

The importance of international cooperation for the development of local administration staff at the district level

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Abstract— Improving the lives of citizens requires modern management architects to implement modern solutions in various areas of social life. Undoubtedly, local government administration, as the closest public authority to man, must be efficiently managed in order to effectively manage others. The influence of international cooperation on the development of states and organizations is as old an issue as international cooperation itself. However, the subject matter discussed in this article is current and important for the area of management sciences, because it treats this as a contemporary development of human resources management in local government administration within similar but different legal and organizational systems functioning in the European Union. Therefore, this article presents the main research problem, which will concern the elements of international cooperation, which are covered by local government administration bodies in the district of Żywiec, affect the management of human resources and their development and what changes are introduced in ZZL of local government administration. The subject matter required conducting research on the basis of the phenomenological trend in order to better understand the processes taking place with the participation of the human factor.

Index Terms — administration, HRM, human capital, international cooperation.

I. INTRODUCTION

Nowadays, the issue of international cooperation has become a very popular phenomenon, mainly due to the dynamically progressing European integration since the 1990s. However, international cooperation itself is not a phenomenon that can be observed only since the twentieth century. In historical terms, we can recall the efficiently functioning international cooperation between the ancient Sumerian, Babylonian and Syrian powers. This cooperation included cooperation in the field of economic activity of small producers or broadly understood cooperation of banks, all of which took place, of

course, with prior arrangements and approval of the authorities, and as it could be put today, with the permission of the central state administration bodies. (Obłój 2014, pp. 13-19).

Most often, the management of international cooperation was aimed at improving good neighbourly relations between states or introducing legal regulations supporting the development of mutual trade contacts (Szaniecki & Sójka-Zielińska 2009, pp.494-509).

The concept of international cooperation is defined as a form of interaction between participants in international relations that helps them to reach consensus, most often on contentious issues or issues that require deeper discussion (Halizak & Kuźniar 2005, p. 62). In the case of the issues discussed in the article, the scope of cooperation between the neighbouring states, and more precisely between towns located in different states, by their local government bodies, is important. In the light of the studies carried out in 2015, it may be concluded that international cooperation between local and regional authorities is a form of agreement and implementation of joint actions by two or more local and regional authorities, different countries, which become parties to the agreement, in order to improve the quality of life of the citizens of the regions covered by these actions. Compared to international cooperation at central level, the international cooperation of local authorities can often be more visible to citizens because of the proximity of the measures taken. Activities carried out by local government administration are not as spectacular as those of central administration but are largely invisible to people not involved in the life of the local community. The above concept of international cooperation of self-government administration coincides with the concept given by the Polish Institute of International Affairs, which considers international cooperation of self-government administration as a form of "bottom-up diplomacy", thanks to which local societies of different countries can come closer to each other through better



knowledge and develop targeted mutual cooperation, e.g. in the field of economy, culture or "pro bono publico" action (Zięba-Załużka 2008, p. 65).

Analyzing the above mentioned concepts it can be concluded that international cooperation of self-government administration is an implementation of central administration activities on a micro scale, but independently, on its own account and in accordance with its own needs and possibilities.

Therefore, the essence of international cooperation within the framework of administration activities is an impulse for social development, which is to bring about changes in the scope:

1. social familiarity with other cultures,
2. improving the financial situation through the implementation of joint projects,
3. introducing new economic solutions to improve the commercial situation of local entrepreneurs,
4. generally strengthening partnership ties between local communities by promoting various types of international actions, both those with a local initiative and those initiated by the central administration.

II. METHODOLOGY

With regard to the research topics covered by this paper, it can be assumed that an administration's authority covers all spheres of social life and all social activities that are in the public interest. The vast research area of human resources effectiveness and development, public administration and international cooperation requires to narrow down the scope of research to the impact of international cooperation of local government administration on its human capital management policy in order to improve the quality of data. This article discusses the issue of heterogeneous thematically, including legal, political and management aspects. The authors decided to limit the subject of research to the area of economic sciences, and more specifically to the development of human resources in local government administration under the influence of international cooperation within the structures of the European Union, in the area of Żywiec district.

