PERSONAL SAFETY VALUES OF PUBLIC SERVICE SECTOR EMPLOYEES IN THE BANI ENVIRONMENT

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Purpose: The main purpose of the article is to explore potential differences of personal values addressed to the sense of safety of public sector services (education and health care) employees in a current non-safe BANI environment. The practical aim is to use identified characteristics for revising/updating human resources managing strategies or tools in that sector into more adequate for changed work environment.

Design/methodology/approach: The theoretical part of the paper is based on critical analysis of domestic and foreign literature exploring the issue of the possible specificity of the values connected with perceived personal safety. It is focused on employees of public service sector which is especially overloaded with the characteristics of BANI surroundings. The empirical part shows the quantitative research and statistical analysis of data collected in late months of 2024 year via using CAWI experimental questionnaire. The sample (N = 196) were men and women employed in education and health care in Poland.

Findings: The results of the research are realized characteristics of preferred personal safety values of men and women employed in public service sector. The main finding is significant difference in higher evaluation of the value of "family security" in case of the women, both in education and in health care institutions. As in structure of employment in public service sector women are over representative, these findings should be taken into consideration in designing adequate HRM policy and strategies.

Research limitations/implications: The research reported is of exploration nature, and was done on a relatively small sample of employees. It should be continued as multisector comparative study to confirm realized gender differences.

Practical implications: The results allow to articulate some practical recommendations. The main is revision of traditional management approaches and methods currently used in public service sector, especially in area of HRM. It is recommended to switch into more human-center strategies, especially addressed to women.

Social implications: Current BANI environment creates the new kind of work related stress and challenges both work performance and work satisfaction, and public service sector plays critical role in crisis situations, like it was during covid-19 pandemics. Women dominate here in employment structure and need support via adequate HR strategies.

Originality/value: Studying specificity of personal values biased to the sense of safety of employees brings new implications for management in unstable reality and striving for organizational resiliency.
Keywords: personal values, public service sector, BANI environment, HRM strategy.
Category of the paper: research paper.

1. Introduction – values as navigators of managing in BANI environment

Values are important factors for people's lives and are formed out of people's principles and personal beliefs. Management by values is a classical concept how to integrate the strategic management with the human resources management system and organizational culture based on loyalty (Rokeach, 1983). In a case of employees of particular organization, the individual values are incorporated as the personal input to the package of organizational values, which are defined as the core for effective implementing mission and vision of the organization and mirror its statutory or commercial goals and aspirations. Personal and organizational values together build the organizational culture and create the work atmosphere inside the organization. Organizational culture, in turn, influences the overall strategic direction of management and indicate the main vectors for operation management within organization (Schein, 1992; Bogale, Debela, 2024). Especially, organizational culture impacts HRM policy and strategies. Values help to make decisions, establish priorities, estimate risks and align actions within members of the organization. They are the source of intrinsic work motivation, help to develop flexibility and easy adaptation in a demandable, complex, stressful and deadline work situations. Shared personal and organizational values create a positive impact on employee work satisfaction, as well as facilitate building strong relationships, productive collaboration and leadership. Identifying and maintaining the values improves decision-making and goal-setting processes and causes personal and professional growth of team members and leaders.

Special role at work plays employees' personal values associated with the perceived sense of safety (Nillsen, 2004; Gromek, 2021). They represents the kind of emotional values in organizational system (Krzakiewicz, 2012) and key part of employees' perceived workplace safety (Tomás et al., 2011; Ratilainen et al., 2016; Wawersik et al., 2023). The workplace safety perception is critical especially in a current turbulent times, marked by overlapping crisis situations – economic, political, humanitarian, climatic, and even biological, like it was well proved by global dangers created in times of Covid-19 pandemic.

The last pandemic crisis revealed not only the new biological global threat, but also the vulnerability of the business and public service institutions for new crisis situations. Obviously, pandemic especially hit the health care units. Medical staff was suddenly put as frontmen to fight with the new public health threat. No surprise that was this professional group was most hit by pandemic, with the highest rate of mortality and morbidity (Chutiyami et al., 2022).

The question is: what are the conclusions from that times about efficiency of crisis management, human resource management, or crisis resiliency of public service institutions? How they should act to be better prepared for the next possible massive threats or turbulences?

