to these trends, one should note that the whole world is available to everyone at one's fingertips, due to the phone or computer.

Despite these positives factors, it is worth considering the dangers coonected with digital access to the Internet. It often happens that due to substitution of the real world by the virtual reality, you can come across the false or unverified information which can lead to disorganization and chaos. Many people seem do not pay attention to the above negative aspects and focus on some opportunities, which allow to build relationships, look for a way to amuse themselves and obtain information. The attempts to explain the above phenomenon and its mechanisms will require completion of actions in the future. Nevertheless, the Internet is infinite, the new functional features of social media will certainly appear.

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Mirosław SOŁTYSIAK[1]
Dariusz ZAJĄC[2]

INFORMATION AS A FACTOR IN CONSUMER DEMAND FOR ORGANIC FOOD

This article identifies and assesses the importance of informational factors in shaping consumer demand for organic food in Poland, using demographic segmentation criteria, including gender, age, education, place of residence, and wealth. The empirical data came from a survey conducted among 850 randomly selected organic food consumers in Poland in December 2020, using the CAWI (Computer Assisted Web Interview) method, accessed via an internet panel. The collected and structured empirical data are presented in descriptive, tabular, and graphical form, using comparative analyses. The results of the research have allowed for the construction of three original models of organic food consumers, with regard to information credibility and reliability. Additionally, the results confirmed the research hypothesis, which assumes that consumers who recognize the credibility and reliability of information concerning organic food products purchase them more often and spend more on them. Thus, in the case of organic food, the impact of credible and reliable information on the process of shaping consumer demand is clear: it constitutes a significant factor that triggers demand.

Keywords: information, organic food, consumer demand.

1. INTRODUCTION

Dynamic development of information and communication technologies as well as increasing competitiveness and uncertainty governing the process of shaping the conditions in which economic entities function on the market raise awareness concerning the importance of market information. By using the information in the decision-making process entrepreneurs are likely to achieve specific economic results, which include: sales growth, cost reduction, profit increase, penetration of existing markets and acquiring new customers and markets. Usually, however, the problem is the lack of systematic feedback from the market, which makes it impossible to unequivocally assess the situation of the company. Information that allows to deepen the knowledge about consumers, to learn about their purchasing habits, tastes, preferences and beliefs is considered important, but not easily

[1] Mirosław Sołtysiak PhD, Eng., Rzeszow University of Technology, The Faculty of Management; e-mail: miroslaw@prz.edu.pl (corresponding author). ORCID: 0000-0003-3366-1537.
[2] Dariusz Zając, DSc, PhD, Eng., Associate Prof., Institute of Economics and Finance, University of Rzeszow, ul. M. Ćwiklińskiej 2, 35-601 Rzeszów, Poland; e-mail: dzajac@ur.edu.pl. ORCID ID: 0000-0001-7918-1366.

accessible. The data is very useful not only in terms of enabling the entrepreneurs and companies to adapt their offer to the needs of potential buyers, but also to find effective ways of communicating with their customers and shape their purchasing behaviour. It should be added that nowadays information sources are multiplying, with their number growing rapidly, but it is also often the case that the same information is repeated in various sources and it happens to be manipulated. Therefore, it becomes more and more necessary to determine whether it is original data, or rather its interpretation. Moreover, there is a problem of the excess of information that reaches entrepreneurs and companies, along with its timeline, as information must be updated on an ongoing basis to be valuable and useful. Moreover, for entrepreneurs and their companies, the issue of the importance of market information in shaping the demand of customers (consumers) for the products and services they offer is very important. Nevertheless, in the area of information on the organic food market, there is still much to be done and entrepreneurs should make efforts in this direction. In solving this problem, proper communication is of particular importance, enabling the creation of long-term relationships with customers, based on trust and loyalty (Martyniak, 2000; Kłosiewicz-Górecka, 2015; Becla, 2018; Kułyk, Michałowska; 2018; Deszczyński, 2020).

The organic food market is perceived as the place confronting the offers to buy and sell the goods. The organic food market is the most dynamic food production sector in the world. Since the beginning of the 1990s, it has been increasing by about 20% per year. Its development is accompanied by positive changes in social welfare and the increase in consumer awareness concerning healthy lifestyle, food quality, food safety and its impact on health. Purchasers are looking for nutritional value in the food they buy, paying more and more attention to factors such as freshness, taste, ecology and the origin of the product. Organic food is produced on farms and processing plants that are certified for compliance with the principles of organic farming and organic processing, which results in higher content of substances desirable and safe for human health in the produce. When compared to conventional food, organic products contain more nutrients, vitamins and minerals, and less pollutants and water. Farmers and producers, seeing the wide demand for organic food, try to match their product range to the demand. Customers can find a lot of products labelled as "natural", "healthy", "straight from the peasant", "without preservatives", "from the cleanest areas of Poland" and "ecological". Sometimes these catchy phrases do not have a direct bearing on the product itself, as they are often abused by producers who want to increase their sales by using various marketing gimmicks. Polish organic food market, despite still being too poor and having a small product line, is still developing. Organic products are becoming more and more popular among consumers. The growth, resulting from the inclusion of organic products in the portfolio, is an opportunity for processors, wholesalers and retailers. The prospects for the development of this market are increasing, and the entities participating can meet consumer's expectations and satisfy their own needs, that is, generate more and more profits. In order to minimize the risk of marketing activities and at the same time to increase profits, it is necessary to carefully monitor consumers' behaviour and preferences (Łuczka-Bakuła, 2007; Ruiz de Maya, López-López , Munuera, 2011; Szymańska, 2011; Kuboń, Kwaśniewski, Malaga-Toboła, Tabor, 2014; Mulder, Liu, 2017; Ham, 2019).

Local organic food, i.e. food produced in the vicinity of the consumer's place of residence, is gaining more and more popularity. The term "local" refers to the smallest unit to describe the origin of a food and is usually associated with a direct relationship between the consumer and the producer, or at least with the fact that the consumer is familiar with the place where the food is produced. The term is often defined in terms of the distance between the production site and the point of sale, which can vary considerably depending on the context of the local area. It is assumed that it is the area of one province or the neighbouring districts belonging to other provinces. However, it should be emphasized that the definition of local food networks and short supply chains focuses not only on the distance between the place of production and the point of sale of the product, but also on the number of links in the supply chain, with the aim of reducing them to an absolute minimum. The shorter the supply chain, the easier it is to preserve and convey the authenticity and originality of food, its cultural identity, traditional production methods and the origin of ingredients (Peters, 2012; Rogala, 2014; Milestad, Kummer, Hirner, 2017; Bosona, Gebresenbet, 2018; Massey, O'Cass, Otahalet, 2018).

The most frequently mentioned factors determining the choice of local organic food are its freshness, taste, lack of preservatives and high quality. Running a business related to the production and sale of local organic food (so-called direct sales) brings many various benefits, ranging from additional income, contact with people, acquisition of new skills, strengthening family ties, improving farm's aesthetics, independence, self-reliance, as well as proximity to the place of work, through satisfaction with providing consumers with high-quality food products. In addition, the production and sale of local organic food can contribute to rural development as direct farm products are highly desirable. The production of local products, especially ecological ones, attracts tourists and creates new jobs. This type of activity also has positive impact on regional promotion. What is more, strong relationships between organic food producers and consumers, possible only at the local level, are a factor that not only boosts the development of the organic food market, but can also contribute to improving the condition of the natural environment and stimulating local development (Torjusen, Lieblein, Wandel, Francis, 2001; Zając, 2014; Gradziuk, 2015; Milestad, Kummer, Hirner, 2017; Petrescu, Oncioiu, Petrescu, 2017; Bosona, Gebresenbet, 2018; Massey, O'Cass, Otahalet, 2018; Ditlevsen, Denver, Christensen, Lassenet, 2020; Tandon, Dhir, Kaur, Kushwah, Salo, 2020).

In all these activities, an important role is played by the information on the perception of ecological products by potential customers. Its presence enables the correct interpretation of the signals flowing from the environment, and thus enables an appropriate reaction adapted to the market conditions. Information is an essential means of reducing uncertainty in decision making. It is a kind of management catalyst, a factor that unites management functions and determines its effectiveness. It is a strategic resource of the company, which may largely affect the achievement of a competitive advantage by the entity. This is the company's most valuable resource, which should be optimally managed and carefully protected against competition (Sołtysiak, 2011; Sołtysiak, 2013; Kornai, 1977; Koźmiński, Piotrkowski 1998; Oleński, 1997).

The need to gain a competitive advantage forces the economic entities to create an efficient information acquisition system. Such a system meets the demand for information reported by individual departments of the entity. The amount of information available about consumers' interest in purchasing organic food and how the demand for these products is influenced by information factors directly influences the functioning of entities in this sector, and the manner and type of their chosen strategy of operation. Therefore, it is impossible to allow a situation in which the phenomena of "information overload" or "information anemia" may occur. Because too much information can be just as damaging as not having enough information. In carrying out all these activities, it is important to remember that information has value only when the right person receives it at the right time (Sołtysiak, 2011; Sołtysiak, 2013; Martinet, Marti, 1999).

It should also be noted that organic food consumers claim that the information on product packaging cannot be contradictory and complicated, but simplified and easy to understand. Such information makes it easier to choose healthy products and encourage people to reach for this type of food (Niewczas, 2014; Zhu, Lopez, Liu, 2015).

Taking the above into account, it should be stated that due to its specificity, ecological production, requires specific scientific support in regard of practical activities. Hence the need to conduct a variety of research and experiments assisting the development of the sector. It should be noted that customer needs and behaviour are very diverse and depend on many factors. Owing to the fact that it is impossible to adjust actions to all expectations, market segmentation is carried out. Its results depend on the criteria that are selected to divide consumers into particular groups. The next stage is the analysis. There are many classifications of buyers in the food market. Because of its relevance, range and diversity one of the most common is the demographic segment. However, in order for the analysis to comprise a wide group of respondents, the following variables are taken into account, i.e. gender, age, place of residence, financial situation and education. Ecological farming is gradually developing every year. Research aimed at analysing the market in terms of customer needs and improving the existing and new distribution channels is also carried out more frequently. The conducted analyses and their conclusions are a valuable source of information for agricultural producers. They provide information on the direction in which organic food producers should advance and what to pay attention to when implementing the product in order to be successful and strengthen their market position, including establishing stronger relationships with consumers (Kuboń, Kwaśniewski, Malaga-Toboła, Tabor, 2014; Olech, Kuboń, 2015).

The conducted studies of the literature on the subject indicate the need for research on the importance of information in shaping consumer demand for organic food, which can and should provide knowledge in this field, useful primarily to producers of such food, but also to intermediaries in its turnover between producers and consumers. It should be added that such a need is fulfilled by the research presented in this article and their results.

2. PURPOSE, EMPIRICAL MATERIAL AND RESEARCH METHODS

The aim of the article is to identify and assess the importance of informational factors in shaping consumer demand for organic food in Poland in terms of demographic segmentation including gender, age, education, place of residence and wealth.

The research results are intended to answer the following questions:

1. Is there enough information on organic food on the Polish market?
2. When buying organic food, do consumers pay attention to the information on the packaging?
3. What is important for consumers when choosing organic food?
4. How is the credibility and reliability of information concerning organic food perceived by consumers?

The paper presents a research hypothesis which assumes that consumers who recognize the credibility and reliability of information concerning organic food, decide to buy it more often and to spend more on it. The empirical material of the article is the result of a survey conducted among 850 randomly selected organic food consumers in Poland in December 2020, using the CAWI (Computer Assisted Web Interview) method, via an internet panel. The structure of respondents depending on their characteristics, such as: gender, age, education, place of residence and wealth, is presented in Chart 1. The majority of respondents are women, young people, with secondary and higher education, as well as inhabitants of larger cities and moderately wealthy people.

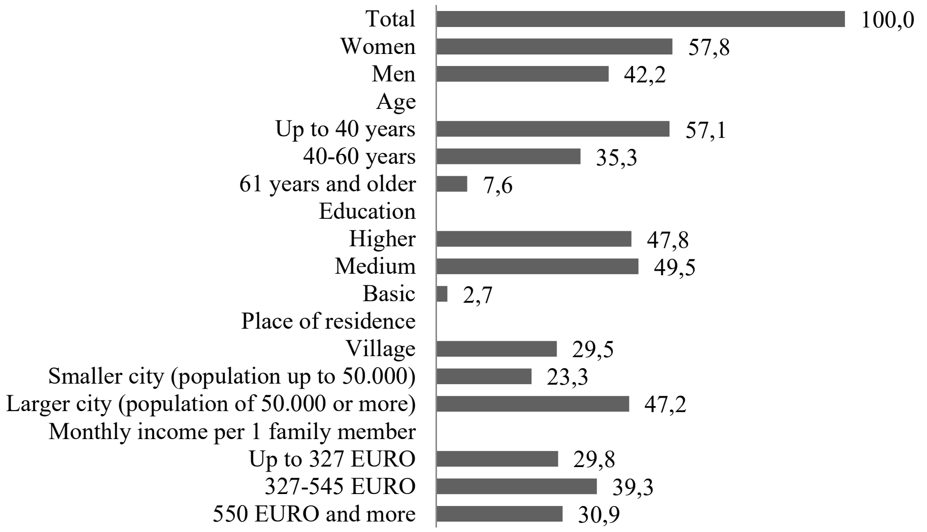


Chart 1. The structure of respondents depending on their characteristics, such as: gender, age, education, place of residence and wealth (in%)

Source: Own elaboration based on the conducted questionnaire.

