

Security Culture as a Challenge for Uniformed Services and Other Citizens

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Abstract. *In the modern world, conditions in various spheres of human security are changing at a very fast pace. How non-traditional events are interpreted and the kind of approach to all kinds of transformations may be conducive to a higher frequency of beneficial effects of these changes. The appropriate nature and level of security culture can contribute to perpetuating beneficial trends in solving specific problems, to dealing more effectively with difficult situations, treated as challenges, which can often result in opportunities, and not only as threats. The responsibility of officers of various services, not only for themselves, but also for their subordinates, as well as for decisive decisions resulting from legal conditions, has an even greater impact on the need for strong consolidation of individual judgements, verdicts or decisions. Relying on a personal security culture in various types of situations can more often have a positive impact on the functioning of the entity and their environment, provided that this security culture is of an acceptable character and high level. The author points out that a favourable culture of security for uniformed personnel and citizens will be conducive to a higher level of security.*

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Introduction

‘Fortune is fickle’ a well-known Polish saying (literally in Polish: ‘the wheel of fortune turns round’). The thought contained in this maxim comes down to stating that human life is interspersed with different periods. Everyone encounters phases of positive changes, sometimes sudden, sometimes slow, characterised by development in different spheres of life, which is most often associated with satisfaction, contentment, joy, happiness — almost a full feeling of security. Here one can imagine that the given security entity — the particular person or social group, society or nation — is a point, an element of a wheel in its ascending part or highest point. However, such an arrangement is not unchangeable. Just as every point of a spinning wheel is at the highest point only for a certain period of time, so in the life of a human being, a good streak lasts only for a certain time; for some entities longer for others shorter. For some people, it happens more often, for others it is less frequent.

On the other hand, having a negative experience, which encourages a feeling of insecurity, is usually combined, in different time horizons for different persons, with the experience of less pleasant feelings, impressions characterised by a sense of anxiety, regression, dissatisfaction, depression, stagnation. It seems interesting

that different people have different frequencies of positive and negative experiences. The causes of any sensations often result from the circumstances of the person's environment or from themselves. However, the way in which one responds to these conditions depends solely on the will, knowledge, abilities and skills of the individual. The scope of possibilities of referring to the situations found or provoked by a person is probably to a large extent determined by the specific security culture characterising particular individuals or social groups. It seems that an appropriate character and high level of security culture may contribute to the fact that the frequency and duration of prosperity will appear more often and remain in the longer term. A low level of security culture, manifested, for example, by an ill-considered prioritisation of security-critical values, a lack of trust and fear of all risks, may in turn encourage the perception of difficult situations only as threats and not as challenges. This way of thinking, in turn, usually leads to an atmosphere of confrontation rather than cooperation, which in turn results in a hostile attitude on the part of the person concerned, which can be a serious barrier to any change and, consequently, to development. The unawareness of the existence of more secure ways of influencing us will most likely not justify our mistaken actions. Usually, the actors are held accountable for various shortcomings by their immediate surroundings, but also by various social circles, from family to superiors, communities and nations. History also does not forget, especially the wrong decisions and actions.

It is important that in the consciousness of a person who rationally, wisely takes care of their own security and that of their environment, characterised by a proper security culture, there is a conviction that the way they think, act and cooperate should be a manifestation of taking care not only of what is happening here and now, but also what consequences it will have in the future, that it is worthwhile to proceed in such a way, that our functioning benefits not only the individual dimension, but also that it serves others, that it also benefits not only one dimension of security, but that we take into account the widest possible range of security. An equally important manifestation of the security culture that has a positive impact is the willingness, readiness and ability to take action through the right measures not only in situations of fear or defense against threats, but also in the sphere of social prevention. A properly configured security culture of specific entities can contribute to a more complete security achievement. A special role in this respect, sometimes even the 'to be or not to be' of specific entities, is played by the security culture of the personnel of all uniformed services. These include the military, police, border guard, fire department and various types of special services. What a security culture is and what elements of it help to see challenges, take advantage of opportunities and eliminate threats are explained in the following parts of the article.

Basic principles of the security culture

Security culture is a phenomenon that characterises every person and it has existed for as long as man has lived on Earth. Everyone, in their own characteristic way, tries to provide security for themselves and their environment. The personnel of uniformed services are also responsible for security in their areas of activity.