The insecure times are not gone, and since 2020 the world is described via using the new acronym BANI, what means the reality which is: B – brittle, A – anxious, N – non-linear, I – incomprehensible (Cascio, 2022). BANI environment widely and deeply impacts peoples' life and work. In domain of work space advocates to introduce new management approaches and strategies that relies on flexibility, empathy and the ability to operate under stressful and uncertain conditions (Mieszajkina, Ostapińska, 2024, p. 273). Important is to reassess organizational resilience (Weick, 1993; Linnenluecke, 2017; Hollands et al., 2024) and implement crisis management scenarios.

How to secure the organization in BANI environment via adjusting more adequate management models and strategies? There is no simple answer. The priority can be focus on strengthening the weakest, but most important attributes in the organization - human resources, and trying to elaborate more human-centric (Hector, Cameron, 2023) management approaches and strategies.

The main theoretical and practical purpose of that paper is to check how are prioritized general personal values connected with employees' sense of safety in a hard BANI work space, and investigate them on the sample of the men and women employed in education and health care institutions. The empirical study is conceptualized as the explanatory one, as it was not found in literature any similar.

The structure of the article is as follows. The first part provides the introduction to the study, followed by a chapter highlighting the notion of BANI environment and its implications for the management and work issues perception. The third section outlines the methodology and the data of the empirical study, while the fourth section presents the interpretation of obtained results along with their discussion. The paper is closed by a section summarizing the key insights and covers implications and recommendations to the area of strategic and human resources management, as well formulates some practical suggestions.

2. BANI environment challenges

Well accepted, traditional view for the organization as a complex and dynamic system implies to see it as closely interconnected with its environment (Krzakiewicz, 2012, p. 7). Thus, it is worth to study basic values which determine the organizational behaviour during ongoing crucial changes in organization's environment.

As it was already mentioned, the world of third decade of XXI cent. is described by acronym BANI, coined in 2020 by an American futurist Jamais Cascio in his article "Facing the Age of Chaos", where the particular letter means: B – brittle, A – anxious, N – non-linear, I – incomprehensible. Author summarized features of COVID-19 pandemic crisis and problematic post-pandemic reality, as well a set of unexpected, rapid changes and challenges put in front of the humanity. That cumulated experience involves the feelings of chaos, anxiety and helplessness, but also activates the need to define again one's self, looking for the sense of own existence, and take new ways of acting. More detailed characteristics of BANI reality are as follow (Miernik, 2023):

- B (Brittleness) - refers to the economy, energy instability, today's political systems and the environment, which can trigger a wave of further losses. The loss of one element causes further disruption and often catastrophic consequences. The fragility is mainly due to the lack of effective solutions to deal with the challenges and failures ahead. The future appears easily destructible and affected by many faults, which in turn could cause a number of problems globally.

- A (Anxious) - the brittleness of the world entails anxiety, and the overabundance of stimuli and factors subsequently minimize the sense of safety. The overwhelming amount of data and information today reaching people puts a great strain on their cognitive processes. Along with them comes fake news, which makes it difficult to sort and organize facts, and thus to plan actions rationally. Such a situation increases anxiety in almost every area of life, which leads to an unpleasant feeling of passivity and lack of causality.

- N (Non – linear) - modern reality and the incoming future blandly disrupt the logic of the cause-effect chain. Often even small and seemingly insignificant decisions entail a wave of broad, often global (both positive and negative) effects. This effect was particularly pronounced during the pandemic, which caused a series of unexpected, non-linear situations and changes. These affected economics, biology, medicine or transportation exponentially. One bad decision has triggered others, affecting many different groups in society. The lack of logic and unpredictability of the world reciprocally intensifies anxiety and misunderstanding, and leads to cognitive dissonance and chaos.

- I (Incomprehensible) - the aforementioned unpredictability, lack of linearity, fragility and inability to predict the consequences of events or decisions lead to a lack of understanding. It is increasingly difficult to argue and logically justify given areas. Many things and events lose their meaning. We lack schemes and resources, because despite these phenomena, the ability to understand the world remains unchanged.

Thus, although the future looks rather pessimistic, we should to be proactive and creatively try to build resilience against BANI world. In case of organizations it is the new task for leaders, managers, and employees. Adapting to the determinants of the BANI concept can be crucial to

achieving long-term success in a rapidly changing business environment which is full of uncertainty and serious global challenges. They are constantly broadening - from 2022 we have new war in a Europe caused by Russian military aggression against Ukraine, there is reactivated war conflict in Gaza region, instable political situation in many other countries, and from beginning of 2025 year - nonpredictable global geopolitical strategy of the new governance in US. All of it create totally new format of global insecurity which obviously impact individual sense of safety of citizens and employees.