The actuality of the subject of the research can be determined by:

1. high impact of self-government administration activities on the life of citizens of a given region or subregion.
2. stability and durability of the structure of self-government administration bodies in the Polish legal system (Mikuła 2019).
3. influence of competences of the personnel of self-government administration on the quality of public services provided by it.
4. high impact of the internationalisation of social life on the development of social needs satisfied by the staff of self-government administration.
5. exemplary system of organisational culture, which is a determinant to a large extent also for other public and non-public institutions.

The research problem in this paper can be included in four

main research questions:

1. What elements of international cooperation, which are covered by self-government administration bodies in Żywiec district, influence human resources management and what changes do they introduce in human resources management in self-government administration?
2. Does the internationalisation of self-government administration, caused by international cooperation, introduce human resources management in self-government administration to the level of international human resources management; does it require efficient diversity management within the framework of locally adopted human resources management policy?
3. What is the impact of international cooperation on human resources management policy in self-government administration on local society?
4. How to effectively use the increasingly stronger internationalisation of local government activities, as well as human resources management methods in the case of local government administration of the district of Żywiec?

Questions about research issues emerge very clearly from the general research problem, which consists in determining the consequences of international cooperation for the development of human resources in local government administration. The theoretical and empirical confrontation in this paper was the subject of a hypothesis that states that effective management of human resources of local government administration units and their development in European conditions is possible thanks to long-term international cooperation within the European Union.

In this dissertation, some of the conclusions obtained on the basis of the analysis of existing sources are presented in the first chapter, while the rest complements the part describing the results of primary research (Apanowicz 1997, pp. 98-99).

In terms of primary data collection, a survey method was used, which allowed for a quick and reliable collection of data, which could be an important contribution to the scientific knowledge on a given topic. The research was conducted in self-government administration in the Żywiec district. The surveyed unit employs about 180 employees, out of which 90 administrative employees were surveyed. The research tool was the author's questionnaire prepared for the purposes of this publication.

III. IMPACT OF INTERNATIONAL COOPERATION ON THE DEVELOPMENT AND MANAGEMENT OF HUMAN RESOURCES IN LOCAL GOVERNMENT ADMINISTRATION - DATA ANALYSIS

The research presented in this part of the article concerns human resources management and their development from the perspective of international cooperation in the district of Żywiec. According to the survey data, the surveyed staff may be considered stable, with a small inflow of new employees. The stability of the staff is a sign of job security. Public administration, which also includes self-government

administration, is one of the best developing sectors of the labour market (Rostowski 2012, p.11). It is worth noting that almost 58% of the respondents are women. Only a small part (4%) of the surveyed group are employees with less than one year of experience, and only every eighth respondent has a 1-5 year internship in local administration. Most of the staff (nearly 60% in total) have an internship longer than 10 years, which means that these people started working in self-government before Poland joined the EU. Already at this stage of the description a certain image of an official and prestige resulting from administrative work can be seen. It can also be interpreted as a signal regarding the actions that need to be taken to transform such personnel into a modern administration with competences adequate to the current tasks. A very interesting issue, which arose during the analysis of data obtained in the questionnaire survey, is the way in which employees of local government administration perceive themselves. In some answers, indirectly, and in a dozen or so directly, the employees of self-government administration pay attention to the way they are perceived by the citizens. Among these assessments there are also such negative opinions of these employees as: doing nothing, not doing anything, officials. International cooperation, the expansion of which took place in the last decades, helped the employees of self-government administration to increase their own self-esteem, so we can hope that the better evaluated employee is much more efficient. Local government employees themselves revealed in their answers the conviction that international cooperation is important for them from the perspective of development and is needed, because it also changes the view of the society on the work of officials and gives some new opportunities for the development of local entrepreneurship. Thanks to the exchange of experiences with colleagues from other countries, local government employees can offer Polish entrepreneurs modern solutions that work well abroad. The introduction of such proposals gives the employees of local administration the opportunity to develop in the areas of new knowledge, which they did not have until the implementation of the introduced changes. From the point of view of international cooperation, the dependence of local business development on local government administration can be stated as follows:

1. an appropriate human resources policy, i.e. the appropriate appointment of competent managers or coordinators for international cooperation in administration, can provide an impetus for the establishment of strategic business cooperation in economic, knowledge and cultural areas that are important for regions and cities
2. International cooperation requires the employees of local administration to develop observational competences, which may help in the future to reconstruct the economic and social solutions applied in foreign neighbors in local conditions in their home country.
3. Management of local government units, including their human resources, becomes more effective under the influence of international cooperation. What is

more, it can be a good example for local entrepreneurs. The research carried out for the purpose of this study shows that international cooperation has had a positive impact on the management of self-government administration.

In the case of the above graph, the distribution of responses should be looked at more critically than the rest, due to the fact that it is a self-esteem of administration employees. A crushing result of 92% of respondents indicates that international cooperation has a positive impact on the management of self-government administration units. Of course, this may be a subjective opinion aimed at improving the assessment of the employees themselves and the image of their workplace. By declaring a positive assessment of the way the workplace is managed, the employee answering the question could feel more comfortable. It should be added, however, that similar answers are natural for this type of research. In order to verify this positive image of changes in administration management and their impact on the functioning of the office, it would be necessary to prepare more comprehensive research, which would include a wider scale, e.g. analysis of personnel audit or a survey among the office's clients. It is obvious that the question that generated this research result is justified for this paper, because it directly shows us that human resources of self-government administration evolve under the influence of this cooperation and can feel an element of a larger structure that has a certain prestige in the local and international arena. Data related to the influence of international cooperation on the selection and recruitment of employees in local government administration in relation to the previous result on management in administration seem to be surprising due to the relatively high percentage of respondents who gave answers indicating that international cooperation does not affect the selection and recruitment of employees in local government administration (39% of respondents). Such a distribution of answers may have several reasons:

1. work in self-government administration is so stable that recruitment of new employees is rare, and existing employees are not afraid of reduction related to e.g. non-fulfilment of obligations related to foreign cooperation or EU norms.
2. employees meet all the standards required by Polish and EU law, which allows them to perform work in self-government administration without reservations.
3. employees of self-government administration are aware of the mission that self-government administration performs in national and EU structures and are ready for continuous improvement.

In addition, there may be other reasons for which the recruitment and selection of candidates to work in the office does not change in a way that is noticeable to a large part of the surveyed employees:

1. Candidates applying for a job in local administration are sufficiently trained and have all the required qualifications and skills. There is therefore no need to change the selection procedure or the admission criteria in the light of international cooperation.

2. Candidates applying for a job in self-government administration may acquire appropriate qualifications during their work - during trainings and under the care of experienced employees of self-government administration.
3. New tasks in administration do not require any additional competences, which would not have been provided for in competition announcements for a given position in self-government administration for a long time.

The above phrases may seem controversial in some points but knowing the reality of work in local government administration structures, often described in the media, one may conclude that there may have been many reasons for respondents to answer such questions.

According to the authors of the paper, based on their experience of cooperation with local governments, however, in the last ten years we can observe significant changes in this area in terms of technology, customs, legal, scientific, cultural, etc.. For this reason, the recruitment and selection procedures had to be changed some time ago, and the criteria for being accepted to work were significantly increased. This was necessary because nowadays all standards of work in local administration are much higher. For example, such a facilitation for public administration applicants, including local government applicants, which is a system called the Electronic Platform for Public Administration Services (ePUAP), forces a new way of working with the client and requires higher competences from the employee. In particular, competence in computer use is

necessary to provide services in an efficient way and to ensure the security of clients' confidential data. (Kaczorowska 2013, pp. 162-165).