The collected and structured empirical material has been presented in a descriptive, tabular and graphical form, using the method of comparative analysis. In addition, the study constructed original models of organic food consumers with regard to such aspects as: credibility and reliability of information (Model I – organic food consumers recognizing the credibility and reliability of information about it; Model II – organic food consumers partially recognizing its credibility and reliability. information about it; Model III – consumers of organic food who do not recognize the credibility and reliability of information on it), indicating the characteristics of consumers belonging to separate models, as well as the frequency of their purchase of the products and monthly amounts of money spent on the purchase and the place of making it. It should be emphasized that this is a new approach to the research problem discussed in the article.

3. THE RESULTS

Research has shown that there is a shortage of information on organic food on the Polish market, as less than half of the surveyed consumers claim that the data is sufficient for them. Women put greater importance on this type of information, i.e. it is more important for them than for men, because they are more critical (stricter) in their assessment. The situation is similar in the case of the oldest consumers of organic food and people with secondary education, as well as those living in cities, especially the larger and less affluent ones (Chart 2). Other authors and the results of their research also point to the problem with information on the organic food market (Pilarski, 2007; Kułyk, Michałowska, 2018).

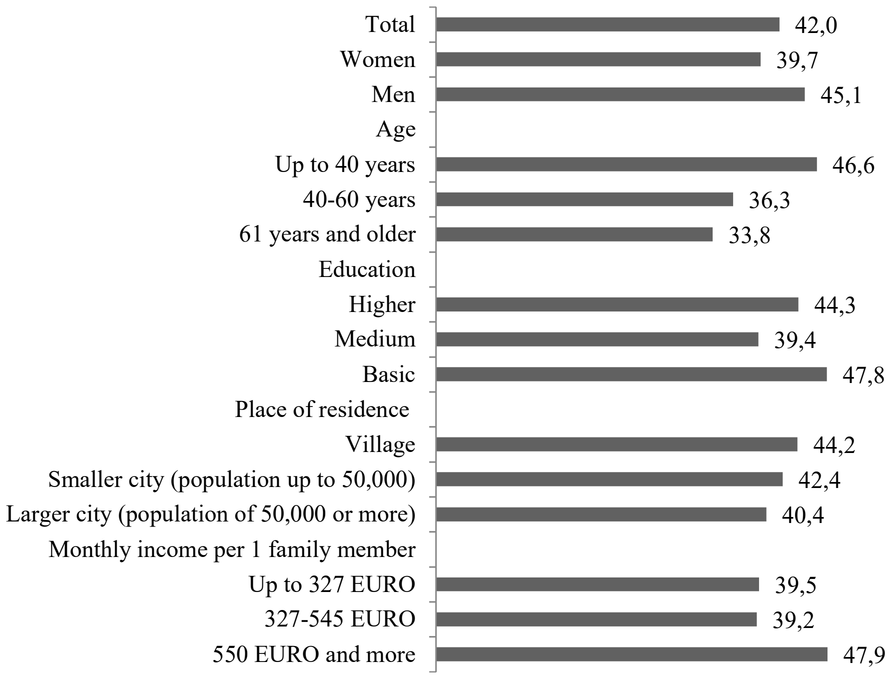


Chart 2. Percentage of organic food consumers claiming that there is enough information on organic food on the market

Source: Own elaboration based on the conducted questionnaire.

The vast majority of the surveyed consumers of organic food pay attention to the information on the packaging when buying it. This is especially true for women and younger and better educated consumers, as well as the people living in cities and the middle class (Chart 3). The information on the packaging of organic food is therefore an important factor deciding about its purchase, which is also emphasized by the results of research by other authors (Niewczas, 2014; Zhu, Lopez, Liu, 2015).

Chart 3. The percentage of organic food consumers paying attention to information on the packaging

Source: Own elaboration based on the conducted questionnaire.

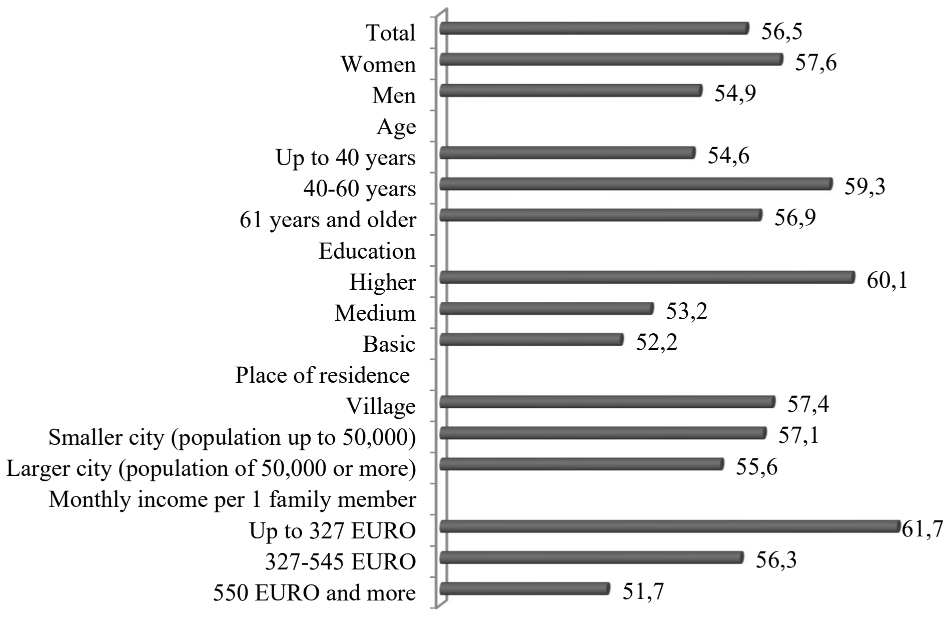


Chart 4. Percentage of organic food consumers paying attention to the locality of the product

Source: Own elaboration based on the conducted questionnaire research.

The research has shown that more than half of the consumers of organic food pay attention to the information concerning whether the product is local when buying it. This applies in particular to women, middle-aged people and people with higher education, as well as those living in rural areas and smaller towns, and the least affluent (Chart 4). The research results of other authors also show the growing interest of organic food consumers in the local product (Rogala, 2014; Gradziuk, 2015; Milestad, Kummer, Hirner, 2017; Bosona, Gebresenbet, 2018).

Almost half of the consumers of organic food pay attention to whether the product is domestic, produced in their country, when buying it. This is especially true in the case of men, the oldest and better educated people, and those living in larger and more affluent cities (Chart 5). The results of studies carried out by other authors also indicate that for the consumers of organic food it is important that it is domestic food (Kułyk, Michałowska, 2018).

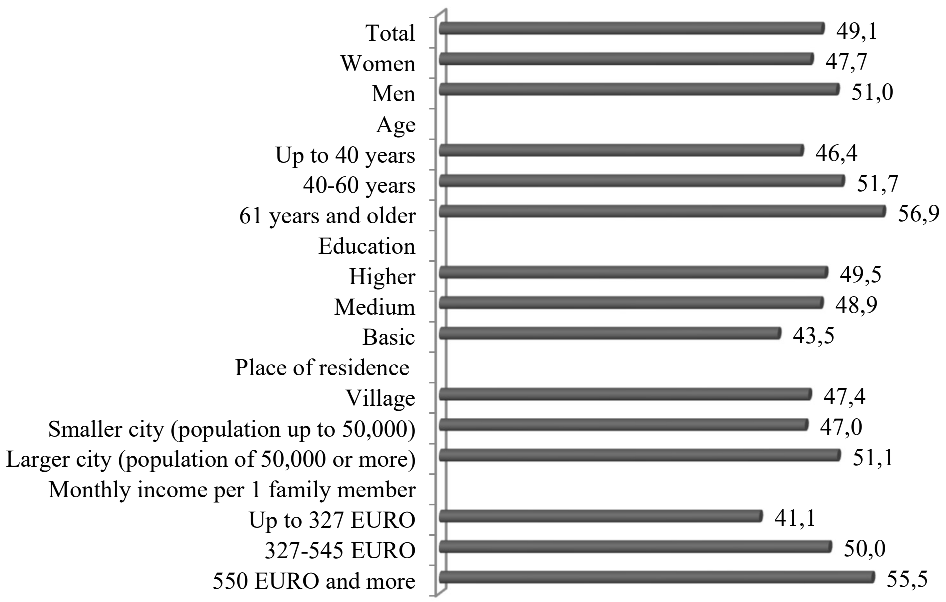


Chart 5. Percentage of organic food consumers paying attention to whether the product is domestic

Source: Own elaboration based on the conducted questionnaire.

The conducted research has shown that less than half of organic food consumers pay attention to information concerning the place of origin of raw materials when buying it. This applies more often to women, the youngest respondents with secondary education, as well as those living in the countryside and the moderately wealthy (Chart 6).

Research has shown that only one in four consumers of organic food pays attention to information about the producer's brand when buying it. This applies more often to men, as well as the oldest and youngest respondents, as well as people with primary education and living in cities, especially the smaller and the most affluent (Chart 7).

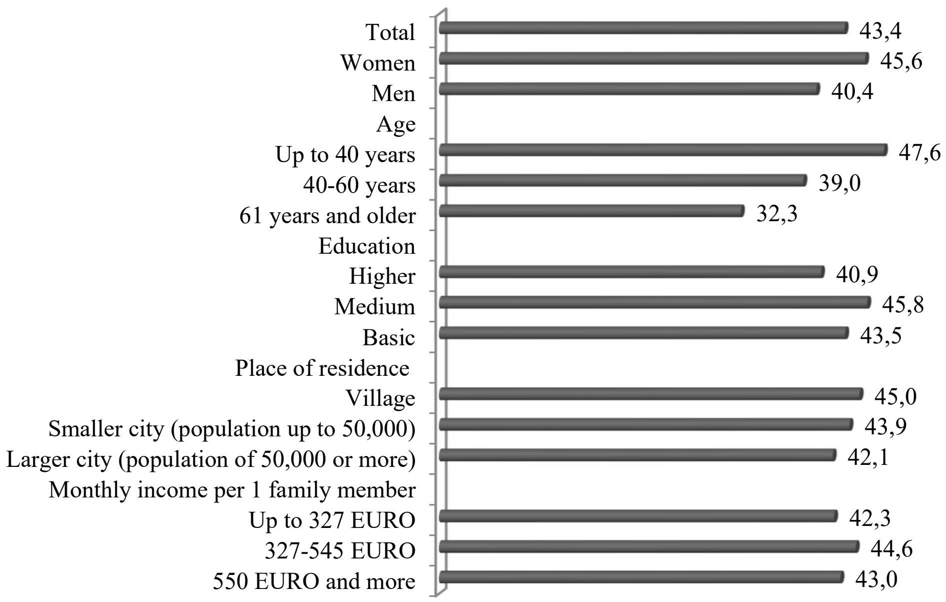


Chart 6. The percentage of organic food consumers paying attention to information about the origin of raw materials in the product

Source: Own elaboration based on the conducted questionnaire.