Taking into account the current situation both in Poland, as global, we could conclude: indeed both the people and organizations are now intensively confronted with the BANI surroundings and have to meet demands of extremally problematic and stressful situations.

The question is if they are sufficiently prepared to deal with such challenges, both on individual as on organizational level? It is supposed that the new kind of management models, based on values should be useful here, such ones which put safety values into a central position of the organization. It is why, the exploration of values connected with sense of safety of employees working in BANI conditions was taken as the aim of own research presented in next parts of the paper.

3. Methods and research group

The research was conceptualized as a quantitative study based on the face to face survey's approach. As the research tool was used authors' questionnaire (experimental version modeled on the Milton Rokeach Scale, including timeless values). In the Rokeach Scale, the respondent makes the ranking of his/her personal values according to the individually perceived importance. In the study tool a rating was made using a Likert scale addressed to each value in such a way that the respondent can indicate the importance in his life of a certain value by marking on the scale only one answer via ranking as: 5 - very important value; 4 - important value; 3 - moderately important value; 2 - rather unimportant value; 1 - definitely unimportant value; 0 - neutral value; (-1) - anti-value; (-2) - definitely anti-value. In the research all responses were indicated on a scale from 5 to -1. A score of (-2) was not found. The research group was randomly selected from people of working age currently employed in a health and education public service sector. The final sample was constituted with total amount of 196 respondents. Surveyed subgroups were following: male education workers - N = 54; male health care workers - N = 46; female education workers N = 40; female health care workers N = 56. Study was conducted in a 4th quarter of 2024 year, in an office surroundings.

4. Results and discussion

Obtained results were elaborated with the use of statistical analysis, including ANOVA variance and Tukey's post hoc test. The tables below present the preference of general values connected with the sense of personal safety, like "world peace", „ national security" and "family security" among investigated employees (compared in diverse subgroups according to a gender and kind of employment place: education or health care).

Table 1a, 1b and 1c below describe the preference for the general value "world peace".

Table 1a.
Descriptive statistics for the dependent variable "value: world peace"

Grup	N	Min.	Max.	M	SD
men (M1)	54	(-1)	5	3.48	1.72
men (M2)	46	(-1)	5	3.95	1.29
women (W1)	40	(-1)	5	3.96	1.62
women (W2)	56	(-1)	5	4.05	1.26
Total	196	(-1)	5	3.85	1.48

M1 - men employed in education; M2 - men employed in health care; W1 - women employed in education; W2 - women employed in health care; N - sample amount; Min - lowest rank for the value, Max - highest rank for the value; M - mean score; SD - deviation score.

Source: own study.

Looking at data gathered in a Table 1a we see that the men employed in education (M1 = 54) have ranked the above value from -1 to 5, where the mean was M = 3.48 and SD = 1.72. Men from health care (M2 = 46) presented a value range from -1 to 5, with mean M = 3.95 and deviation SD = 1.29. Among women employed in education (W1 = 40), the results were distributed as follows: range of the value from -1 to 5, M = 3.96, SD=1.62. For women working in health care (W2 = 56), it was as follows: rank of the value from -1 to 5, M = 4.05, SD = 1.26. Collectively, the respondents (N = 196) ranked the value of "world peace " from -1 to 5, the mean score was M = 3.85 and the deviation SD = 1.48.

Summing up, the mean weight of the value "world peace" for all studied was at a moderate level.

Table 1b.
Analysis of variance in gender subgroups for the dependent variable "value: world peace"

Source	SS	df	MS	Test F	p
Between groups	10.35	3	3.45	1.59	0.19
Within groups	392.05	181	2.16	------------------	------------------
Total	403.05	184	-----------------	------------------	------------------

Source: own study.

The analysis of variance, expressed in F = 1.59 and p = 0.19 values (see Table 1b), means that in this case, the surveyed employees with a split between the male and female groups do not differ significantly in their perception of „world peace" as a timeless value.

The p-values of each pair of comparison, controlling also type of service institution-education or health care (Table 3c), indicate that M(1) vs. M(2) p = 0.39; M(1) vs. W(1) p = 0.46; M(1) vs. W(2) p = 0.18; M(2) vs. W(1) p = 0.89; M(2) vs. W(2) p = 0.89; W(1) vs. W(2) p = 0.89, that there are no significant differences between perceptions of the "world peace" value in a case of employed in public service sector.

