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The aim of the dissertation "Personal Safety System at the State Fire Service" was to identify factors affecting the building of personal safety for civilian employees and officers of the State Fire Service. The cognitive goal was to identify components and determinants of the personnel safety system, leading to the determination of the level of significance and the relationship between individual factors and the personal safety, in the context of management theory and practice. The pragmatic goal was to create a concept of changes regarding the personal safety system in the State Fire Service (SFS).

The thesis consists of five chapters. The first two give theoretical background. The next two discusses the results of the survey as well as conclusions, along with concept of improvement of a personal safety system in SFS in the last chapter .

Chapter 1 provides details about the organization and its forms, and revisits the concept of personal safety. Personal safety for the purposes of this dissertation has been coined as an individual sense of comfort of the unit functioning at every level of the organization. In addition, the topic of human resources management was widely developed as a foundation for shaping the personal security system. The theory of human resources management was extended to include key forms of organization's responsibility towards employees.

For the purpose of this work, several aspects have been selected in terms of the impact on engagement in the tasks and the sense of personnel safety of employees, such as organizational culture, motivation (material and non-material factors), leadership in the context of command and management, communication understood as information flow, which are discussed in details in the aspect of management theory in Chapter 2.

Chapter 3 contains the characteristics of the State Fire Service as a hierarchical organization. It also contains a description of the elements of a functioning personal security system based on formal documents and legal acts, as well as available studies on this issue in the SFS. An important element of this chapter is the description of changes shaping personal security in the State Fire Service, which became a contribution to the writing of the dissertation. In addition, this chapter also includes a statistical description of the research sample. The survey was conducted among 344 officers of the SFS and 44 civilian employees. Then the conclusions from the tests were verified in interviews with 10 experts.

Chapter 4 contains original research in the field of personal safety in the State Fire Service selected in previous chapters. Each subsection contains a description of components and determinants of personal safety in relation to the SFS based on conclusions from the analysis of the results of own research (analysis of legal acts and SFS regulations, questionnaire surveys and expert interviews).

Chapter 5 is an attempt to create a concept of changes in the personnel safety system based on the analysis of own research results. The chapter began by showing the need to introduce changes in the light of the results of own research. Next, the chapter contains concepts of improving the personnel security system in four areas studied (organizational culture, motivational system, leadership and communication). He further indicates the limitations and the practical application of the results. Additional directions of research in the area of the personal safety in the SFS were proposed, which resulted from natural limitations of research methods, conclusions from research or emerging questions during the research process.

Questions in the area of organizational culture have examined, among others, the values of the employees who joined the SFS, their sense of identification with the organization, advantages and disadvantages of working in the organization, the atmosphere at work also between employee groups, the existence of rivalry in the employee group, the existence of friendship at work, the style of work expected by the employee and by supervisor.

Questions regarding the incentive system allowed the employee to assess each of the model factors of material and non-material motivation, such as prizes, orders, cash prizes, praise, congratulatory letter, motivational supplements, discounts, insurance, the possibility of granting a laptop, telephone or business car, etc. The employees also referred to the expected amount of remuneration, which was usually 5000 PLN (in women about PLN 1000 lower). They also determined the level of satisfaction with development opportunities and what affects the promotion of employees. Most employees admitted that the motivation system is not clear and is not well known. It is necessary to precisely link the organization's goals with the tasks of employees through appropriately selected motivating factors and broad information about employees.

In the study for the purpose of creating a personal security system model, the leadership area was also examined, i.e., if there is a clearly defined structure and dependence of supervisor -subordinate, are employees appreciated by supervisors and colleagues, receive professional and human support from their superiors or can easily communicate with them, whether they know each other's expectations, or make friends with their superiors. It has also been shown

that there is no proper mentoring in the SFS, and certainly official mentoring is rarely introduced for new employees and is rarely seen as an additional duty or motivator for people who want to share knowledge. The research clearly showed that such mentoring should exist in various areas of introducing a new employee (as technical and organizational support in tasks, but also as an easier introduction into a working group). The subject of leadership could be extended in further research by examining the styles of management and communication of superiors.

In the area of communication, the research results indicated, among others, barriers in supervisor-subordinate communication, employees and management, uniformed employees and civilian employees. It has also been shown that the transfer of feedback, periodic assessment of the employee or meetings summarizing the tasks are virtually non-existent. Undoubtedly, this is another area for training in the SFS, which in relation to the professed values and reasons for joining the SFS would significantly improve the sense of commitment to work and a sense of personal security in the SFS.

To sum up, the subject of the research was personal safety at the State Fire Service. The goals of the work have been achieved. The hypotheses have been verified positively. Based on the results of the research, it was shown that there is a relationship between the level of participation of individual factors affecting personal safety and the feeling of this safety similarly as there is a gap between the actual and expected share of the indicated factors in the implementation of the personnel function, which justifies the need to change the personal safety model of the State Fire Service.

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