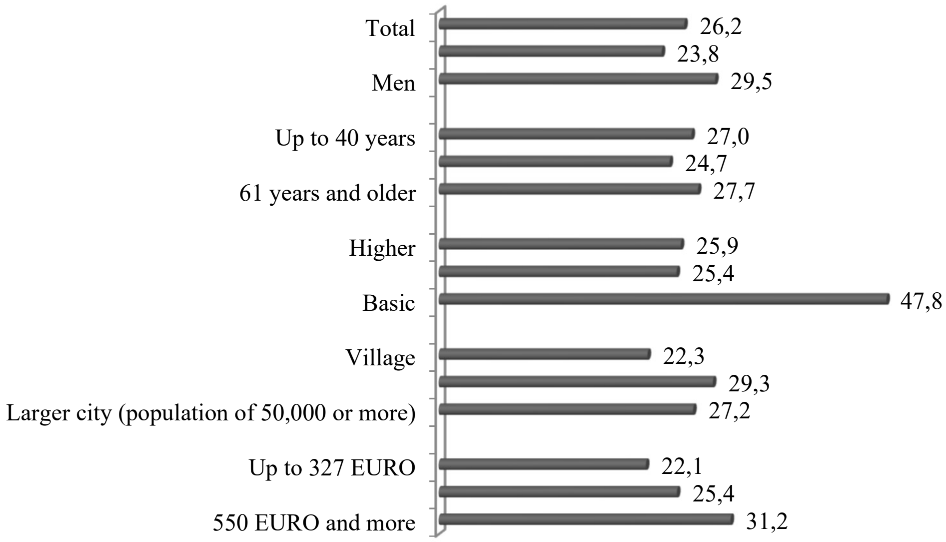


Chart 7. The percentage of organic food consumers paying attention to information about the producer's brand

Source: Own elaboration based on the conducted questionnaire research.

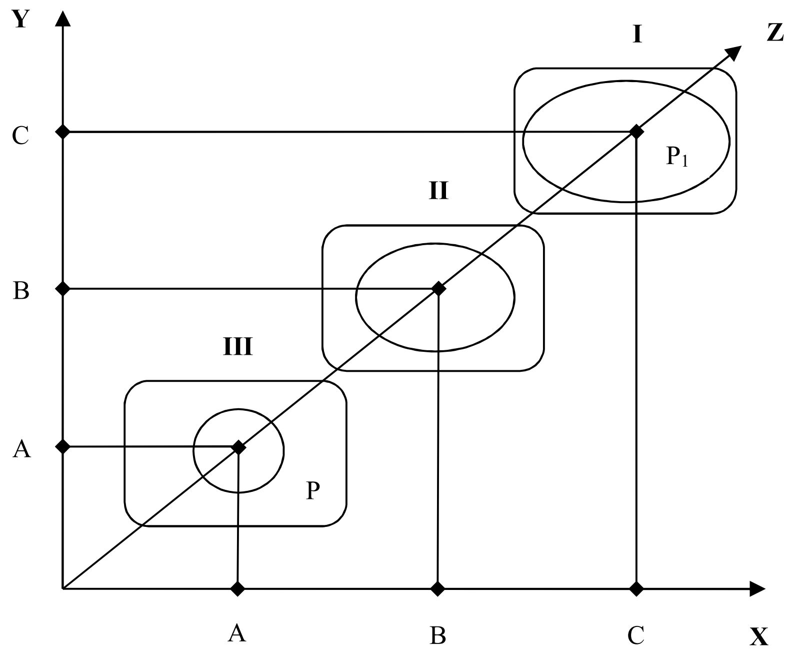
Table 1. The percentage and the behaviour of organic food consumers recognizing the credibility and reliability of information about the products and the others (i.e. partially recognizing and not recognizing) – original consumer models

Description	Total consumers [N = 850]	Consumer models *		
		Model I [N = 101]	Model II [N = 663]	Model III [N = 86]
Percentage of consumers [N = 850]	100.0	11.9	78.0	10.1
Consumer behaviour				
Women	57.8	65.3	59.4	36.0
Men	42.2	34.7	40.6	64.0
Age of consumers				
Up to 40 years	57.1	34.7	58.2	74.4
40-60 years	35.3	46.5	35.3	22.1
61 years and older	7.6	18.8	6.5	3.5
Consumer education				
Higher	47.8	31.7	48.1	64.0
Medium	49.5	60.4	49.8	34.9
Basic	2.7	7.9	2.1	1.2
Place of residence				
Village	29.5	43.6	29.4	14.0
Smaller city (population up to 50,000)	23.3	32.7	22.5	18.6
Larger city (population of 50,000 or more)	47.2	23.8	48.1	67.4
Consumer affluence (monthly income per 1 family member)				
Up to 327 EURO	29.8	49.5	28.2	18.6
327-545 EURO	39.3	34.7	41.5	27.9
550 EURO and more	30.9	15.8	30.3	53.5
Consumers buying organic food often, i.e. at least a few times a week and more often (%)				
X	37.8	76.2	34.2	19.8
Consumers who monthly spend more on organic food, i.e. at least EUR 50 and more (%)				
X	40.6	67.3	38.6	24.4
Consumers buying organic food on the local market (%), including:				
X	58.1	78.2	60.2	18.6
consumers buying food from an organic farm (direct sales) (%)				
X	16.4	39.6	14.2	5.8

Explanations to the table: * Model I – organic food consumers recognizing the credibility and reliability of information on it; Model II – organic food consumers partially recognizing the credibility and reliability of information on it; Model III – consumers of organic food do not recognize the credibility and reliability of information on it.

Source: Own elaboration based on the conducted questionnaire research.

The results of the conducted research allowed for the construction of three original models of organic food consumers with regard to credibility and reliability of information concerning the products (Table 1, Drawing 1).



Explanations to the drawing: Axis X – shows the frequency of purchasing organic food by consumers; Y axis – shows the amounts of money spent monthly by consumers on buying organic food; Z axis – presents models of organic food consumers; P – means the place where consumers purchase organic food, and P_1 – means that this place is the local market, including organic farms (direct sales).

Drawing 1. Credibility and reliability of information on organic food, and the frequency of its purchase and amounts of money spent monthly on the purchase and place of purchase – original consumer models

Source: Own elaboration based on the conducted questionnaire.

Model I – consumers of organic food, recognizing the credibility and reliability of information about the products. This group of consumers includes people who buy organic food more often and spend more on it, and who buy more organic food locally, including direct sales from the farms. Moreover, this group of consumers more often includes women, the elderly, the less educated, living in the countryside or in smaller towns, and the least affluent.

Model II (indirect) – organic food consumers partially recognizing the credibility and reliability of information about the products. It is the largest group of consumers in terms of the number of consumers, and also the most similar in terms of the analyzed characteristics to the total number of respondents. Therefore, this group of consumers is dominated by women, young people, people with secondary and higher education, as well as residents of larger cities and moderately wealthy people. In addition, the most similar, compared to all respondents, is the percentage of consumers who often buy organic food, i.e. at least a few times a week and more often, and those who spend larger amounts per month on buying this food, i.e. at least EUR 50 and more, as well as consumers buying organic food on the local market, including on an organic farm (direct sale).

Model III – consumers of organic food who do not recognize the credibility and reliability of information about the products. This group of consumers includes people who purchase organic food least often and spend the smallest amounts of money on it, and who least often buy organic food locally, also directly from the farms (direct sales). Moreover, this group of consumers more often includes men, the youngest, with higher education, living in larger cities and the most affluent (Table 1, Drawing 1).

The results of the conducted research and the original models of organic food consumers constructed on their basis allow to verify and confirm the research hypothesis posed in the work, which assumes that consumers who recognize the credibility and reliability of information on organic food, buy it more often and spend more on its purchase (Table 1, Drawing 1).

4. CONCLUSIONS

The analysis of the research results and information presented in the graphs claims that according to the consumers of organic food, the Polish market has a shortage of information concerning the products, which may constitute a significant barrier to creating demand for this type of food. Most consumers of organic food pay attention to the information on the packaging when buying it, which means that it is an important factor influencing the demand. The most important information for them is that it is a local product and that it is national food. On the other hand, in-formation about the place of origin of organic food raw materials is less important in this respect, and information about the producer's brand is of the least significance. It should be added that the percentage of respondents' indications in this respect is slightly differentiated depending on such characteristics as: gender, age, education, place of residence and wealth.

The results of the research allowed for the construction of three original models of organic food consumers with regard to such aspects as: credibility and reliability of information about the products. They also confirmed the research hypothesis, stating that consumers who recognize the credibility and reliability of information on organic food, buy it more often and spend more on it.

Thus, the impact of credible and reliable information on shaping consumer demand for organic food is clearly visible. Therefore, the importance of information in this respect is considerable, as it constitutes an essential factor that triggers the demand.

It should be added that the presented results of research on the importance of information in shaping consumer demand for organic food provide significant and up-to-date knowledge in this field, which may be useful primarily for producers of such food, but also for intermediaries in its turnover between producers and consumers. At the same time, it justifies the need to continue research in this area.

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Hanna SOMMER[1]
Grzegorz ZAKRZEWSKI[2]

'Belly rules the mind'
– a Spanish proverb

FOOD SECURITY – RECOGNITION OF SELECTED ASPECTS BY ACADEMIC YOUTH

The meaning of food security is so obvious that it has not been assigned any clear, specific definition, which in turn allows a broad interpretation of the concepts that make up the scope of activities aimed at ensuring food security. Every definition of the idea is burdened with confirmation bias, emerging through the prism of a primary human feeling – satiety. A. Maslov considered this the most important human need, which is why he placed it at the base of the pyramid. Therefore, it is important to recognise the confirmation bias that we display when defining the next food security area. Food safety and food security are issues as old as human beings, and yet our decisions are dictated by heuristics. They function in our minds like automated processes: means by which we quickly make judgements. A well-filled body does not believe in hunger. In the globalised world, a new mind-set is needed in food distribution systems. This article concludes with pilot research in the area of knowledge, attitudes, and assessment of food security issues in a group of academic youths.

Keywords: food security, food, ecology.

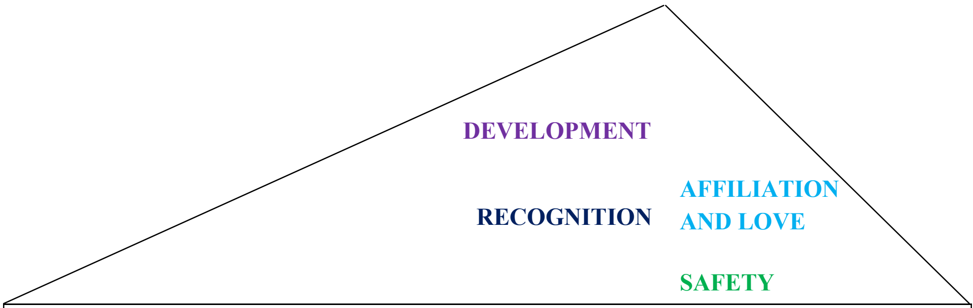
1. INTRODUCTION

Food has a primary role in human life and this is why human has always striven for a situation, in which there is no deficit of it. In order to survive, human had to have access to food not only on a daily basis but also on a yearly basis. Human biological clock, both the daily and annual one, caused human concern in securing of food not only in the above-mentioned cycles, but also had to take into account the following conditions: famine caused by natural forces, animal migration or excessive 'exploitation' of both fauna and flora in the habitat (Sommer, Zakrzewski, 2017a). We, as humanity, are approaching the Ultimate Environmental Thresholds (UET), bearing painful consequences thereof. The UET method is applicable both to assessment of ecological safety (Fabisiak, 2019) and food security (Sommer, Zakrzewski, 2020) of the Baltic Sea. Aquaculture products will determine the

[1] Hanna Sommer PhD, Department of Humanities and Social Sciences, Faculty of Management, Rzeszów University of Technology, Al. Powstańców Warszawy 8, 35-959 Rzeszów, e-mail: hansom@prz.edu.pl (corresponding author). ORCID: 0000-0001-7208-7641.
[2] Grzegorz Zakrzewski, PhD, Eng., Higher Vocational Education School, pl. Powstańców Śląskich 1/201, 53-329 Wrocław. ORCID: 0000-0002-0945-5322.

well-being of humanity to greater and greater extent. The terms: 'food safety' and 'food security' had been erroneously used alternately to the end of the 60's of the previous century.

Food security and food safety were located in the pyramid of human needs in Figure 1. (Sommer, Zakrzewski, 2017b).



PHYSIOLOGY	
Food safety	**Food security**
Guaranteed quality of conditions and activities on the entire stage of breeding, production, processing and trading in order to ensure human health and life are the conditions set to safe food[3].	Physical and economic accessibility are the prerequisites for occurrence of food security. At the same time, this accessibility is considered on micro and macro level, i.e. for individuals, families (called household food security), and then as national and international food security[4].

Figure 1. Food security and food safety in the pyramid of human needs

Source: Own elaboration.

[3] As defined by the Food and Agriculture Organization of the United Nations (FAO), food safety is connected with ensuring that food does not cause harm to the consumer when prepared and/or consumed as intended. Food safety legislation is highly harmonised on the European Union level and is one of the pillars of health protection. Every citizen has the right to know how the food they eat is produced, processed, packaged, labelled and sold. The main objective of the Food Safety Policy, which is common and uniform across the EU, is to ensure high level of human health protection in relation to the food industry – the largest manufacturing and employment sector in Europe. The guiding principle is application of the integrated field-to-table approach covering all sectors of the food chain (https://ncez.pzh.gov.pl/abc-zywienia/bezpieczenstwo-zywnosci-podstawowe-zagadnienia-aktualne-zagrozenia/).