Table 1c.
Tukey's post hoc test for the dependent variable "value: world peace"

Pair of comparision*	Statisctic Tukey HSD Q	p value of Tukey HSD Q	Significance level
M(1) vs M(2)	2.22	0.39	insignificant
M(1) vs W(1)	2.06	0.46	insignificant
M(1) vs W(2)	2.87	0.18	insignificant
M(2) vs W(1)	0.05	0.89	insignificant
M(2) vs W(2)	0.46	0.89	insignificant
W(1) vs W(2)	0.36	0.89	insignificant

M1 - men employed in education; M2 - men employed in health care; W1 - women employed in education;
W2 - women employed in health care; p - significance level.

Source: own study.

Table 2a, 2b and 2c present preference of investigated employees for the general value "national peace". The mean scores (see Table 2a) that the individual groups surveyed received M(1) = 52, M = 3.63; M(2) = 44, M = 3.97; K(1) = 31, M = 3.70; K(2) = 58, M = 3.79 as well as the total mean for N = 185, M = 3.77 indicate that national security as a value is located at a moderate level. The deviations of the results of the different groups were as follows - M(1) SD = 1.49; M(2) SD = 1.35; K(1) SD = 1.71; K(2) SD = 1.48 and total for all respondents SD = 1.48, indicating that both the studied groups of male and female employees are internally differentiated.

Table 2a.
Descriptive statistics for the dependent variable "value: national peace"

Grup	N	Min.	Max.	M	SD
men (M1)	54	(-1)	5	3.63	1.49
men (M2)	46	(-1)	5	3.97	1.35
women (W1)	40	(-1)	5	3.70	1.71
women (W2)	56	(-1)	5	3.79	1.47
Total	196	(-1)	5	3.77	1.48

M1 - men employed in education; M2 - men employed in health care; W1 - women employed in education;
W2 - women employed in health care; N - sample amount; Min - lowest rank for the value, Max - highest rank for the value; M - mean score; SD - deviation score.

Source: own study.

The results of the analysis of variance (see Table 2b) and Tukey's post hoc test (Table 2c) clearly indicate that perceptions of value „national security" do not depend on the gender and place of employment (education versus health care) of the people surveyed; F = 0.44, p = 0.72 not significant, p for: M(1) vs. M(2) = 0.65 not significant, M(1) vs. W(1) = 0.89, not significant M(1) vs. W(2) = 0.89 not significant, M(2) vs. W(1) = 0.85 not significant, M(2) vs.

$W(1) = 0.89$, not significant $W(1)$ vs. $W(2) = 0.89$ not significant. Thus, value of „national security" is a moderately important value in the perception of respondents.

Table 2b.

Analysis of variance in gender subgroups for the dependent variable "value: national peace"

Source	SS	df	MS	Test F	p
Between groups	2.97	3	0.99	0.44	0.72
Within groups	404.93	181	2.23	------------------	------------------
Total	407.91	184	------------------	------------------	------------------

Source: own study.

Table 2c.

Tukey's post hoc test for the dependent variable "value: national peace"

Pair of comparision*	Statisctic Tukey HSD Q	p value of Tukey HSD Q	Significance level
M(1) vs M(2)	1.58	0.65	insignificant
M(1) vs W(1)	0.31	0.89	insignificant
M(1) vs W(2)	0.78	0.89	insignificant
M(2) vs W(1)	1.07	0.85	insignificant
M(2) vs W(2)	0.87	0.89	insignificant
W(1) vs W(2)	0.35	0.89	insignificant

M1 - men employed in education; M2 - men employed in health care; W1 - women employed in education; W2 - women employed in health care; p - significance level.

Source: own study.

Next tables, 3a, 3b and 3c reveal the data obtained for the general value "family security" which seems to be the most important value in everyone's life. Respondents indicated the above value as important (M = 4.41) and this time the different subgroups differed (see Table 3a). Men employed in education presented a score of M = 4.34, SD = 1.20; men in health care M = 3.95; SD = 1.42, women representing education M = 4.80, SD = 0.47; women working in health care had M = 4.62, SD = 0.87.

Table 3a.

Descriptive statistics for the dependent variable "value: family security peace"

Grup	N	Min.	Max.	M	SD
men (M1)	54	(-1)	5	4.34	1.20
men (M2)	46	(-1)	5	3.95	1.42
women (W1)	40	(-1)	5	4.80	0.47
women (W2)	56	(-1)	5	4.62	0.87
Total	196	(-1)	5	4.41	1.11

M1 - men employed in education; M2 - men employed in health care; W1 - women employed in education; W2 - women employed in health care; N - sample amount; Min - lowest rank for the value, Max - highest rank for the value; M - mean score; SD - deviation score.

Source: own study.