The introduction of various types of changes may seem from the perspective of employees with shorter working lives to be something unrelated to international cooperation, while for employees with longer working lives it is obvious that international cooperation and the development of standards of public administration forces the Polish legislation, and thus the practice of administration, to make profound changes.

The issue of the impact of international cooperation on local administration and its human resources management policy is connected with the above mentioned skills and qualifications (Kieźuń 1998, p. 76). The issue of qualifications will not be discussed in more detail in this work because it is regulated by relevant legal acts and internal documents for particular positions in public administration. Positions in local government administration, e.g. such as: starost, vice-starost, members of the district board or others, come from election, or more precisely from general elections through indirect elections (Kulesza & Sześciło 2013, p. 28). Paradoxically, in the case of elected persons, the law has limited possibilities in a certain area or, to put it more professionally, does not specify the relevant requirements for candidates. However, from administrative employees, whether this law is universally applicable or local, it may give the relevant authorities the opportunity to specify requirements, Table 1 (Jamróz 2011 p. 182-184).

TABLE 1
COMPARISON OF POSITIONS IN ADMINISTRATION WITH COMPETENCES

Governor, v-ce Governor, member of the Management Board (full-time)	Elective work - free qualifications
District council (councillors)	They are not employees, they are elected - any qualifications are optional
Administrative staff	Various forms of employment, e.g. appointment, employment contract, contract of employment, etc. - qualifications according to the requirements of the position
External experts	Various forms of employment - qualifications according to the requirements of the position

Source: own study

In the course of the survey respondents answered about the basic competences that should be possessed by each employee of local government administration in the era of international cooperation.

During the survey, the respondents were asked about the weighting from 0 to 3 for particular competences, which, in the opinion of the respondents, have the greatest influence on the work of a person employed in local government administration from the point of view of international cooperation. The respondents stated that language competences (3 points) are the most important, followed by cultural (2 points) and formal-legal (1 point) and negotiating (1 point). ICT competences were at the end of the list (0.5 points).

More than a quarter of a century has passed since the countries of the former Eastern Bloc left the political system such as communism, in which an adequate level of foreign

language learning was not guaranteed, such as English, German, French, etc. A good knowledge of these languages was rather the result of individual aspirations and at the same time a marker of a certain social prestige. Currently, access to foreign language learning is significantly better, and the respondents indicate language competences (with English at the forefront) as the most important skill in administrative work at the local government level from the perspective of international cooperation. This issue cannot come as a surprise, because language is the basic tool of communication and helps carrying out activities aimed at establishing cooperation. Equally important is a good command of a foreign language for effective international cooperation. However, the older generation of officials in particular may still have difficulties in communicating fluently in a foreign language.

On the other hand, computer competences, which nowadays

seem to be as necessary as the knowledge of foreign languages, have not aroused much interest among the surveyed employees of local administration. Several presumed reasons for such answers can be presented:

1. language competences are low among the surveyed and require additional training through a language training programme, appropriately adjusted to the level of employees, conducted by specialists in general and specialist languages.
2. the knowledge of English and a second foreign language, which is currently required by law, was neglected by the respondents at school age or the learning of foreign languages was not conducted properly. It should be stressed that nowadays the English language is generally sufficient for the employees of the self-government administration to properly perform their duties. However, knowledge of the language of one of the closest foreign neighbours of a given region may be beneficial for cross-border cooperation.
3. computer skills are not required from local government employees at such a level that they feel the need to further improve their skills in this area.
4. The respondents may have wanted, despite the anonymity of the research, to show themselves "from the better side", i.e. as people who already have the appropriate competences, because this provides some psychological comfort.