Such a kind of specific, systematically repeated tendencies concerning the ways of taking care of security constitute the specific security culture of a given entity. It is worth mentioning, however, that it was only in the 20th century that Nick F. Pidgeon¹, initiated the combination of the concepts of culture and security, describing their mutual coupling, according to the interpretation of the term 'security' at the time. According to this researcher, security culture is a system of meanings through which a certain group of people interpret the threats in the world, express the attitude of a given community to risks, threats and security, and indicate what values are considered important in this respect. The above approach to the 'security culture' focusses on a narrow, negative understanding of security, i.e. mainly on threats. This understanding of the concept of 'security' was still dominant in the period mentioned above. However, over time, the literature stated that the necessary condition for the existence of positively understood security is, apart from the guarantee of inviolable survival (which mainly involves the prevention or elimination of threats — author's note), the possibility of free development of a given entity². Jerzy Stańczyk states that 'security in its general sense has two essential components: the guarantee of the inviolable survival of a given entity and the freedom of their development'³. Such an understanding of the notion of 'security', which is now fully approved, is the basis for a pioneering interpretation of the issue of security culture by M. Cieślarczyk, which includes the statement that 'security culture is — in a nutshell — the way of thinking about and feeling security, as well as the ways of achieving security which are characteristic for a given entity'⁴. In addition to this simplified explanation of the discussed issue, M. Cieślarczyk also developed a broader definition of security culture. 'Security culture is a model of basic assumptions, values, norms, rules, symbols and beliefs characteristic for a given entity, influencing their perception of challenges, opportunities and/or threats in their closer and further environment, as well as the way they feel and think about security (Sphere A/ Figure 1) as well as the associated behaviour and actions (cooperation) in different ways by this entity, 'learned' and articulated, in the processes of education in the broad sense, including natural processes of internal integration and external adaptation and in other organisational processes (Sphere B/), as well as in the process of strengthening broadly (not only militarily) understood defense (Sphere C/), serving the harmonious development of this entity and their security in the broadest sense of the word, for the benefit of themselves but also of their surroundings'⁵.

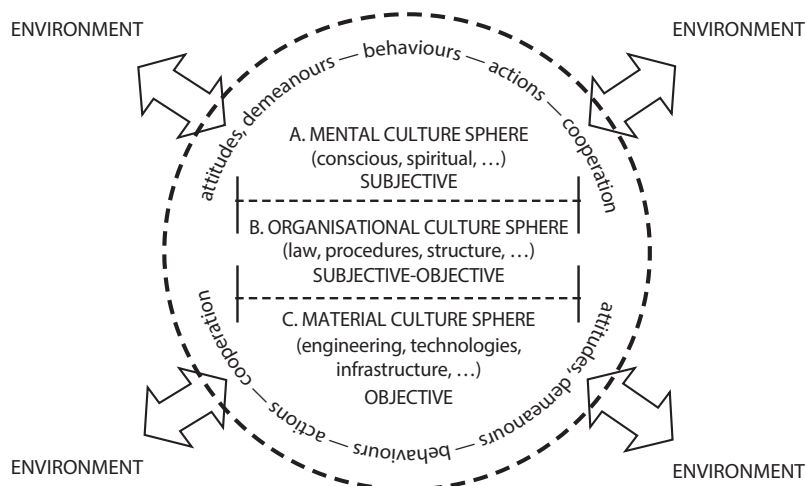
¹ Pidgeon N.F, Safety Culture and Risk Management in Organizations. *Journal of Cross-Cultural Psychology*, 1991, Vol. 22, pp. 129–140.

² Stańczyk J, *Współczesne pojmowanie bezpieczeństwa*. Warsaw, 1996, pp. 17–19.

³ Stańczyk J, *Bezpieczeństwo i pokój — wzajemne relacje*, [in:] Rosa R (Ed.), *Edukacja do bezpieczeństwa i pokoju w jednoczącej się Europie. Teoria i jej zastosowanie*. Siedlce-Chlewiska, 1999, p. 65.

⁴ Cieślarczyk M, *Teoretyczne i metodologiczne podstawy badania problemów bezpieczeństwa i obronności państwa*. Siedlce, 2009, p. 157.

⁵ *Ibid.*, p. 157.

Figure 1. Entity and their elements of security culture in relation to the environment.

Source: M. Cieślarczyk, *Teoretyczne...*, *op. cit.*, p. 159.