The above differences between the studied groups were confirmed by the result of variance F = 4.77, p = 0.003 (see Table 3b). The p-value indicates that the studied groups of employees differ significantly from a statistical perspective in locating family security as a timeless value. We further search, using the Tukey post hoc test (see Table 3c), also confirmed that the differences are always present, regardless of the pairs of subgroups compared.

Table 3b.

Analysis of variance in gender subgroups for the dependent variable "value: family security"

Source	SS	df	MS	Test F	p
Between groups	16.77	3	5.59	4.77	0.003
Within groups	212.17	181	1.17	------------------	------------------
Total	228.95	184	------------------	------------------	------------------

Source: own study.

Table 3c.

Tukey's post hoc test for the dependent variable "value: family security"

Pair of comparision*	Statisctic Tukey HSD Q	p value of Tukey HSD Q	Significance level
M(1) vs M(2)	2.49	0.29	insignificant
M(1) vs W(1)	2.64	0.24	insignificant
M(1) vs W(2)	1.87	0.54	insignificant
M(2) vs W(1)	4.74	0.005	**p<0.01
M(2) vs W(2)	4.35	0.01	*p<0.05
W(1) vs W(2)	1.09	0.85	insignificant

M1 - men employed in education; M2 - men employed in health care; W1 - women employed in education; W2 - women employed in health care; p - significance level.

Source: own study.

The statistical analysis performed on the data about perception of the importance of general values such as world peace, national security and family security by employees in the public education and health services sectors revealed interesting results. In the case of preferences for general values world peace and national security, the respondents did not differ significantly among themselves. However, in the case of the value of family security, there are significant differences between men employed in education and women working in education (women value the value higher) also between men in health care and women working in health care (women value the value higher). These results indicate that the gender factor of employees is important and that it should be taken into account in various aspects related to the management of employees employed in the public service sector.

5. Summary

In a BANI work space employees can't predict what suddenly will happen both outside and inside organization. Public service sector serves to all community and its efficiency is crucial for dealing with massive crisis situations. On the base of own late experience (at least from covid-19 pandemic time) they can easily predict occurrence of possibility new stressful or even harmful events. Their individual and organizational sense of safety is thus minimized.

General values of public service employees, addressed to the sense of safety such as "world peace" and "national safety" in presented research were evaluated as moderately important, both in case of men and women. The full scaled war behind Polish eastern border which lasts over two years undoubtedly lifted these values on that relatively high level of preference.

The significantly higher rank was given to value "family security", but exclusively in case of the women employed in public service sector. This result has to be seen as the signal of experiencing by women emotional fears and concerns about own family safety. Such tension also reflects evidence of occupational stress. Women filling their work tasks connected with serving other people, but during work they also are focused on the issue of the security of own family members. For sure it is the kind of role stress, one of types of work related stressors described in a classical theory of organizational stress (Kahn et al., 1964) and later elaborated as so called JD-R model (job demands and job resources), which today is a mainstream conceptual framework used in job stress and job burnout research (Demerouti et al., 2001). According to the JD-R model, job characteristics can be aggregated into two broad categories: job demands and job resources. Job demands refer to the material, psychological, social or organizational requirements involved in a person's work that require continuous physical or psychological effort or skill, which in turn is related to certain physiological and psychological costs, such as job stress and role ambiguity.

We can conclude that in case of women employed in public service institutions (education and health care) and experiencing intense stress role connected with concerns about their family security, job demands are higher than job resources. Balancing this inequity is possible by two ways – to minimize job demands (what is aimless, as the job description in case of their workstations probably is accurate), or to strengthen job resources. The latter one seems to be more adequate and realistic. The operational question is only how to do it?

The answer should be done by formulating concrete proposals by HRM departments of organizations. But before, the leaders and decision makers should consider how to adopt their strategic management approaches into more human-centric and flexible, just - more adequate for BANI work conditions.

As women working in education and health institutions usually make up the majority of the workforce, the realized problem can't be ignored. The feminization of such professions as teachers and nurses is well proved, and will be probably still existing. That suggests to consider implementing systemic solutions and take the interventions which possible will mitigate the realized higher vulnerability and weaker resilience of women for job role related stress. It can be for example the offer of specific benefits, like option of hybrid or remote work, flexible work schedules, assistance or support in caring over small children or depended people (for example older parents), possibility of taking sabbatical vacation, using coaching or mentoring, proposal of using variety of work – life balance and health support programs. Such interventions not only should help to survive employees in a problematic BANI environment, but also in a long -term perspective can positively strengthen the organizational resilience capacity.

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