[4] As it is written by Aleksandra Kowalska, food security is a situation, in which all people at all times have physical, social and economic access to safe food, appropriate in terms of nutrition as well as sufficient in terms of nutritional needs and preferences, ensuring healthy and active life. Food security will only be ensured when the available food is compatible with religion and culture of its recipients (https://www.umcs.pl/pl/komentarze-eksperckie,22097,bezpieczenstwo-zywnosciowe-w-zagrozeniu,105815.chtm).

2. LEGAL ASPECTS OF FOOD SECURITY

Ensuring of quality and health safety of food is now the key aspect for food producers, control authorities and consumers. The legal act governing food safety in the European Union is Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002. This Regulation establishes the European Food Safety Authority (EFSA), the activities of which include inter alia provision of independent, up-to-date scientific advice on food safety, thus increasing trust to the EU food safety system (Document 32002R0178).

In Polish legislation, food safety is regulated by the Food and Nutrition Safety Act of 25 August 2006 (Journal of Laws of 2019, item 1252).

Figure 2. shows the food safety system.

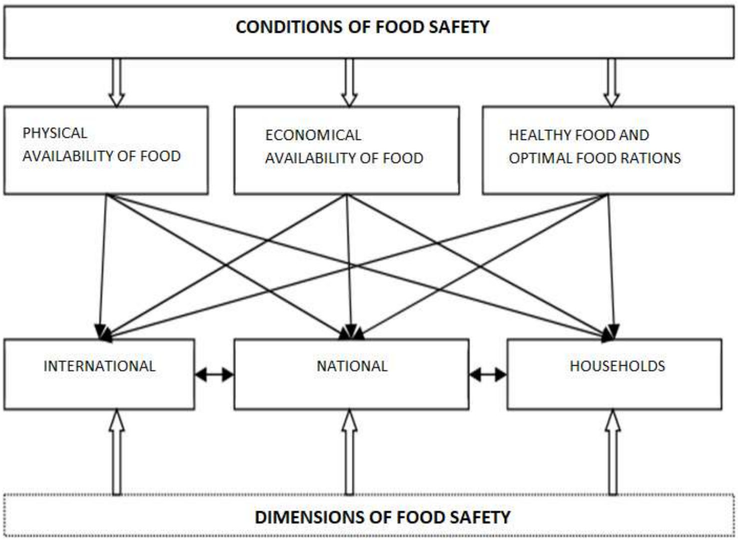


Figure 2. Food safety system

Source: (https://repozytorium.uwb.edu.pl/jspui/bitstream/11320/8116/1/Optimum_3_2019_M_Kozlowska-Burdziak_Warunki_bezpieczenstwa_zywnosciowego_Polski.pdf).

3. FOOD SECURITY CULTURE

The essence and role of food safety culture (FSC)[5] is a relatively new issue and relates to pro-quality behaviour among employees of food industry plants[6]. The broadly understood

[5] The concept of food quality and safety culture is not a new concept in the global approach to food safety. However, we have been recently coming across this concept more often and it is connected with introduction of a requirement relating to the food safety culture in the standard recognised by the Global Food Safety Initiative. In the BRC Food standard amended in 2018 (version 8.) Requirement 1.1.2 was introduced, which indicates that the Top Management should implement a plan for improvement and development of food quality and safety culture. https://www.isoqar.pl/pl/aktualnosci/branza-spozywcza/kultura-jakosci-i-bezpieczenstwa-zywnosci.

[6] Commission Regulation (EU) 2021/382 amending the Annexes to Regulation (EC) No 852/2004 of the European Parliament and of the Council on the hygiene of foodstuffs as regards food allergen

food industry is statutorily obliged to implement the issues of food quality and safety culture. These activities are purposeful and take the form of: modernised technological lines, technological and organisational documentation, accepted behaviour of employees applying good employee practices in the field of responsibility for product quality.

Culture is a set of measurable, hard-to-measure and non-measurable principles. Most of these rules can be entered in the job description sheet. Safety culture means observing of rules, sharing of attitudes, professing of values, beliefs of own behaviour, the beneficiary of which is a food product (Sommer, 2006).

The European Commission seeks to ensure high level of ***food*** *safety and health* ***of animal-origin plants in*** *the EU through coherent field-to-table measures and appropriate monitoring, simultaneously ensuring an effective internal market* (EU Integrated Food Safety Policy). Implementation of the EU Integrated Food Policy is shown in Figure 3.

The EU organises the market for production and trading in food and its products in an effective manner.

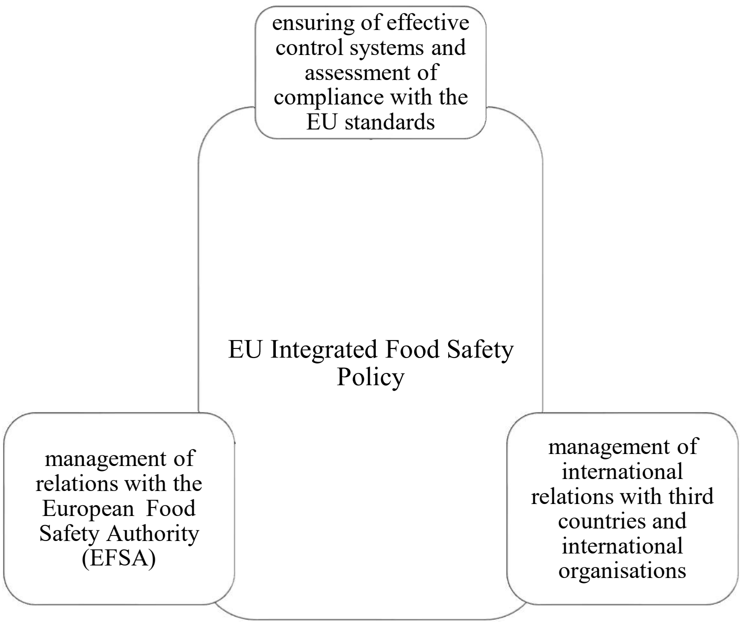


Figure 3. Implementation of the EU Integrated Food Policy

Source: Own research based on (https://ec.europa.eu/food/index_pl?etrans=pl).

management, redistribution of food and food safety culture introduces a new legal requirement relating to the whole food chain. The Codex Alimentarius Commission has adopted an amendment to the global standard relating to the General Principles of Food Hygiene (CXC 1-1969). In amended standard CXC 1-1969, the term 'food safety culture' was introduced as a general principle, understood as support of food safety by improvement of awareness and behaviour of employees in food plants. https://haccp-polska.pl/kultura-bezpieczenstwa-zywnosci.

4. OWN RESEARCH

The aim of the undertaken research is - generally speaking – scientific recognition of the examined reality. Both development of theory, i.e. systematic knowledge that refers to social reality, and social practice, showing the possibilities of its shaping, is aimed for through empirical research.

The subject of the research is recognition of food security issues through the prism of food safety in terms of respecting of the latter as well as determination of the essence and role of food safety culture as behaviour acquired and learnt by academic youth (Sommer, Zakrzewski, 2020).

The research problem was formulated as follows: *What is the level of knowledge and what are the attitudes and assessment of food security issues among academic youth?*

The research was carried out in a group of academic youth from Podkarpacie. These were 110 people, 52 women and 58 men, who expressed their willingness to participate in the research. Podkarpacie is one of poorer regions of Poland. We can talk about the food respecting tradition here. The research was carried out in January 2022, i.e. in the post-Christmas period, when food wasting occurs more often.

Survey research is the most commonly used method of obtaining of empirical data. CAWI research, which is one of the forms of quantitative measurements, was used in the article. It uses a survey questionnaire provided electronically. The advantage of this technique is ability to complete the survey at selected time and from any device with Internet access.

The results of the completed research are presented on the charts. The first chart relates to familiarity with the content of labels.

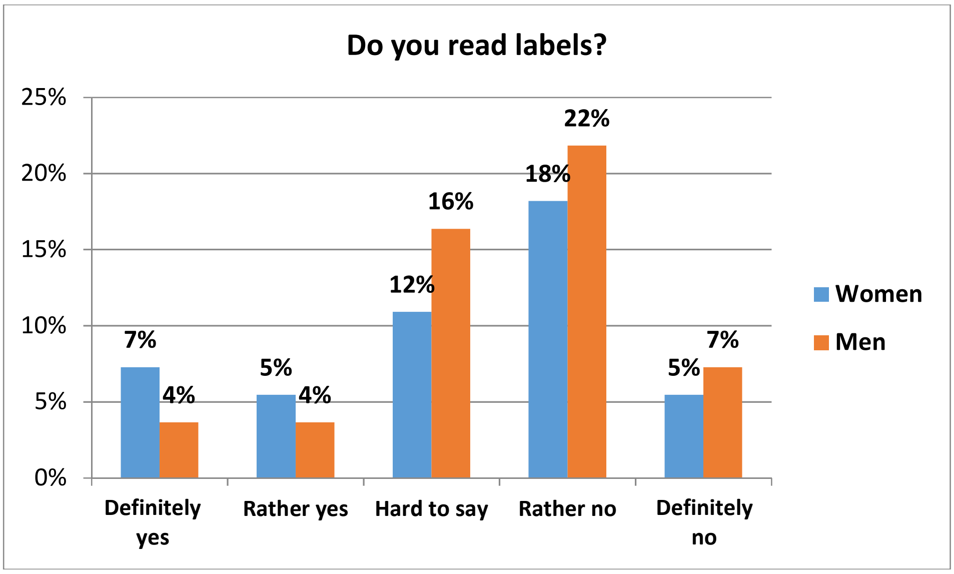


Chart 1. Labels reading

Source: authors' own research.

Chart 1 shows the degree of familiarity with the content contained in product labels. The most often selected response, both among women (18%) and men (22%), was: 'rather not' - it was indicated by as much as 40% of respondents. A lot of respondents (28%) were unable to take a position on this issue. However, a similar number of respondents definitely do not read (12%) and definitely read labels (11%). If so many respondents do not read the labels or are unable to take a position on this issue, it can be concluded that the respondents trust the producers.

However, the examined level of trust to the information contained in the labels (Chart 2) does not correspond to the assumptions made on the basis of the data from the first chart.

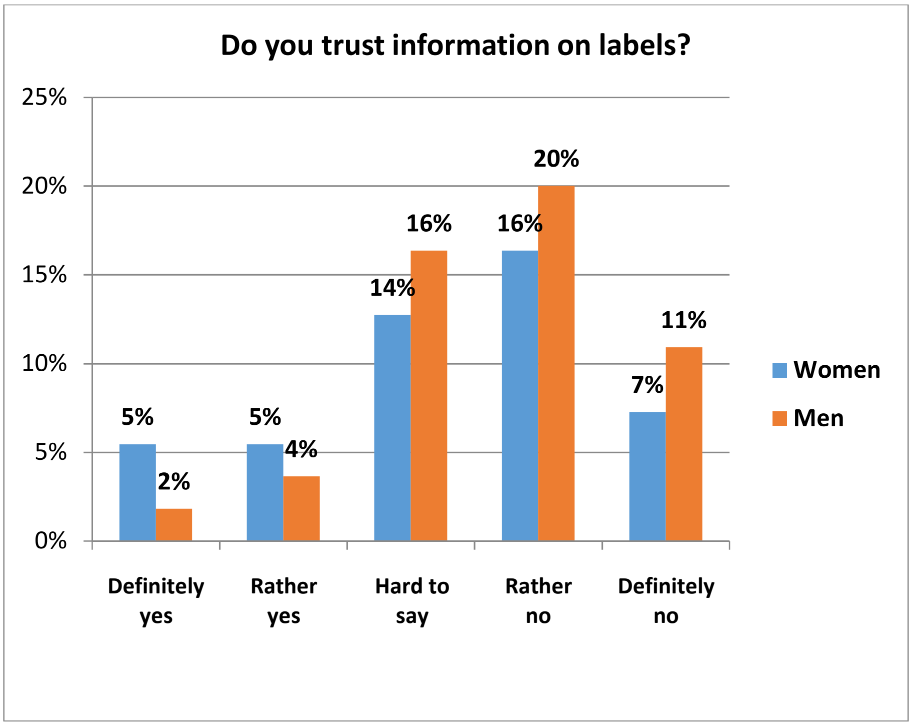


Chart 2. Trust level of information on labels

Source: authors' own research.