As shown in Fig. 1, the culture of security develops on the basis of three basic planes of human or any other entity's functioning. It is primarily a consequence of the values, norms, rules, symbols and beliefs accepted by an entity, which affect the way the entity perceives themselves and what happens in their environment. Therefore, security culture has an impact on the ability to see challenges, opportunities and/or threats in the immediate and remote environment. Its basic elements are concentrated mainly in the sphere of the entity's mental, conscious and spiritual culture, and form the so-called subjective layer of security (A), i.e. the interior of an entity. Its structure is preserved mainly thanks to strength of will and knowledge, and also on the basis of the experiences of others that have been observed or transmitted. Piotr Gasparski describes this issue, explaining that: "Individual beliefs are the transformation and the internalisation of collective beliefs. The perception of threats is created culturally, for example, in the sense that we create views under the influence of opinions prevailing in our environment. The concept of risk or threat is not objective. It is socially constructed and the ways to prevent it are politically negotiable. The problem of practical acceptance of risk is entangled in group conflict, where loyalty to the community means more than objective scientific data⁶". Well established internal reflections are usually the main directive for analysing the conditions, considering and, consequently, taking specific action on emerging difficult situations that may be considered as challenges or threats. Contrary to some interpretations, it is not irrelevant whether a particular event is described as a challenge or a threat. These are not the same concepts. The consequences of these two types of approaches are completely divergent, which is discussed in the next part of the article.

By analysing the next element of security culture shown in Figure 1 (Sphere B), it can be concluded that any entity of security, externalises/should externalise their own thoughts and beliefs in accordance with the current law. This is the scope of the

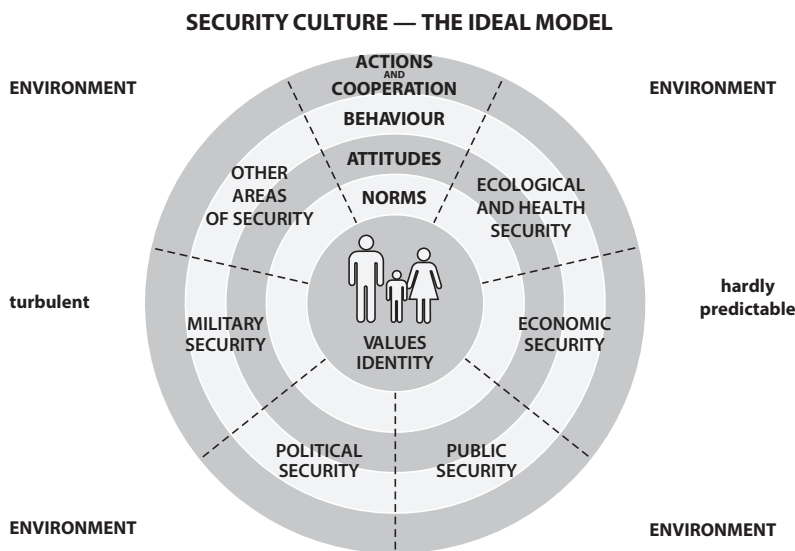
⁶ Gasparski P, *Psychologiczne wyznaczniki gotowości do zapobiegania zagrożeniom*. Warsaw, 2003, pp. 55–56.

organisational culture of the same entity, also called the subjective-objective sphere. On the other hand, the expression of internal needs of entities and at the same time the consequence of their characteristic reference to the law (an element of legal culture) is an effect in the form of constructing manifestations of material culture in the environment of the entity, consisting of developed engineering, technologies and infrastructure.

The mutual influence and connection between the three spheres of security culture are illustrated by double-ended arrows in Fig. 1. Each of the separated spheres plays a very important role in the issue of making specific decisions and actions in relation to the existing situations which are important from the entity's point of view. Each of them affects the perception of these situations as challenges or threats.

The hierarchy of roles and prestige of increasingly frequent and complex events concerning various areas of security is usually the result of a well-established order of values and assigning them a real meaning for us and our environment. According to researchers, references to values, i.e. cultural identifications, are the most important component of identity⁷. The Pope, St. John Paul II explains that values, as well as the territory of a state, are the inherited state of possessions and constitute the culture of a given nation⁸. The order of thought, which is a consequence of the system of values that characterises a given entity, usually manifests itself in its specific attitudes and actions. In the ideal security culture model (Fig. 2.), values are its core and the main guideline for the norms, attitudes, behaviours, actions and interactions of the entity. They usually occupy the first and central place in the process of making a variety of decisions, including those that determine the classification of events as threats or challenges.