Regardless of the distribution of respondents' answers presented above, it can be concluded that all four competences are nowadays required from local government employees and not only at the basic level. Each of these competences may be useful even in the implementation of any project that is co-financed by the European Union. This does not require any additional substantive footnote, because we know from our own observations that the financial situation of many countries around the world, e.g. Poland, the Czech Republic or Slovakia, often requires support from larger organizations, such as the European Union, the World Bank or other such institutions. To this end, e.g. the European Union has established special partnership programmes that finance social or economic activities that are crucial for the proper and dynamic development of the European Union. (Barcz&Górka&Wyrozinska 2012, pp. 65-67).

Each of the above mentioned competencies can be used to obtain funds properly:

1. linguistic - communication during the project. Appropriate addressing, grammar and rich and appropriate (formal) vocabulary certainly improves the image of the institution applying for funding and does not require the institution to employ a Polish, Czech or Slovak translator, which significantly shortens the time of administrative procedures in a given institution.
2. cultural - which can also be described as intercultural. We believe that this type of competence can be most useful in establishing good cooperation with

authorities, communities and companies from other EU countries. Knowledge of the ideas and history of the Member States may give a new beginning to many noble undertakings promoting mutual respect, tolerance, openness to others, or will enrich the knowledge of the recipients with new issues which until now have not been of interest to scientists, schools or other public institutions.

3. Formal and legal - proper completion of documents, meeting appropriate deadlines and observing procedures may be, according to the principles of law, one of the key success factors. It cannot be required from every public administration employee to be a lawyer or to be fluent in European law procedures, but it can be expected that local government employees do not show ignorance of basic substantive knowledge in the formal-legal area. Continuing training of formal and legal competences should therefore be an obligatory element of training policy in local government institutions. It may be implemented through traditional training, group work or e-learning. The course of such training should not hinder the work of the office. It may also prove to be an effective project to implement joint international training courses, combined with integration activities and exchange of views.
4. Negotiation - not all projects planned by the local government can be subsidized from the European Union funds. It is important that an employee of the local government administration is able to prepare for a substantive discussion in the form of negotiations at the stage of writing documents. Negotiations are a competence which, like the previous ones, should be mastered by every self-government administration employee to be able to effectively take care of the public interest, both from the national and international perspective. It is not an easy task, given the different types of political games (europa.eu). It is worth mentioning that in terms of obtaining external financing, it also depends on negotiations with partners on the part of entrepreneurs, who often give new life to the organisational plans of local administration.
5. ICT - the technological progress that has taken place over the last dozen or so years, which I have written about earlier, has brought to an end the era of bureaucracy based on handwritten or typed documents, and the era of computer and even Internet bureaucracy is beginning or is already underway. Input and transfer of data through Internet programs greatly speeds up work. It is worth mentioning that technological progress also has a significant impact on the reduction of costs and time consumption of some tasks performed by local government bodies. Due to time constraints and working under pressure of deadlines, it is important to introduce as many modern internet solutions as possible into the everyday life of

offices. In the case of international contacts, where distances or deficiencies in transport infrastructure make permanent physical contact between people impossible, it is important to introduce a pan-European system that is compatible with national administrative systems. The idea is that, in future, international businesses should be able to carry out at least basic activities in offices across the Union via the Internet. However, the issue of adequate IT protection for such programmes must not be forgotten, as well as guaranteeing the confidentiality of users' own data. In the case of hacking attacks on such programmes, administrative staff should know how to save data and how to function on backups.

An important element which has an independent influence on the development of the personal capital of the self-government administration and on the effective management of its human resources is the knowledge and involvement in the implementation of the mission of the self-government administration.

In the pilot studies 44% of the surveyed administration employees stated that international cooperation has an impact on their sense of mission, 21% of the respondents replied that international cooperation has an impact on their sense of mission, but to a small extent. In total, as much as 65% responded positively to the question asked. On the other hand, 9% of the respondents stated that international cooperation does not influence their sense of mission of a self-government administration employee, and 26% indicated that they have no opinion on the subject.