The level of trust to information in labels is low. As many as 36% of the surveyed women (16%) and men (20%) rather do not trust this information and 18% definitely do not trust it. A lot of respondents (30%) are unable to take a position in this assessment. Only 9% of women (95%) and men (4%) rather trust and 7% strongly trust the information that the manufacturer places in product labels.

The respondents also pointed out that certification labels raise the greatest trust among consumers, providing certainty as to product quality. It should be remembered that label is the primary source of information provided to the customer and this information is regulated by law.

Another question related to the level of public awareness of operation of food mafias.

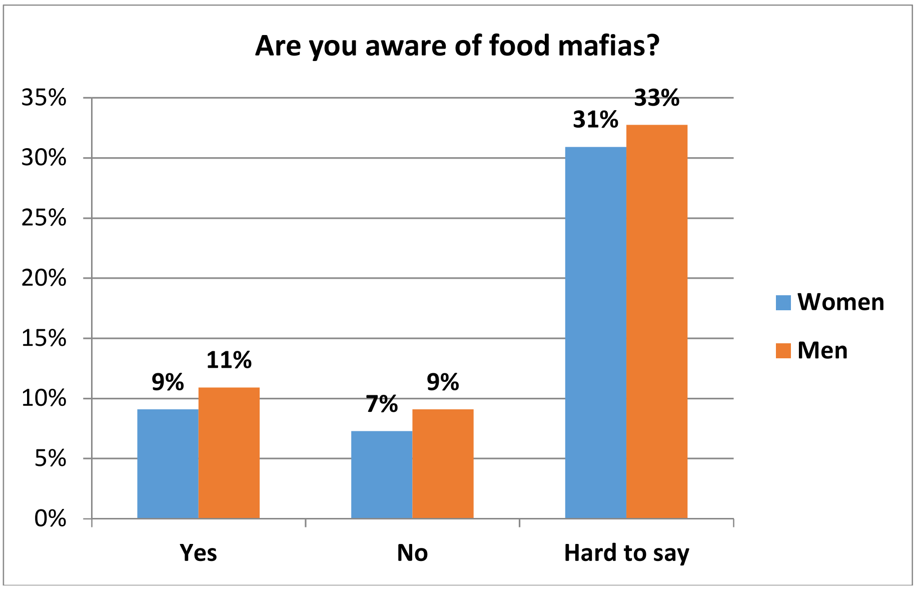


Chart 3. Social awareness level of food mafias activity

Source: authors' own research.

As many as 64% of respondents, of which 31% of women and 33% of men, are unable to comment on existence of food mafias. Only 9% of women and 11% of men are aware of existence of such mafias, and 16% (7% of women and 9% of men) have not heard of their functioning. The fact that such a large part of respondents are unaware of existence of food mafias may be a concern. Mafias can slowly take over the market, dictate prices and push smaller producers who produce healthy and natural food out of the market. The mafias are guided only by profit; human health is of no value for such groups.

The next chart (4) shows knowledge of respondents on unfair practices in the processing industry.

Despite the fact that the respondents have little knowledge on food mafias, as many as 68% of them are aware of occurrence of unfair practices in the processing industry (33% of women and 35% of men). As many as 23% of respondents cannot comment on this subject and 9% have not encountered any unfair practices in the processing industry. Unfair practices are contrary to good manners and significantly distort market behaviour of consumers. Unfair entrepreneurs should know that unfair market practices in relations with consumers may result in loss of trust, both of existing and of potential customers.

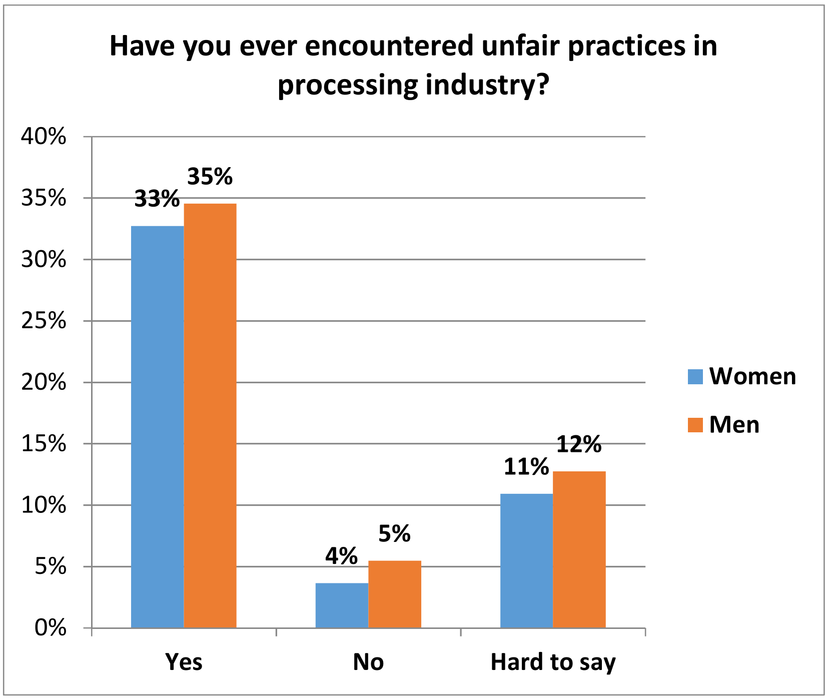


Chart 4. Unfair practices of processing industry

Source: authors' own research.

Another question asked to the respondents concerned counterfeiting of food (Chart 5).

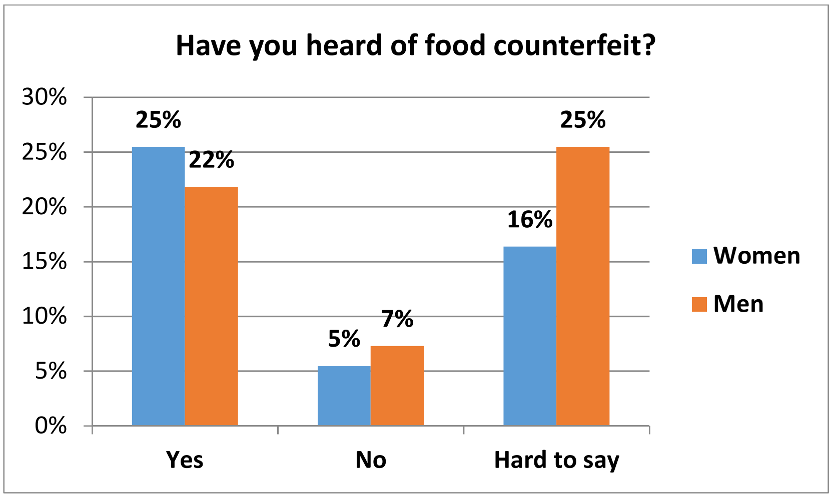


Chart 5. Food counterfeit

Source: authors' own research.

Knowledge on food counterfeiting is not common. Only 47% of respondents (25% of women and 22% of men) have such knowledge. As many as 41% cannot take a position on this issue and 12% have not heard of food counterfeiting. At present, food may be very dangerous from the point of view of consumer's health. Food counterfeiting is a profitable business and food is a commodity that is bought every day. Almost every product may be counterfeited, for example mozzarella may be artificially whitened and fish or even honey may be chemically refreshed. However, food that is falsified the most often is wine, olive oil, meat, tomatoes or sugar.

The next question examined familiarity with symbols of food additives (Chart 6).

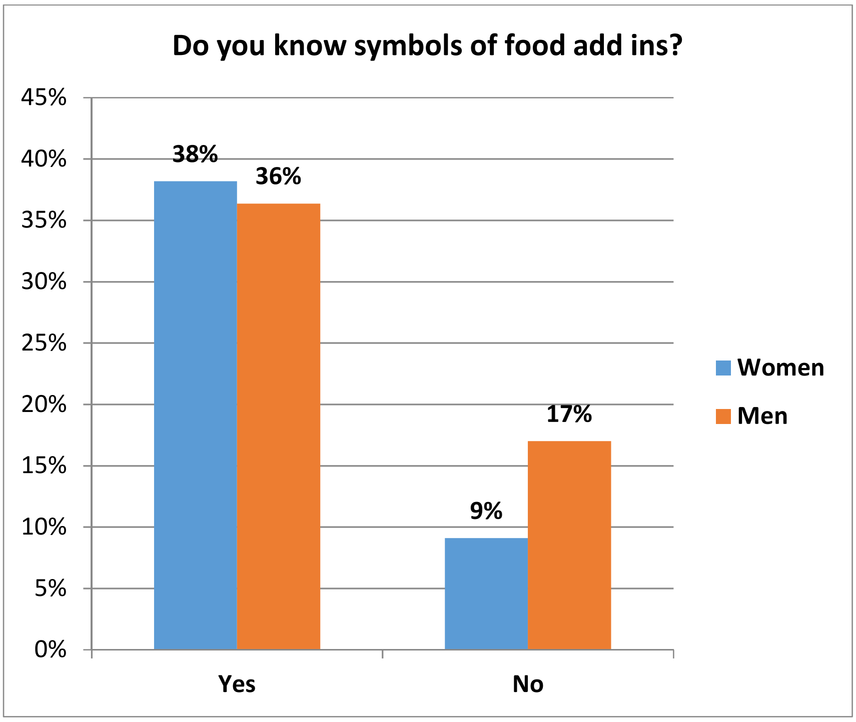


Chart 6. Knowledge of food add ins

Source: authors' own research.

A very large part of respondents, both women (38%) and men (36%), know the symbols of food additives (74%). However, 26% of them do not have such knowledge.

It can be said that food is currently changing in terms of quality. In the fight for the consumer, products have long shelf-life and affect taste and smell qualities. Food is increasingly processed with the use of chemical compounds that are added to food products in large quantities. Unfortunately, these changes are not neutral for our health. It is good that we know the symbols of food additives. This allows for purchasing of the least processed food.

The next chart (7) presents assessment of the EU Food Security Policy.

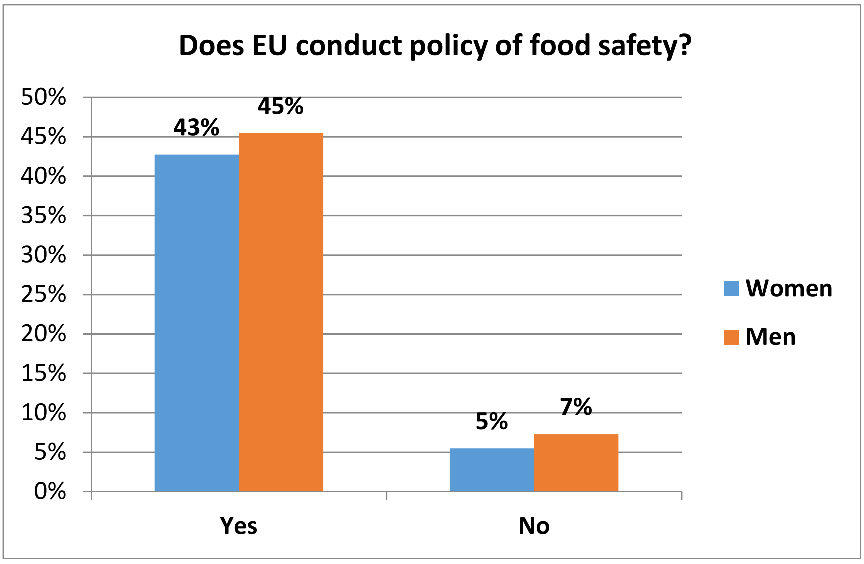


Chart 7. Food safety in EU

Source: authors' own research.

In response to growing challenges connected with food needs, the European Union is launching programmes aimed at improvement and ensuring of food security. As many as 88% of respondents, including 43% of women and 45% of men, are aware of their functioning. The Poles are still Euro-enthusiasts, which is why such a high score was achieved in this question. Only 12% of respondents do not know that such programmes are being implemented in the EU.

According to the Global Food Security Index report created in cooperation with the Economist Intelligence Unit, Europe is considered as the world leader in counteracting of food wasting. At the same time, the *European food systems, even the ones in less affluent countries in the eastern part of the continent, have proved to be successful during the test being the SARS-CoV-2 pandemic that has been occurring for a lot of months* (Fotruna, Łobodziński 2021).

The last (8) chart shows the factors that affect purchasing decisions.

While making purchasing decisions, the respondents are guided by various factors (Sommer, Sommer, Zakrzewski, 2018). Due to the possibility to select more than one factor, the number of responses for the individual values is presented in the chart. Women the most often pay attention to the brand of the product (36), its composition (34) and country of origin (32). Men react similarly. For them, the brand of the product is in the first place as well (42), but in the second place there is the country of origin (38) and in the third place there is composition of the product (30). The remaining values that were selected by the respondents were: nutritional value of the product, the form of its offering and food safety. Both women and men answered this question similarly.