Figure 2. Entity and their elements of security culture in an ideal model



Source: Cieślarczyk M, Teoretyczne i metodologiczne..., *op. cit.*, p. 160.

⁷ Zamojska E, Kulturowa tożsamość młodzieży. Studium empiryczne z badań nad młodzieżą ze szkół średnich. Poznań-Toruń, 1998, p. 6.

⁸ Jan Paweł II, Pamięć i tożsamość. Rozmowy na przełomie tysiącleci. Cracow, 2005, p. 66.

The ideal model of security culture with regard to natural persons and to legal entities⁹, in the next layer, contains a reference to the issue of norms. It is exactly the norms that should be followed by the entity in order to ensure their security in various subject areas and in their operating environments. The terms 'norms' and 'values' are often interpreted in scientific literature. The sociologist Piotr Sztompka explains that: 'Such rules, which are the subject of ways or methods of action, means used to achieve the goal, can be called cultural norms. They state what people should do. However, the rules that are the subject of the objectives of action are called cultural values. They indicate what goals are worthy, appropriate, right. To put it a little differently: values indicate what people should strive for, and norms indicate how they should strive for it'¹⁰. Values and standards that are not mutually exclusive and taken into account together are the guiding principles. However, in order for this to actually be implemented, it must still be internalised in the form of attitudes. According to Stanisław Mika, 'attitude can be defined as a relatively permanent structure of cognitive, emotional and behavioural processes relating to an object, or as a disposition to the appearance of such processes in which the attitude to that object is expressed'¹¹. Stefan Nowak also believes that 'a person's attitude towards a certain object is a set of relatively permanent instructions for evaluating that object and reacting emotionally to it, as well as possibly accompanying emotional-judgemental instructions and relatively permanent beliefs about the nature and properties of that object and relatively permanent instructions to behave towards it'¹². Principles together with attitudes, i.e. knowledge and way of thinking about safety and emotional 'qualifications', have a great influence on the entity's relations with their environment, on their general reasoning, behaviour, actions and cooperation. This is particularly important in difficult, crisis situations, which are more often seen as threats by entities with an unfavourable security culture and rather as challenges by entities with a positive security culture.

Challenges: opportunities and threats

The category 'challenges' is quite often cited in the context of security sciences. Marek Ilnicki and Zdzisław Nowakowski claim that: 'The XXI century is a time of great challenges not only for Poland, but also for its closer and farther neighbours'¹³. 'From the point of view of the entity's security, the ability to think and act on the basis of the category of challenges is an advantageous procedure. This way of handling situations that are not always easy, may consequently contribute to more frequent positive results than in the case where we treat any adversity only as a threat. Focussing on the negative, adverse aspects of various situations may cause the focus to be limited to their essence and consequently lead to distractions

⁹ Cieślarczyk M, *Teoretyczne i metodologiczne...*, *op. cit.*, p. 42.

¹⁰ Sztompka P, *Socjologia. Analiza społeczeństwa*. Cracow, 2002, pp. 258–259.

¹¹ Mika S, *Psychologia społeczna dla nauczycieli*. Warsaw, 1998, p. 106.

¹² Nowak S, *Pojęcie postawy w teoriach i stosowanych badaniach społecznych*, [in:] Nowak S (Ed.), *Teorie postaw*. Warsaw, 1973, p. 23.

¹³ Ilnicki M, Nowakowski Z, *Wstęp do: Współczesne wyzwania polityki bezpieczeństwa — wybrane zagadnienia*. Warsaw, 2014, p. 5.

for other eventualities. This way of thinking is not a positively evaluated element of the entity's security culture¹⁴.