The analysis of the research data shows that, in the opinion of respondents, international cooperation has a greater or lesser impact on the development of awareness of the mission of local government administration. There have also been some answers which indicate that some respondents do not perceive this influence, or feel only a small influence, or do not have a clear opinion on this issue. The result for the statement "I have no opinion" is disturbing. This answer should not be chosen by such a large percentage of respondents. A lack of opinion in such an important matter may indicate that

1. incorrect choice of workplace. Employees may treat work in local government administration as a springboard or a place to work, which will be a shelter for them from finding another "better" job.

2) Lack of proper involvement in work and attaching little importance to work in the public interest.

Still not very high self-esteem in the structure of self-government administration. The respondents who chose the answer "I have no opinion" may not see the impact of international cooperation on their work, in contrast to those respondents who believed that thanks to international cooperation they are more aware of the mission of working for the society.

4) Short-term job tenure or inadequate preparation of longer-term staff. In the case of young local government employees,

they may not yet fully understand the important role they play in society and the challenges they have to face. In the case of more experienced administrative staff, however, a better look at their career history is needed. Such persons may have special claims, both tangible (mainly monetary) and intangible. The past of administrative employees, especially those who had clearly negative experiences in the period of adaptation to work or who later experienced a breakdown in their career, may also affect their current work. Impacts aimed at transferring missions to such employees and motivating them to act in accordance with them may lead to better performance of tasks which are faced by local government employees in the era of international cooperation.

Awareness of the mission to be fulfilled by local administration employees seems to be one of the key factors for the success of public administration in the European Union. It should be remembered that cooperation between administration and citizens is also important for citizens' trust in the state in which they live. It is obvious that employees have the right to moments of weakness, especially when their elected superiors may be incompetent in many matters related to the functioning of local government administration, but in general they have to act in such a way as to build this trust in local authorities and in the state.

Therefore, the key issue is to educate the human resources of the self-government administration. For example, nowadays in Poland the most adequate education for the employees of self-government administration in the era of international cooperation are the faculties of higher education such as:

1. law, in various specialisations,
2. administration, in various fields of specialization,
3. management, especially in the fields of public management, human resources management, municipal management,
4. finance and accounting,
5. sociology, in specialties such as community organisation and urban and regional sociology.

The above-mentioned faculties of higher education provide the employees of self-government administration with appropriate substantive knowledge of the functioning of local self-government or local community and of the law which is the basis for the functioning of any organisation. On the basis of the conducted research it can be stated that the employees of self-government administration are already adequately educated, both in the field of bachelor's and master's degrees, and among foreign respondents, even doctoral and post-doctoral ones. It is worth noting that the surveyed employees constantly improve their skills through post-graduate studies and vocational courses. Therefore, it can be stated that the respondents in the field of education were prepared to take up employment in self-government administration even in the era of internationalisation.

IV. EVALUATION

In this article the research hypothesis was verified, which stated that effective management of human resources of local

government administration units and their development in European conditions is possible thanks to long-term international cooperation within the European Union.

It can be assumed that on the basis of the conducted secondary and primary research, the hypothesis presented in the paper was positively verified in the vast majority of cases. Partial confirmation of the hypothesis can already be found in the theoretical analysis, although it was not easy to find reports or compact studies treating the same or similar topics. Although many of the available studies concern human resources management in administration, they do not focus so precisely on the impact of international cooperation on development, shape and challenges for human resources management in local government administration. Therefore, empirical studies conducted by the authors have provided more evidence to support the hypothesis.

The research carried out shows that European integration has imposed certain modern patterns of administrative behavior on the systems of the Member States. This was determined by the universal freedom of movement within the European Union, new opportunities for economic trade between countries belonging to the European Union and the broadly understood progress in civilization which took place at the beginning of the 21st century. Long-term international cooperation allows to meet these challenges in a faster way and with the use of certain modern solutions in the field of management, it will be possible to eliminate the obstacles that still arise despite the decade of implementation of EU standards in Poland. Joint activities of the administration of the Member States and mutual observation and exchange of experience give a chance to introduce human resources management in the self-government administration to a higher level, and what is connected with it, allows the Polish self-government administration to keep up with Western countries, for example in the field of specialization of employees or development of linguistic and intercultural competences.