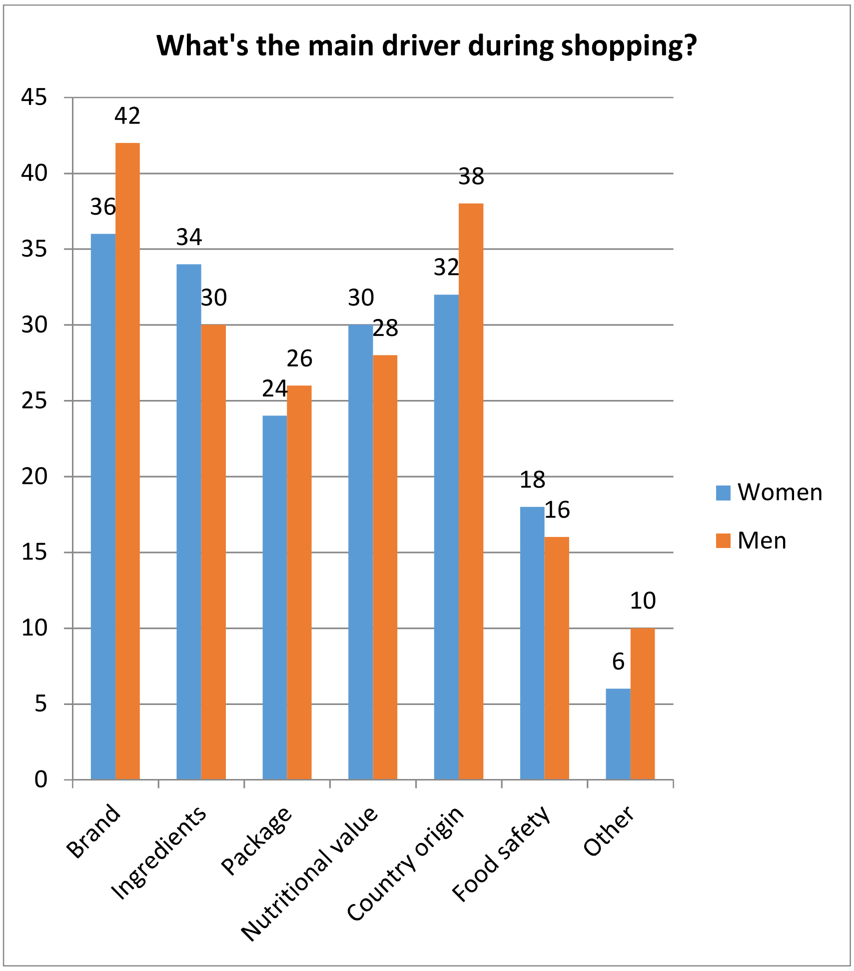


Chart 8. Factors influencing purchasing decisions

Source: authors' own research.

Summing up the conducted research, it may be said that the academic youth of Podkarpacie do not read product labels in more than 50%. The level of trust to information in labels is low. The fact that a large part of respondents are unaware of existence of food mafias may be a concern. Despite the fact that the respondents have little knowledge on food mafias, as many as 68% of them are aware of occurrence of unfair practices in the processing industry. Knowledge on food counterfeiting is not common. Only 47% of respondents have such knowledge. A very large part of respondents, both women and men, know the symbols of food additives (74%). As many as 88% of respondents are aware of functioning of programmes aimed at improvement and ensuring of food security in the EU. While making purchasing decisions, the respondents are guided by various factors. Both women and men pay attention to the brand of the product, its composition and country of origin the most often.

5. CONCLUSION

Along with social development, food has begun to perform new psychological, social and cultural functions. Taking into account the role of food in the life of every human, it should be stated that ensuring of food security is the most important problem of the modern world. Provision of sufficient food of adequate quality to the population in conditions of limited natural resources is one of the greatest challenges on the global and local level.

Food security is connected with quality of food products. Ensuring of food security of the society is conditioned by physical and economic availability of food.

Importance of food security entails taking of actions, including information & education initiatives, aimed at ensuring and improvement of food security.

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Olga ZIEMIŃSKA[1]

PROJECT MATURITY ASSESSMENT MODEL DEDICATED TO THE ENGINEERING AND DESIGN OFFICE

The parallel implementation of many projects in an organization is a big challenge for Project Managers. While simultaneously managing many projects, it is important to define the dimensions necessary for coordination in order to obtain comprehensive management information regarding both specialized projects and all general project trends implemented across the organization. The lack of comprehensive coordination between the above factors often leads to failure to achieve the assumed results. The aim of the paper is to establish assumptions for criteria to assess the design maturity of an organization. Taking into account the need to analyse the above goal, the author developed the assumptions of the model by assessing the design maturity of the organization on the basis of research carried out in the engineering and design offices.

Keywords: systemic project management, project maturity, management, evaluation model.

1. INTRODUCTION

Research work in the field of projects was carried out in the 1940's of the twentieth century, the subject of contemporary research was most often a single project in one location carried out by one (...) or more organizations (Evaristo, van Fenema, 1999). Perceiving projects in the above-mentioned way gave the opportunity to understand the complexity of design processes. "The concepts and techniques that were born during the so-called classical project management trend turned out to be (...) incompatible with the needs of modern organizations" (Moris, 1994). Awareness of the design approach is growing at an ever faster pace and the rganizations are faced with the need to often radically change the rules of functioning (Drucker, 2000). The world, business and scientific spheres are increasingly directing their activities towards the project approach, and additionally trying to develop their ability to manage projects. Projects can take various forms, once they were only of a structural and technical nature, so in engineering and design offices the very definition of a project has been known and used for a long time, while the trend of focusing the organization on developing efficiency is constantly being improved and developed. Currently, projects occur in all areas of human activity. This forced changes in the functioning of the organization and an increase in information resources (Strojny, Szmigiel,

[1] Olga Ziemińska, MSc, Department of Project Management and Security Policy, Faculty of Management, Rzeszów University of Technology, Powstańców Warszawy Ave. 10, 35-959 Rzeszow; e-mail: o.zieminska@prz.edu.pl. ORCID: 0000-0003-3892-9635.

2015). Currently, we have an increasing number of methods, techniques and tools supporting the project approach. The turbulent socio-economic environment poses many challenges to management theory and practice (Koźmiński, 2004). It is known that Organizations operate in conditions of increasing pressure to improve the efficiency of operations (Strojny, 2019). Society is largely aware of the need for broadly understood projectification. Awareness of knowledge in this area is necessary to set further paths and directions of development specific organizations.

The aim of the article is to develop the assumptions of the organization project maturity assessment model containing the assumptions of the integrated project management methodology on the example of a engineering and design office. The maturity model (...) is a process of improvement, a path, a direction indicator of development with precisely drawn criteria defining the current and desired state based on transparent reference values (P3M3® Portfolio, Programme and Project Management Maturity Model).

The article presents theoretical assumptions of project management and the definition of projectification. It also describes commonly used methods of project management, and the division into traditional and agile approaches. The article contains research results in the form of model conceptualization based on business process modeling analyses.

In this article, the author develops universal assumptions of the model of assessing the design maturity of the organization based on the key dimensions of the organization's activity. The research can be used to conduct the above-mentioned assessment, and to learn about the basic management problems of the organization.

2. PROJECT MANAGEMENT AND PROJECTIFICATION

A project can be defined as a intention for which objectives, required resources, deadlines, costs, quality level have been given (Kerzner, 2021). The discipline of project management goes back to practical economic needs, it was created when traditional methods of the management proved to be insufficient (Pawlak, 2006). Project management is based on the method of management by objectives. A very important issue here is the correct definition of the goal system. It is necessary to define strategic priorities, which constitute a kind of roadmap for management. Confronting current decisions with established long-term directions of development allows you to focus resources on the most important tasks (Strojny, 2014). Over the years, the approach to project management has significantly evolved and new methodologies have been introduced. Project management methodologies can be defined as a source of best practices acting as standards and procedures describing the activities and processes that the project manager and other project participants must undertake in order to successively implement the project (Wyrozębski, 2014) Currently, the accumulated scientific achievements from the aforementioned scope are used on many different levels.

There is a traditional and agile approach to project management. Traditional project management methodologies (also called linear or cascade) are based on the project life cycle and certain sequences that must be realized to achieve the set goal. This approach works best in situations where the purpose and technique of operation are clearly and transparently defined and there is a low probability of changes in the project (Strojny, Szmigiel, 2015).

Agile (adaptive) project management methodologies are a response to traditional management methods and an attempt to adapt to new economic conditions, primarily determined by technological progress, globalization of markets, dynamically changing environment, and increasing competition (Janasz, Wiśniewska, 2014).

In the engineering industry, the concept of project and project manager was first used in 1951–1953, it referred to the project of the Trans-mountain Oil Pipeline in Canada by Bechtel (Bechtel, 1989). The Civil & Civic company contributed to the development of the project approach in this industry, which was the first to create a closely cooperating project team for the implementation of the contract in the EPC formula (Engineering, Procurement, Construction), i.e. "design and build", taking responsibility for the entire investment from project development to implementation (Stretton, 2007). Those times also began with the well-known and still used planning methods, such as:

- Critical Path Method (CPM) initiated with Kelley and Walker by the du Pont think tank (Kelley, Walker, 1989),
- PERT (Project Evaluation Review Technique) method invented during the implementation of the Polaris ballistic missile project, by the team of W. Fazar (Fazard, 1962)
- PDM (Precedence Diagramming Method), also known as node activity representation, developed at Stanford University (Fondahl, 1987).

The following years were characterized by an increased awareness in the field of project management in many aspects, both in the development of the above-mentioned methods, the emergence of new techniques and tools as well as the emergence of the first organizations specializing in project management, development and education in this field, as well as certifying Project Managers. PMO's (Project Management Offices) began to appear in various types of organizations, which translated the activities of entire organizations into a project approach, and new standards of design culture began to be introduced. Currently, the awareness of the design approach is growing and is becoming more important in the modern world.

Project management is understood today as a holistic discipline, enabling the achievement of organizational efficiency, effectiveness and innovation, and not just a set of practices and tools (Svejvig, Andersen, 2015; Jugdev), which possesses a separate subject of study, its own theoretical foundations and applye specific researchmethods (Trotsky, Bukłaha, 2016).

Adopting the project orientation of the organization consists in developing those attributes of the organization that significantly increase the efficiency of the course of projects (Strojny, 2015). The concept of organizational project maturity (Lichtarski, 2015) describes the ability of an organization to efficiently manage projects. This process should last throughout the life of a specific organization (...) because the environment is constantly changing. It forces people to act and make demands on themselves (Hortensjusz, Bergenhenegouwen, Gouwenes, Jong, 2004).

Projectification is a broader phenomenon than project management, it permeates many levels of analysis, it is related to many areas of human activity. Originally, projectification was understood as the proces of transformation of an organization through projects (Midler, 1995). Midler, using the example of Renault, presented how traditional, routine activities can be pierced into projectification activities (Rapior, 2017). The development of research in this field has made it possible to see the broader context of projectification and understand it as a multidimensional phenomena of a cultural and discursive nature (Packendorff, Lindgeren, 2013). Analyzing a broad perspective covering organizational and social aspects, projectification can be defined as the institutionalization of projects in society (Jacobsson, Jałocha, 2018). The phenomenon of projectification is developed on many levels and more often becomes the subject of scientific research.

During the development of project management science, the concept of organizational maturity became important, as a result of which organizational maturity models were created to improve the discussed process. Maturity should be understood as systematic improvement of the organization's skills and the processes implemented in it in order to increase the efficiency of the organization in a given period of time (Hammer, 2007). Maturity models can be defined as the improvement of the key factors leading to the achievement of the assumed goals (Looy, 2014). Some of the organization's design maturity models are presented in the table below:

Table 1. Selected models of project maturity

Author	Model	Model range
PRINCE2	Portfolio, Programme and Project Management Maturity Model(P3M3)	- Project management: 1) control, 2) benefits, 3) finance, 4) risk, 5) governance, 6) stakeholders, 6) resources - Program management (...) - Project portfolio management (...)
R. Gareis	Family of Project-oriented Maturity Models	Project-oriented organization model: - Project management. - Program management. - Support for the quality of project and program management. - Assignment of projects and programs. - Coordination of portfolios and relations between projects. - Designing a project oriented organization. - Process management in a project-oriented organization. - Business process management in a project--oriented organization.

Source: Own study. Based on: (Strojny, 2019).