In the literature, you can find different interpretations of the terms: 'challenges', 'opportunities', and 'threats'. A widely accepted proposal of explanation is given by Jan Wojnarowski, who believes that 'Challenges by their nature are neither good nor bad. When used well, they are an opportunity for further development, and when used badly or not taken up, they can cause threats and lead to a crisis in the development or operation of a human being or system'¹⁵. Eugeniusz Nowak and Maciej Nowak share a similar opinion on the subject of challenges. They state that 'A challenge is a process that has occurred or may occur in the future. It is characterised by a lack of clarity as to the evaluation of the phenomenon, event and the effects that it may cause. [...] a challenge is a primary and superior concept and refers to any current or predicted events or phenomena. The challenge for national security is everything that can happen and that the state must take into account in the process of its existence and development'¹⁶. Consequently, a challenge can have different effects, including positive ones, on the entity. This interpretation of the term 'challenge' is supported by Michał Brzeziński's critical view of equating the meaning of the terms 'challenge' and 'threat'. The researcher explains: 'Furthermore, it is noted that some of the negatively assessed phenomena are not of the nature of threats but challenges, expressing events or processes occurring or likely to occur in the future, characterised by a lack of clarity as to their content, including their probable consequences'¹⁷. Marian Cieślarczyk comprehensively explains the relationships between the terms 'challenges', 'opportunities' and 'threats', and he believes that: "When analysing the types of relationships¹⁸ between an entity and the environment in terms of their effects, three main types can be identified. These are:

- a) relationships that are still undefined in some dimension of time and space, so they are called challenges (+ -),
- b) positive relationships, referred to as opportunities (+),
- c) negative relationships, i.e. threats (-)¹⁹.

On the basis of the above explanation, but also of the previously quoted descriptions, it should be stated that these interpretations are in line with the thinking that 'challenge' is the broadest concept, covering both opportunities and threats. The way of thinking and the specific reactions of the security entity depend largely on whether the challenge will be transformed into an opportunity or identified as a threat over time. The effects of challenges are therefore 'in the hands' of specific actors. Challenges in many areas will, to a large extent, be a consequence of the

¹⁴ Filipek A, Psychospołeczne i prakseologiczne aspekty jakości funkcjonowania systemu zarządzania kryzysowego. Siedlce, 2016, p. 82.

¹⁵ Wojnarowski J, System obronności państwa. Materiały do studiowania. Warsaw, 2005, p. 11.

¹⁶ Nowak E, Nowak M, Zarys teorii bezpieczeństwa narodowego. Warsaw, 2011, p. 39.

¹⁷ Brzeziński M, Kategoria bezpieczeństwa, [in:] Sulowski S, Brzeziński M, Bezpieczeństwo wewnętrzne państwa. Wybrane zagadnienia. Warsaw, 2009, p. 26.

¹⁸ By: Cieślarczyk M: 'relacje to rodzaj związków i oddziaływań między różnymi elementami rzeczywistości', [in:] Cieślarczyk M, Teoretyczne i metodologiczne..., *op. cit.* p. 80.

¹⁹ Cieślarczyk M, Teoretyczne i metodologiczne..., *op. cit.* p. 85.

functioning of uniformed services, where the ability of their cooperation with citizens will also play an important role. 'It should be remembered that by the nature of challenges, one can see that a challenge interpreted correctly and at the right time can be an opportunity for a given entity, i.e. an opportunity to achieve some positively understood effect. On the other hand, challenges interpreted incorrectly or undertaken at the wrong time may become a threat to a given entity, i.e. may have a harmful impact on its structures'²⁰. It is worth mentioning that if the subject tries to see at least minimal chances for some positive results in difficult situations, and he/she does not see only their negative consequences, then there is a much higher probability that he/she will be able to cope more efficiently, effectively and successfully with the adversities of fate. This understanding of the concept of 'challenge' and the resulting conduct will be characteristic of entities with a higher security culture. Focussing only on the negative aspects of various circumstances will in turn be the property attributed to entities with a lower security culture. It should also be remembered that 'the absence of any perception of threats by an entity at all, will not indicate a high level of their security culture and will not have a positive impact on the security of the entity. It is necessary to be able to assess the situation wisely and act according to its conditions. In order to possess this ability to the right extent, it is good to know the causes of the circumstances, understand them and cause concrete actions within a certain period of time'²¹.

There are many overlapping interpretations of the term 'threat' in the literature. It is most often associated with an adverse impact on the entity or its environment. Piotr Gasparski, for example, believes that 'a threat is a situation that can, with some probability, bring an individual a loss'²². According to the researchers who developed the publication *Sources of Threats and their Characteristics*, "the notion of threat includes the range of events, either deliberately (consciously) triggered or random, which have a negative impact on:

- functioning of political, economic and social structures of the state,
- living conditions of the population,
- human health and life,
- state of the environment"²³.

