

# Editorial

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This collection of academic abstracts spans a diverse range of subjects, including organizational development, sustainable investment, public safety, and municipal management. The studies employ varied methodologies ranging from theoretical frameworks and literature reviews to data-driven case studies and interpretative analyses demonstrating a multidimensional approach to contemporary challenges in both public and private sector governance.

Two articles focus on organizational dynamics and workplace culture.

Przybytniowski (Animation as a tool for personal development and team integration) proposes a theoretical framework to explore how animation-based activities can foster team cohesion. The study suggests that although increasingly applied in managerial practice, this approach remains understudied in academic discourse. The findings emphasize that targeted animation can enhance communication, engagement, and collaboration, contributing to the integration of effective work teams. Leśniewski (Concepts of employee suggestions in business management) presents an interpretative analysis of employee suggestion systems, viewing them not merely as tools for collecting ideas, but as reflections of a participatory management philosophy grounded in trust and shared responsibility. The study highlights the need to integrate technical mechanisms with a supportive organizational culture that fosters employee engagement and knowledge sharing.

In the domain of sustainable finance, Dziekański, Drozdowski (How is the green transition changing the criteria for evaluating investment in SMEs?) examine how the green transition, spurred by the climate crisis and the EU Green Deal, is reshaping investment evaluation. Moving beyond traditional Net Present Value (NPV) methods, the study introduces a Green Transformation Index constructed using CRITIC and TOPSIS methodologies to assess investment effectiveness. The results support the long-term profitability and reduced risk of sustainable investments, advocating for proactive adoption of green practices by SMEs.

Two papers explore issues related to public safety and the operations of law enforcement agencies. Piwowarczyk (Contemporary road safety challenges and countermeasures) presents a case study of traffic policing in Skarżysko-Kamienna and Kielce. Drawing on survey data and official statistics, the study evaluates public perceptions of road safety and the effectiveness of police actions. While findings indicate general approval of police activities, concerns remain regarding limited patrol visibility and outdated infrastructure. The article offers targeted recommendations for operational improvement. Matysik (The use of means of direct coercion) analyzes the use and misuse of coercive measures by police officers in Kielce between 2018 and 2022. Based on data from complaint and disciplinary procedures, the study identifies trends in procedural violations and examines underlying causes of non-compliance. The findings

point to important areas for further research into police training, legal accountability, and ethical standards.

Finally, the article by Kwitek (Maintenance of urban green areas in Sandomierz) addresses urban management challenges in the face of urbanization and climate change. Using data from the Central Statistical Office (GUS), the study evaluates the maintenance of green areas by the Municipal and Housing Management Company in Sandomierz. It highlights the increasing difficulty in expanding green infrastructure amid competing demands for land, while assessing the effectiveness of current practices in preserving and developing urban greenery.

This review presents a coherent overview of six research articles that collectively contribute to our understanding of organizational effectiveness, sustainable development, public safety, and urban governance. The diversity of methods and topics is a strength of the collection, offering insights relevant to both theory and practice. While the review effectively summarizes key findings, future iterations could benefit from a more critical comparative perspective to deepen the analysis. Overall, the collection represents a valuable contribution to interdisciplinary academic discourse.