It should be admitted, however, that during the analysis of the collected empirical material, the issue of too small a range of conducted research revealed itself in order to formulate with certainty an assessment of the truthfulness of the research hypothesis. In order to prove the hypothesis in a complete and scientific way, the research area should be extended to at least one whole voivodeship or a representative sample of poviats from several voivodeships. Nevertheless, it may be considered that the hypothesis has been proven to a large extent.

V. CONCLUSIONS

International cooperation carried out by local government structures in Poland, the Czech Republic and Slovakia, especially in the last ten years, has left its mark on the organisation and management in local government administration. The research on the impact of this cooperation on human resources management carried out by the author of this work has led to the following conclusions:

1. A modern local government employee must be fully aware of the mission of administration in society.

2. A modern local government employee must be open to changes and diversity, which is constantly appearing, especially within the framework of international cooperation.
3. A modern local government employee should try, as much as possible and according to his abilities and needs, to deepen the knowledge of the subject matter relevant for his position.
4. A modern employee of local administration should find himself in matters which concern him both formally and motivating. He or she should not focus on the financial aspects of gratification, but should benefit from the non-financial advantages of working in local government administration, such as international cooperation.
5. A modern local government employee should be aware of the prestige of his work and the seriousness of his position, as well as the utilitarian nature of his work and its importance for the development of the region. It is important for a local government employee to be aware of the fact that his work has a significant impact on the financial condition of the entity in which he works.
6. A modern employee of local administration should educate his applicants about the possibility of using modern Internet resources, which give them the possibility to regulate administrative matters without the need to come to the office personally. Such a solution to the problem of queues in offices may give an administrative employee some psychological comfort in performing his work, without excessive time pressure, often leading to mistakes.
7. A modern local government employee as well as local government officials of choice should, when entering a competition for a given administrative position or in local government elections, analyse their own capabilities that may be needed in the performance of a given job and assess what may cause them difficulties, and then make a choice consistent with the public interest.
8. A modern employee of local administration should be ergonomic and able to use new technologies and other solutions offered by law in such a way as to perform his duties reliably and economically.
9. A modern administrative employee must understand the need for international integration and act to deepen it, and share his experience with others.
10. A modern local government employee has to see innovative forms of development of his/her own person and his/her environment, such as international cooperation, modern working methods, financial instruments, etc.

Nowadays, the development and management of human resources in administration, especially in the border area, is becoming increasingly international. This is mainly due to Poland's accession to the European Union. Employees of the

self-government administration, especially those who have a longer working life, could see how the process of political transformation, and more precisely the process of Europeanisation, which introduced democracy into a new dimension, and what is connected with it, introduced the administration into a new phase of development. This is a phase of digitization, so officials should see what a significant improvement for their work is the computerisation and the Internetisation of society, especially in small and inaccessible areas.

A modern civil servant, in order to efficiently fulfil these obligations, which the local government administration has in the era of internationalization, has to be aware of the great importance of computer skills, and today one could even add that Internet skills, due to the mobility of some applications. More emphasis should also be placed on such competences as foreign languages, especially English. It is obvious that employees have basic skills in practical English, but with the opening of the borders it is necessary to improve their linguistic competence also in other foreign languages, e.g. German or French or the language of their nearest foreign neighbours.

Due to its prestige, the administration must always be prepared to provide services at the highest level in order to fulfil the organizing function in the society and take into account all the formally and informally accepted for a given individual determinants of the organization culture. The implementation of undertakings on an international scale, such as: road building, organization of cyclical cultural meetings or youth exchange requires from local administration employees also a certain openness to the unknown, the unexpected. In this case, it is a matter of making thorough analyses of the risks that may occur in the case of implementation of such projects.

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