According to Eugeniusz Nowak and Maciej Nowak, 'Threats in general are understood primarily as insecurity and are perceived as negative phenomena causing the likelihood of a crisis situation and danger to the environment, leading in consequence to a crisis (understood as the climax of a crisis situation)²⁴. Włodzimierz Fehler also explains that: 'In an intuitive perception, a threat is the opposite of security, meaning a situation in which the values relevant to an entity become difficult

²⁰ Filipek A, Poziom i charakter kultury bezpieczeństwa młodzieży akademickiej, Monografie 100. Siedlce, 2008, p. 163.

²¹ Filipek A, Psychospołeczne i prakseologiczne aspekty jakości funkcjonowania systemu zarządzania kryzysowego. Siedlce, 2016, p. 86.

²² Gasparski P, Psychologiczne wyznaczniki gotowości do zapobiegania zagrożeniom. Warsaw, 2003, p. 23.

²³ Dawidowicz A, Janusz M, Sawczak S, Słupecki M, Źródła zagrożeń i ich charakterystyka. Wrocław, 2005, p. 6.

²⁴ Nowak E, Nowak M, Zarys teorii bezpieczeństwa narodowego. Warsaw, 2011, p. 39.

to access, erode or even annihilate²⁵. Janusz Sztumski distinguishes between current threats, i.e. existing in a given place and time, and potential threats, i.e. possible due to the probability of their occurrence in the near or far future²⁶. The wide range and variability of threats does not make it easier to deal with them both by various services and, above all, by other citizens²⁷. In the literature on the subject, their different categorisation is distinguished. An interesting division of threats was made by Jan Borkowski, who believes that in general we can distinguish two broad metacategories: natural (environmental) threats and civilization threats²⁸. In Ryszard Zięba's opinion, however, too often we treat difficult and new situations as threats, which is not conducive to achieving security. The researcher explains that 'The model of analysing security in the context of a threat requires certain modifications. It is not infrequent that threats are perceived as too-broad a set of negatively assessed phenomena. However, in fact, some of these phenomena are not so much threats as challenges, i.e., inalienable needs that require the formulation of answers and appropriate actions. Since such situations appear to be difficult in social perception, it happens that they are wrongly perceived as dangers'²⁹. The above explanation brings us closer to discovering the importance of the security culture of entities influencing the way of thinking and taking action in difficult and new situations. It is probably of particular importance when transforming challenges into opportunities. Recognition and seizing opportunities is a significant asset of every entity. It shows its high security culture, which is manifested by the courage to take healthy risks in the context of emerging challenges. An opportunity is usually a consequence of a challenge. Michał Brzeziński describes opportunities as possibilities to multiply profits in any sphere of life. He also explains that opportunities are usually important aspects of success, he describes them as a possibility to achieve success³⁰. However, in order to achieve success, it is necessary to treat new, difficult and uncertain situations as challenges and not to try to find only threats in them. Thinking only negatively about complicated, incomprehensible situations may lead to escaping from them or to complete indifference. In turn, legitimate trust, wise risk and taking action in accordance with the accepted hierarchy of values can significantly contribute to transforming challenges into

²⁵ Fehler W, Zagrożenie — kluczowa kategoria teorii bezpieczeństwa, [in:] Współczesne postrzeganie bezpieczeństwa. Materiały z konferencji zorganizowanej przez Wyższą Szkołę Administracji w Bielsku-Białej, 23 listopada 2006. Bielsko-Biała, 2007, p. 34.

²⁶ Sztumski J, Brak bezpieczeństwa jako problem społeczny, [in:] Fehler W, Bezpieczeństwo publiczne w przestrzeni miejskiej. Warsaw, 2010, p. 309.

²⁷ This opinion was formulated on the basis of the results of empirical research carried out as part of the project implemented in the field of state security and defence, entitled National Security System of the Republic of Poland, financed by the National Centre for Research and Development on the basis of an agreement No. DOBR/0076/IDI/2012/03 of 18.12.2012 Scientific Leader Kitler W), research sub-task 1.5. Security culture of entities as an element integrating the national security system and regulating its functioning and development, sub-task leader: A. Filipek, work code: SBN RP 1.5.

²⁸ Borkowski J, Rozważania o zagrożeniach. Warsaw, 2014, pp. 20–23.