3. RESEARCH METHODOLOGY

The aim of the article is to develop the assumptions of the organization project maturity assessment model containing the assumptions of the integrated project management methodology on the example of a engineering and design office. In the article, the author develops the discussed model based on the available literature knowledge from the models of organizational design maturity. Specifying the purpose of the article enables the direction of research and the definition of the research problem. It is presented in the form of the following question: What are the conditions for a comprehensive assessment of design maturity in an engineering and engineering and design office?

The indicated research problem has been detailed by defining the research questions within which the following research questions have been distinguished:

1. What are the dimensions of the model used to assess the project maturity of the organization?
2. What is the significance of the dimensions of the model used to assess the project maturity of the organization?
3. What are the conditions for the implementation of such a model for assessing project maturity in the organization?

In order to provide answers to the defined research issues, an empirical research procedure was carried out to develop the assumptions of the integrated project management method by preparing a research tool on the example of a specific engineering and design office.

The research was carried out on the example of one of the design and engineering offices having its headquarters in Rzeszów. The organization has been operating on the market since 2013, the main subject of its activity is the production of multi-sector design documentation and author's supervision. It is important to take into account the specificity and nature of the operation of this type of entity when detailing the concept of the design orientation model. This will allow for a reliable assessment of the surveyed organization in terms of project management maturity.

The projects implemented in the discussed enterprise belong to the group of infrastructure projects that are characterized by a high level of risk and are strongly determined by stakeholders – both internal and external environment. Therefore, the key in this type of projects is a thorough analysis of stakeholders in the initial phase of the project and taking care of good relations with stakeholders in the implementation phase. Properly conducted analysis of the stakeholders is of particular importance in a situation where the project goal arouses controversy in the environment, which is often troublesome in infrastructure projects (PRINCE 2, 2009).

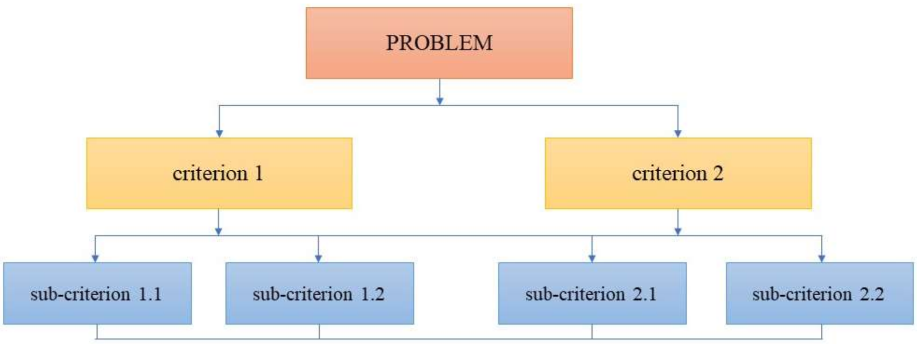

Figure 1. AHP hierarchical model diagram

Source: Own study.

The research used the AHP (Analytic Hierarchy Process) method developed by Thomas L Saaty in 1977 (Winnicki, Jurek, Landowski, 2006), which allowed to organize the decision-making problem by presenting it in the form of a hierarchical structure and assigning individual criteria to specific weights (Rogowski, 1997) to support multi-criteria problems (Trzaskalik, 2014). The discussed method was used in the study to structure the design maturity model. The use of the AHP method will allow for the structuring of the project maturity model by defining dimensions and sub-dimensions relating to the individual attributes of the organization.

On the basis of the presented AHP model, a research tool was developed (a questionnaire attached to the article) to assess the significance of each element of the model in the context of the research problem. The tool makes it possible to compare the individual criteria of the model as well as the sub-criteria within a specific criterion.

A method of modeling business processes representing a workflow was also used to describe the process and its business environment. Business process modeling is related to the need for a graphical representation of business processes for the purposes of their optimization and archiving (www.it-consulting.pl, 2021) allows you to document processes or create their definitions (Gawin, Marcinkowski, 2013). Process modeling gives the opportunity to make a detailed analysis, thanks to which it allows to improve processes.

4. RESEARCH RESULTS

The purpose of this section is to conduct empirical researchbased on the obtained results of literature research and the analysis of selected management practices constituting the basis for building a model of project maturity assessment and the conditions of the surveyed organization.

The research began with the analysis of business processes of the project management process in the engineering and design office. When defining the dimensions of the project orientation, the project maturity models available in the literature were used, including the models discussed above: Portfolio, Programme and Project Management Maturity Model (P3M3) and Family of Project-oriented Maturity Models. When determining the dimensions of the model, several important aspects were focused on. First, the need to verify compliance was identified with the conditions and specificity of the functioning of the analyzed organization. The important issue is the integration of the model with the tools used in the organization to ensure efficient operation. This will allow for the efficient integration of the proposed solutions with the conditions of the organization. An important aspect is the systemic approach to project management understood through the implementation of projects both in the operational and strategic dimensions. The proposed project orientation model consists of two levels of detail.

The first level of detail defines the main dimensions that make up the attributes of a project-oriented organization, including: the dimension of project culture standards, the dimension of project team management, the dimension of management by objectives, the dimension of project lifecycle, and the the dimension of comprehensive approach to project management. The second level of detail consists of sub-dimensions that refine the essential elements of each of the specified dimensions. The results of conceptual work in the field of the design orientation model, significant from the point of view of the organization's operational efficiency, are presented in the figure below.

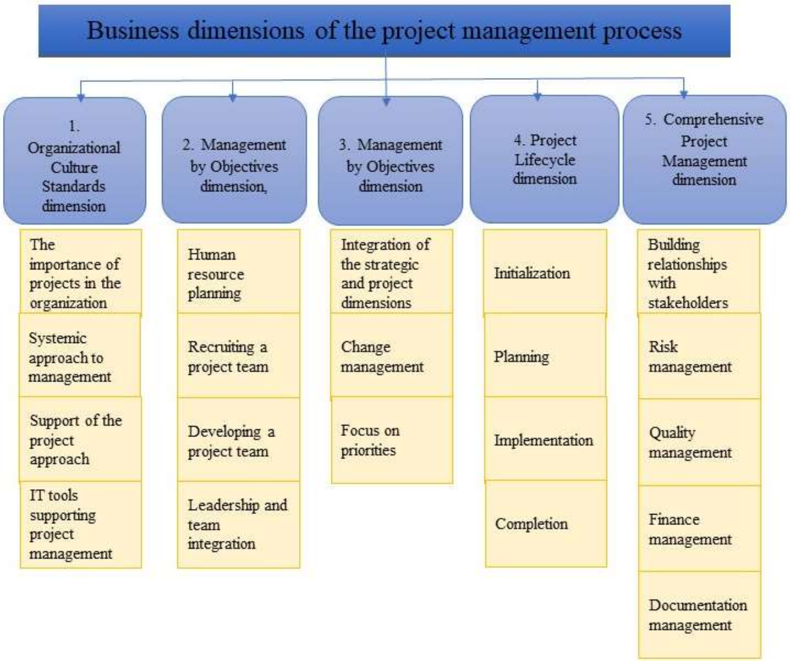

Figure 2. Model of project organization

Source: Own study.

The elements presented in the above model require clarification. Each of the defined dimensions has been considered in a broader perspective, which is presented in the table below.

Tabele 2. Analysis of the dimensions of the project management process in the project and engineering and design office

Dimension name	Dimension analysis
Organizational Culture Standards dimension	The dimension concerns the definition of certain standards for the design culture in the organization. Defining standards in each of the subdimensions will allow to unify the mechanisms of operation, introduce a system approach and understand the role of projects. A systemic approach to project management is manifested in the creation of a Project Management Office in an organization or the use of systemic project control. The role of project offices in organizations is primarily to ensure the continuity of the application of methodology standards in all implemented projects (PRINCE 2, 2002). Methods and techniques of supporting the project approach are also important not only within the organization, but also with entities in its environment, e.g. in relations with the client. This support is also defined by the attitude of the management board to the implementation of projects and relations with the Project Management Office or the separation of key projects for the organization. The last subdimension indicates the need to use IT tools in individual phases of the project, serving to coordinate all project extinctions allowing to obtain comprehensive management information.

Tabele 2 (cont.). Analysis of the dimensions of the project management process in the project and engineering and design office

Dimension name	Dimension analysis
Project Team Management dimension	The dimension concerns human resource management in the organization. The starting point is the planning of human resources, so as to adapt the staff to the current requirements of the organization. The next area concerns determining the requirements for the candidate necessary for the job, the method of recruitment and the possibility of cooperation. Another subdimension is based on introducing a new employee to the team, providing feedback, motivating and enabling development. An important area is also leadership in the team and team integration which strongly determines the properly functioning group.
Management by Objectives dimension	The dimension concerns the identification of all elements affecting the integrated approach to management in the organization. The subdimension of change management refers to the quick response to risk, change thanks to the ongoing analysis of the environment. Management by objectives is carried out with the use of prioritization of activities that will allow for effective achievement of the intended goals. Therefore, the sub-dimension becomes important: focus on priorities, where identification mechanisms and methods of managing the priorities should be defined.
Project lifecycle dimension	The dimension is based on the creation of a business case, risk calculation and identification of stakeholders. It is necessary to define resources, budget, schedule, scope of duties and people responsible for them. The next area concerns organization and coordination. At this stage, it is necessary to monitor the individual elements and, if necessary, correct and improve. The activities are also related to the handing over of the finished product, the celebration of completion and the creation of a database of so-called good practices, which will constitute the knowledge developed for the implementation of subsequent projects.
Comprehensive Project Management dimension	The dimension concerns the orientation to the customer and his expectations, which is commonly required in a market economy, including the expectations of project stakeholders, i.e. external clients. It is necessary to identify design risks, measure, assess and determine an adequate response, steering and control. It is necessary to monitor the quality of products and the quality of the project management process. The next area concerns the planning of the measures necessary to implement the project's activities, the estimation, budgeting and control of costs. It is necessary to introduce consistent templates of project documentation and transparent procedures.

Source: Own study.

Conceptual work on the model allowed the author to identify areas of the project maturity model. The first of them is the diagnosis of the current state of the organization and the preparation of the organization by selecting appropriate system solutions aimed at increasing the efficiency of the organization. The appearance of these solutions in the organization proves that the limitation is aimed at strengthening efficient operation. Therefore, a controling mechanism for the solutions introduced in the organization is necessary, as well as an appropriate update of the implemented solutions adapted to the emerging circumstances. The discussed concept of the model is consistent with the assumptions of the Deming cycle showing the continuity of the process. The concept of the model was prepared, consisting of four areas: 1) Diagnosis and Preparation 2) Implementation 3) Control 4) Improvement. The graphic structure of the model is presented in the diagram below.

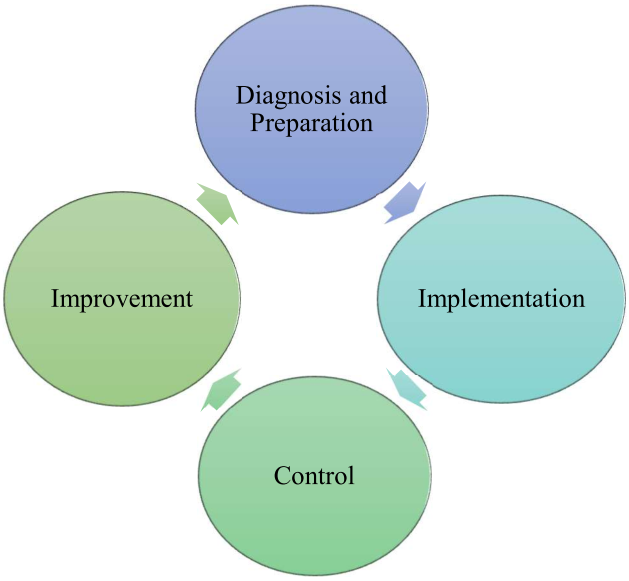

Figure 3. Project maturity control model diagram

Source: Own study.

The developed model indicates important aspects of project and portfolio management. Examination of the organization in accordance with the assumptions of the presented model allows to assess the overall level of project maturity in the organization. As a consequence, the management staff obtains a general view on the adaptation of the organization to efficient management. The obtained results of the project maturity assessment of the organization indicate which elements of the project management process are at the advanced level and which require refinement. Thanks to this, it is possible to set directions for action in order to improve the operation of the organization. On this basis, it is possible to more consciously assume the business case for the implementation of organizational innovation in a given area. It is worth emphasizing that such projects are often a radical change. Its efficient implementation may be possible only after prior prioritization.

During the development of the conceptual model, 5 levels of project maturity of the organization were identified: level 1 – no project approach, level 2 – intuitive approach, level 3 – focus on general project management methods 4 – project conditions, 5 – system project management. Defined levels are used to determine the current stage of the organization's development. The figure below shows the above-mentioned levels of project maturity of the organization.