²⁹ Zięba R, Kategoria bezpieczeństwa w nauce o stosunkach międzynarodowych, [in:] Bobrow D.B, Halizak E, Zięba R, Bezpieczeństwo narodowe i międzynarodowe u schyłku XX wieku. Warsaw, 1997, p. 5.

³⁰ Brzeziński M, Kategoria bezpieczeństwa., *op. cit.*, p. 26.

opportunities. The importance of these, but also other elements of the security culture for the functioning of the entity and the ability to use challenges is discussed in the next part of the article.

The role of security culture in taking challenges

The security culture of uniformed services and citizens, as a phenomenon affecting security, also has a special role to play in terms of identifying, interpreting and addressing various complex situations. The internal belief of each security entity that we are acting in accordance with an accepted hierarchy of values, guiding the case in the right direction, pursuing it in the service of truth and important interests, will promote its beneficial outcome as a challenge. This means that in the long run, in addition to the possibility of failure, there will also be a possibility of profit, or even success, while at the same time shaping our willpower. If a difficult, surprising event requires an entity to take a stand, then this entity with an appropriate security culture, based on its own convictions and the inner strength resulting from the individual character of the security culture, should really get involved, not let themselves be intimidated or terrorised, and even stand up for the right values and treat the situation as a challenge rather than write it off instantly. Then the entity should also not escape into indifference or helplessness which are signs of surrender and breakdown. Only making a decision not so much about a fight but about a game for an important matter, about its implementation in practice, may result in positive effects. The lack of a decision about struggling with problems and surrender will not allow for success. Without an inner willingness to act in difficult situations, without the conviction that in the name of values, it is worth acting in this way and not otherwise, we will not taste the satisfaction resulting from introducing a risk factor into our lives. It will also be more difficult to achieve success, because we usually talk about success when there are specific obstacles to overcome. Such a situation will also not be conducive to the development of an entity, because without solving problems, gaining new knowledge and skills, we do not develop. On the other hand, stagnation, a lack of freshness and innovativeness is often treated almost as a retreat. Such a way of functioning is characteristic of entities with an unfavourable security culture, i.e. not very active, closed, afraid of risk, reluctant to cooperate and characterised by a lack of trust. The abovementioned features ascribed to a particular entity will probably be an asset contributing to treating surprising, difficult and new situations unequivocally as threats. Their manifestation may therefore be a lack of strength and reluctance to face the problem. Such an entity usually avoids difficulties and sees the only solution as 'surrendering', i.e., not interfering in specific matters or reducing to a complete escape from the problem. A lack of energy and willingness to exert power to do something about the situation can make the entity believe that they are incapable, which in turn will encourage them to continue to close-up, ignore opportunities and search for threats and enemies instead of building beneficial relationships.

In turn, the recognition that, as a security entity, we have the opportunity to actively participate, through reasonable risk, vigilant trust and wise openness, in undertaking difficult tasks, will be conducive to treating them as challenges

and not just threats. Developing such an attitude and ability to take decisive action is a difficult, long-term process, but at the same time, it provides a passport to a safer life. At the same time, solidarity with the values recognised in a given community, respect for the law is usually associated with satisfaction, contentment, joy, happiness — close to an almost full sense of security. An important condition for this to happen is the need to develop a culture of security that promotes the fullest possible security already among children, in the family home, then at the stage of pre-school education, and further strengthened systematically during school teaching³¹ and at subsequent stages of education.

Conclusions

The ability to deal satisfactorily with various, often surprising situations in the modern world is not an ordinary, everyday element of every person's life. Being able to find oneself in unexpected realities, being oneself and at the same time maintaining one's well-being, resulting not only from subjective assessment, is a serious challenge for both uniformed personnel and other citizens. The responsibility of officers of various types of services not only for themselves, but also for their subordinates, as well as for decisive decisions resulting from legal conditions, has an even greater impact on the need to strongly consolidate individual judgements, verdicts or decisions. Relying on a personal security culture in various types of situations can more often have a positive impact on the functioning of the entity and its environment, provided that this security culture is of an acceptable character and high level. The ability to preserve one's identity in such situations can only be conducive to the beneficial functioning of the entity and its environments. M. Cieślarczyk's research 'shows that some groups of entities, characterised by a higher level of civilization development and a more functional culture of security, use the terms challenge and opportunity more often than the concept of threat. On the other hand, other groups of entities — which in thinking about security and related activities focus mainly on threats — are characterised by a different culture of security, but also a lower level of development in various spheres of personal and social life'³².

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Streszczenie. We współczesnym świecie w bardzo szybkim tempie zmieniają się warunki w różnych sferach bezpieczeństwa człowieka. Sposób interpretacji nietradycyjnych zdarzeń i rodzaj podejścia do wszelkiego rodzaju przekształceń może sprzyjać pojawianiu się z większą częstotliwością korzystnych efektów tych zmian. Odpowiedni charakter i poziom kultury bezpieczeństwa może przyczynić się do utrwalania korzystnych tendencji w kwestii rozwiązywania konkretnych problemów, do sprawniejszego radzenia sobie z niełatwymi sytuacjami traktowanymi jako wyzwania, z których niejednokrotnie mogą wynikać szanse, a nie tylko zagrożenia. Odpowiedzialność funkcjonariuszy różnego rodzaju służb nie tylko za siebie, także za osoby podległe, ale również za wynikające z uwarunkowań prawnych podejmowane zdecydowane decyzje z jeszcze większym natężeniem oddziałujące na potrzebę silnego ugruntowania poszczególnych orzeczeń, werdyktów, czy rozstrzygnięć. Opieranie się w różnego rodzaju sytuacjach na osobistej kulturze bezpieczeństwa może częściej pozytywnie oddziaływać na funkcjonowanie danego podmiotu i jego środowisk, pod warunkiem, że wspomniana kultura bezpieczeństwa będzie cechowała się akceptowanym charakterem i wysokim poziomem. Autorka zwraca uwagę, że korzystna kultura bezpieczeństwa pracowników służb mundurowych oraz obywateli będzie sprzyjała kształtowaniu wyższego poziomu bezpieczeństwa.

Zusammenfassung. In der modernen Welt ändern sich die Sicherheitsbedingungen des menschlichen Lebens rapide. Die Art und Weise der Interpretation von nicht traditionellen Ereignissen sowie die Art der Herangehensweise an alle Arten von Transformationen können das Auftreten vorteilhafter Auswirkungen dieser Änderungen mit größerer Häufigkeit begünstigen. Die angemessene Art und das angemessene Niveau der Sicherheitskultur können dazu beitragen, günstige Tendenzen bei der Lösung von spezifischen Problemen zu festigen und schwierige Situationen, die als Herausforderungen behandelt werden, die häufig zu Chancen und nicht nur als Bedrohungen führen können, effizienter zu bewältigen. Die Verantwortung der Beamten verschiedener Dienstarten nicht nur für sich selbst, sondern auch für die ihnen unterstellten Personen sowie ihre Verantwortung für Entscheidungen, die in Übereinstimmung mit dem Gesetz getroffen werden, hat einen noch größeren Einfluss auf die Notwendigkeit, Urteile, Beschlüsse oder Entscheidungen fest zu verankern. Der Rückgriff auf eine persönliche Sicherheitskultur in verschiedenen Arten von Situationen kann sich häufiger positiv auf das Funktionieren des Unternehmens und seiner Umgebung auswirken, vorausgesetzt, diese Sicherheitskultur ist von akzeptablem Charakter und hohem Niveau. Die Verfasserin weist darauf hin, dass eine günstige Sicherheitskultur von uniformiertem Personal als Bürgern zu einem höheren Sicherheitsniveau führen wird.

Резюме. В современном мире в разных сферах безопасности человека условия меняются очень быстро. Способ интерпретации нетрадиционных событий и подход к различным видам преобразований могут способствовать более частому возникновению положительных результатов, вызванных изменениями. Соответствующий характер и уровень культуры безопасности может способствовать закреплению положительных тенденций в области решения отдельных проблем, более эффективному преодолению сложных ситуаций, рассматриваемых в качестве вызовов, что часто может привести к появлению возможностей, а не только к опасности. Ответственность сотрудников разных служб не только за их самих, но и за подчиненных, а также — за принятие ответственных законных решений еще сильнее влияет на потребность в сильной консолидации отдельных решений, заключений или постановлений. Опора на культуру личной безопасности в различных ситуациях может чаще оказывать положительное влияние на деятельность данного учреждения и его среду при условии, что культура безопасности носит вполне социально одобряемый характер и находится на высоком уровне. Автор указывает, что положительная культура безопасности сотрудников силовых структур и граждан будет способствовать более высокому уровню безопасности.