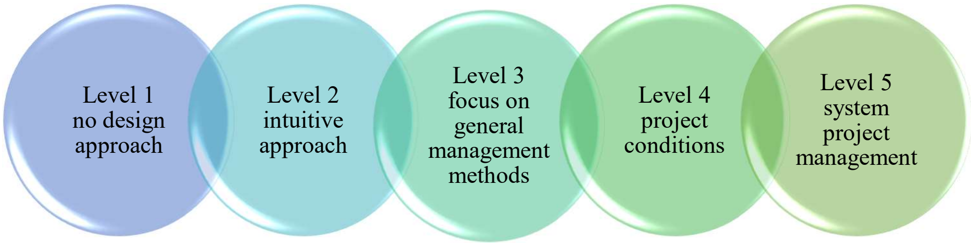

Figure 4. Levels of Organization Design Maturity

Source: Own study.

Each of the defined model elements is detailed below.

Level 1 no design approach. The activities performed in the enterprise are definitely not focused on the project approach. The areas that obtain this assessment are characterized by a rather process approach. This approach is usually characterized by systematically performing routine activities of the organization, there is a superior-subordinate relationship, a matrix or functional organizational structure, no elements of teamwork, rigidly defined positions, scopes of work and duties, a systemic approach to the client. The company does not have basic knowledge about project management and does not show the willingness to improve its operations, the only form of improving the efficiency of the organization is the experience gained.

Level 2 intuitive approach. The company has basic knowledge of project management. He can identify areas that need improvement, but he cannot react professionally, the actions he takes are based mainly on intuition. Individual work and a systemic offer for the client dominate. Projects are managed by line managers who have access to limited resources, scheduling to ols are used sporadically and partially. Lack of cost valuation in the project and analysis of possible added value, as well as risk.

Level 3 focus on general methods of project management in the enterprise. The company has general knowledge of the field of project management. The company sees opportunities and expresses a desire to improve the organization, eliminate recurring errors and improve the level of quality, tries to use general knowledge and techniques from project management for this purpose. A PMO organization is established in the company, whose task is to spread awareness of the project approach, study project risk, introduce project management as well as resource management. A financial analysis of the project is carried out, tracking the costs incurred, expenses for the project as well as the benefits that are obtained.

Level 4 design conditions. The company has knowledge of project management and skills in the use of tools. It makes every effort to improve its activities as much as possible. Formal project and portfolio managers appear in the enterprise, and there is a shared pool of resources. There is a tendency from teamwork, tools supporting group work as well as tools for scheduling, reporting and workflows are used. Projects are approved from the point of view of the portfolio depending on the adopted strategy of the organization. Additional tools are being introduced to improve project portfolio management. Financial management is carried out through cost and profit planning at the portfolio level, the use of cost optimization and response to cost changes.

Level 5 system project management. The company has extensive knowledge of project management, knows and knows how to use and integrate tools and methods to improve the quality of work. There is close cooperation and coordination between project managers and the portfolio manager, comprehensive PMO, use of consistent tools and analysis at the level of the entire organization. There is a full cost management process, cost resources allocated accordingly to individual projects.

5. SUMMARY

The main objective of this work was achieved by developing a tool for assessing the project maturity of the organization containing the assumptions of the integrated project management methodology on the example of a engineering and design office.

The developed assumptions of the organization's project maturity model are the result of seeking answers to the research problem posed: What are the conditions for a comprehensive assessment of design maturity in an engineering and design office? In order to clarify the explanation of the research problem, answers to research questions were provided.

Research question 1 What are the dimensions of the model for assessing the design maturity of the organization?

The dimensions necessary to assess the project maturity of the organization are defined as follows:

- Organizational Culture Standards dimension,
- Project Team Management dimension,
- Management by Objectives dimension,
- Project Lifecycle dimension,
- Comprehensive Project Management dimension

The identified dimensions of project management during the analysis of business processes allow to assess comprehensive inter-dimensional coordination. As a result of the spread of an organized approach to project management, enterprises began to strive to reach new levels of maturity (Brzozowski, Kopczyński, 2011). Identifying and assessing the above dimensions allows the organization to be assessed in terms of project maturity, which in turn allows to identify the "weak points" of the organization that require a deeper analysis leading to changes in the organization. Research results and defined subsequent levels of project maturity can be a path for the development of the organization for the management. These studies can therefore also serve as a basis for defining the assumptions of a reorganization project.

The logic of the project maturity of the organization should be understood as follows: the increase in the level of project maturity of the organization is proportional to the increase in the effectiveness of project implementation and the efficiency of using resources, which in turn allows for more effective achievement of the organization's goals and leads to achieving a competitive advantage and enables the development of the organization.

The article focuses on the development of a tool for assessing the project maturity of an organization by defining transparent reference values to be evaluated. It focuses on determining the dimensions of organizations that should cooperate with each other in order to achieve an increase in the level of project maturity.

The research has some limitations resulting from the analysis of a selected organization specializing in a specific activity, however, a cognitive gap can be observed in the scope of broadly understood studies to assess the design maturity of the organization. Therefore, the article is the basis for conducting further research in the discussed direction in the field of increasing the level of project maturity of the discussed organization or conducting research constituting the development of a project maturity assessment tool on other types of organizations.

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APPENDIX 1.

On the basis of the conducted analyzes and using the AHP research method, a research tool in the form of an survey questionary has been developed to assess the level of project maturity of the design office.

to what extend

In order to complete the survey, you must answer the following question by means of an assessment:

To what extent are the statements (marked in black) in the following survey reflected in the organization?

Select the one most appropriate rating from the scale described below.

Scale interpretation: The assessment is made on a 5-point scale, where:

1 – means “definitely not”;
2 – means “probably not”;
3 – means “neither yes nor no”,
4 – means “rather yes”;
5 – means “definitely yes”.

Lp.	Assessment of the organization's design excellence	Assessment
1.	**Dimension of design culture standards**	
1.1	**The importance of projects in the organization**	
1.1.1	Projects play an important role in the organization's activities	
1.1.2	The Management Board disseminates project activities	
1.1.3	Management by objectives	
1.1.4	Customer focus	
1.2	**Systemic approach to project management**	
1.2.1	The organization knows and applies methods and tools for project management	
1.2.2	Use of project categorization	
1.2.3	Using the PDCA cycle (Plan-Do-Check-Act)	
1.2.4	Using a coherent management system to coordinate projects	
1.3	**Support for the project approach**	
1.3.1	The Management Board supports the project approach	
1.3.2	The organizational structure and principles of the organization strengthen the importance of projects and the project managers	
1.3.3	Functioning of the PMO	
1.3.4	Improving project management practices	
1.4	**IT tools supporting project management**	
1.4.1	Use of basic tools for project management, e.g.: Excel, PowerPoint, GanttProject,	
1.4.2	Using scheduling tools, reporting milestones, e.g.: MS Project, GanttChart, Trello, Jira	
1.4.3	Additional use of project portfolio management tools, reporting tools, e.g.: SharePoint; OneDrive; GoogleDrive	

Lp.	Assessment of the organization's design excellence	Assessment
1.4.4	Use of workflow tools, adaptation of tools, coordination of project tools with general organizational ones	
2.	Project team management	
2.1	**Human Resource Planning**	
2.1.1	Forecasts of the need for workers in a given project are known	
2.1.2	The employee market is analyzed in terms of specialists	
2.1.3	Ways of development in the company from a lower-level employee to higher positions are possible	
2.1.4	Recruitment planning starts well in advance of the project	
2.2	**Acquiring a project team**	
2.2.1	The organization determines the requirements for the candidate for the project team	
2.2.2	The organization ensures clear employment conditions	
2.2.3	Persons are appointed to the project team on the basis of their competence and experience	
2.2.4	The project team is aware of the specifics of the project it implements	
2.3	**Developing of a project team**	
2.3.1	The organization conducts talent management	
2.3.2	The organization provides training	
2.3.3	An incentive system is applied to employees	
2.3.4	Employees have a specific development path in the organization	
2.4	**Leadership and team integration**	
2.4.1	The mission and vision of the company is known to all employees	
2.4.2	Organized projects are in line with the mission and vision of the company	
2.4.3	The project manager communicates well with the project team	
2.4.4	Relations in the project team are good	
3.	Management by objectives	
3.1	**Integration of strategic and design dimensions**	
3.1.1	The organization has a set budgetary and quality goals	
3.1.2	The behavior of competing enterprises is analyzed	
3.1.3	The company's strategy is known	
3.1.4	Each employee knows the scope of the project and the methodology	
3.2	**Change management**	
3.2.1	Changes for each employee are clear and understandable	
3.2.2	Ongoing update of changes in the project	
3.2.3	Adaptation of procedures to change the law	
3.2.4	The organization reacts quickly to changes in the project	
3.1	**Focus on priorities**	
3.3.1	The organization knows the expectations and requirements of the project concept	
3.3.2	The organization prioritizes tasks	
3.3.3	The organization sets the project schedule	

Lp.	Assessment of the organization's design excellence	Assessment
3.3.4	Decisions and arrangements are clear	
4.	Project life cycle	
4.1	**Initiation**	
4.1.1	Projects carried out in the enterprise are a response to customer requirements	
4.1.2	The head of the project knows exactly the scope of his competences and the size of available resources.	
4.1.3	The reason for running the project agrees with the real need to run it	
4.1.4	The conditions for conducting the project are accurately identified	
4.2	**Planning**	
4.2.1	The organization defines the boundary conditions for planning, controlling and supervising the implementation of the project	
4.2.2	All necessary resources for the implementation of the project are specified	
4.2.3	Project milestones are set	
4.2.4	The responsibilities of individual team members are precisely defined	
4.3	**Implementation**	
4.3.1	The achievements of the project groups are monitored by the project manager	
4.3.2	Reports and statements are meticulously prepared	
4.3.3	There is a correct flow of information in the project team	
4.3.4	There are no deviations between the planned and the actual course of the project	
4.4	**Conclusion**	
4.4.1	The organization collects reviews and opinions on the course of the project	
4.4.2	The dissolution of the project team and the submission of thanks for the joint work takes place officially	
4.4.3	Project documentation is properly organized and archived	
4.4.4	The summary of the obtained project result is consistent with the assumptions of the project plan	
5.	Comprehensive approach to project management	
5.1	**Building relationships with stakeholders**	
5.1.1	Projects are customer-oriented.	
5.1.2	The organization conducts environmental interviews.	
5.1.3	The organization has and applies models of conduct regarding customer relations.	
5.1.4	Through relations with stakeholders, the organization's strategy is implemented.	
5.2	**Risk management**	
5.2.1	The organization updates the schedule on an ongoing basis.	
5.2.2	The organization updates the budget on an ongoing basis.	
5.2.3	There is no resistance to change among employees.	
5.2.4	The organization analyzes the sensitivity of the planned budget.	
5.3	**Quality Assurance**	
5.3.1	The organization monitors the level of quality in the implemented projects.	

Lp.	Assessment of the organization's design excellence	Assessment
5.3.2	The organization produces products of the highest quality.	
5.3.3	The organization has a competitive advantage due to the quality of the products.	
5.3.4	The organization continuously improves the quality management process.	
5.4	**Financial management**	
5.4.1	The organization has no problems with financial liquidity.	
5.4.2	The organization is not in arrears with payments.	
5.4.3	The organization implements budget plans.	
5.4.4	Accounting records shall be kept without reservation.	
5.5	**Documentation Management**	
5.5.1	The business case is the basis for the implementation of the project.	
5.5.2	Project documentation is created without delay.	
5.5.3	Employees have full access to documentation related to the scope of their competence	
5.5.4	The provisions in the project documentation are clear and unambiguous.	

Source: own study.

The results should be edited as shown below.

- The assessment of a given subdimension is the arithmetic mean of the detailed questions and is calculated on the basis of the following formula.

$$\boldsymbol{Assessment\ of\ the\ subdimension} =$$

$$= \frac{\boldsymbol{sum\ of\ answersto\ questions\ in\ the\ subdiemension}}{\boldsymbol{number\ of\ questions\ in\ the\ subdimension}}$$

- The assessment of a given dimension is the arithmetic mean of the subdimensial assessments and is calculated on the basis of the following formula.

$$\boldsymbol{Dimension\ score} = \frac{\boldsymbol{sum\ of\ scores\ for\ each\ subdimensions}}{\boldsymbol{number\ of\ subdimensions}}$$

- The design maturity assessment is the arithmetic mean of the dimension assessments and is calculated on the basis of the formula below.

$$\boldsymbol{Design\ maturity\ assessment} = \frac{\boldsymbol{sum\ of\ assessments\ for\ individual\ dimensions}}{\boldsymbol{number\ of\ dimensions}}$$

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