

## ACTIVITIES OF THE MUNICIPALITY IN MUNICIPAL RESOURCE MANAGEMENT ASSESSED BY RESIDENTS ON THE EXAMPLE OF THE CITY OF CZĘSTOCHOWA

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**Purpose:** The objective of the article is to identify activities of the municipality in the field of cooperation with the environment to develop appropriate pro-social activities in the management of municipal resources on the example of the Municipality of the City of Częstochowa.

**Design/methodology/approach:** The research tool was a structured survey questionnaire prepared by the authors of the article. The survey was conducted in June 2022 among residents of municipal resources in the city of Częstochowa, the Silesian Voivodeship, Poland.

**Findings:** The research indicated that housing resource management processes should assume cooperation with the economic and scientific environment and the implementation of scientific research results in shaping models for municipal housing resource management to meet social needs, strengthen social ties and create new models in the field of municipal resource management.

**Research limitations/implications:** In addition to scientific values, the study also has a practical aspect that can be used by municipalities and managers of municipal housing resources as support in conscious and effective planning and implementation of pro-social activities in resource management to improve the living conditions of residents.

**Practical implications:** In the future it is reasonable to conduct further research on pro-social activities in municipalities. Specific examples of pro-social activities in municipal resources of various municipalities should be indicated and their perception by residents should be analyzed.

**Social implications:** Due to the changes taking place in the resource, the development of techniques and information technologies, as well as in connection with demographic changes, growing expectations, needs and requirements of residents, it seems important to systematically carry out analyzes in this regard as well as to assess the impact of implemented solutions on the living conditions of the residents of the resource.

**Originality/value:** The conducted research included in the article potentially extends the literature on the subject, presenting pro-social activities in municipal resources on a specific example.

**Keywords:** management, gmina (municipality), municipal resources, inhabitants.

**Category of the paper:** Research paper.

## Introduction

Municipal housing resources consist of real estate owned by the municipality, which has not been handed over in perpetual usufruct (Journal of Laws 2023.344). The basis for the creation of municipal housing resources is the studies of the conditions and directions of spatial development of municipalities, adopted on the basis of the provisions on spatial planning and development (Journal of Laws 2023.344). The creation and use of municipal housing resources is one of the main tasks of municipalities to create conditions to meet the housing needs of the self-government community - as stipulated in Art. 4 Sec. 1 of the Act on the protection of tenants' rights, housing resources of the municipality and on the amendment of the Civil Code (<https://www.prawo.pl>). Residential premises constituting housing resources of the municipality, except for social housing and premises intended for rent for the duration of the employment relationship, may be rented only for an indefinite period. To perform its tasks, the municipality may also rent premises from other owners and sublet them to persons whose households have a low income (Kabus, Dziadkiewicz, 2022, pp. 3-4).

The conditions and development of the knowledge-based economy bring about that nowadays municipalities must face many new challenges related to the need to adapt to changes and transformations taking place in the environment (Dziadkiewicz, 2014, pp. 27-28). Pro-social activities, including the search for knowledge necessary to manage the resources of the municipality, become the basis for modern entrepreneurship. The effective introduction of new ideas requires the acquisition or supplementation of knowledge in terms of the implementation of this process, considering the specificity of the changes made (Gill, Maung, Chowdhury, 2016, p. 566). Therefore, it becomes necessary for the environment of the city authorities to cooperate with the scientific field. This will allow for accelerating the implementation of the assumed development objectives.

The space for pro-social activities is inscribed in the skillful management of business and science relations, bringing not only mutual benefits, but it also significantly affects the development of the local economy (Witek, 2012, pp. 382-383).

In view of the above, municipalities should strive to ensure proper housing management, and thus effective and efficient management of housing resources created and owned by them, i.e., municipal housing resources (Nalepka, 2018, p. 67). In turn, the applied management methods, along with consultation with scientists should translate into an improvement in the quality of life of residents, in particular safety and satisfaction (Talib, Rahman, Qureshi, 2010, pp. 115-116).

The Municipality of the City of Częstochowa manages the municipal resources, thus it is inscribed in the mission and vision of the Strategy of Częstochowa, which is to meet the housing needs of residents and ensure sustainable social and spatial development of the city. Therefore, it can be concluded that actions aimed at restructuring tenants' debt, counteracting social exclusion of debtors and building social bonds in terms of tenants' participation in resource management are dictated not only by pure economic calculus, but also by the municipality's

obligation to ensure social and economic development for all residents of the city (Cichobłaziński 2013, pp.64-65, Czarnecka, Albrychiewicz-Słocińska, Dunay, Ensari 2017, p. 76).

The objective of the article is to identify the activities of the municipality in terms of cooperation with the environment to develop appropriate pro-social activities in the management of municipal resources on the example of the Municipality of the City of Częstochowa. The research tool was a questionnaire. The survey was conducted in June 2022 among residents of municipal resources in the city of Częstochowa, the Silesian Voivodeship, Poland. The conducted research included in the article potentially extends the literature on the subject, presenting pro-social activities in municipal resources on a specific example. In addition to scientific values, the study also has a practical aspect that can be used by municipalities and managers of municipal housing resources as support in conscious and effective planning and implementation of pro-social activities in resource management to improve the living conditions of residents.

## Methods

The main objective of the study was to diagnose the activities of the municipality in the field of cooperation with the environment to develop appropriate pro-social activities in the management of municipal resources on the example of the Municipality of the City of Częstochowa. The adoption of the objective of the study influenced the formulation of the research hypothesis.

RH: Undertaking the cooperation of municipalities with the scientific and economic environment to develop innovative pro-social solutions in the management of municipal resources is important for residents.

The research tool was a structured survey questionnaire prepared by the authors of the article. Following the principle of respondent data disclosure, the questionnaire was filled in anonymously. Simple one-dimensional balanced scales were used to represent the measured values, which reflected the values assigned by the respondents to the evaluated features.

Depending on the question, a forced scale was used, in which the respondent indicated a strictly defined category on the scale, and an unforced one, when they were unable to express their opinion. The respondents' task was to respond to the provided answer options, according to a certain degree to which they agreed with it. The intensity of the respondent's attitude was measured using a bipolar, five-point ordinal scale, described verbally and numerically. The answers were given numerical values (e.g., from 1 to 5), keeping the principle that the assigned values should increase in accordance with the nature and direction of the defined feature.

A Likert Scale was used, where 5 amounts to definitely significant; 4 - significant; 3 - insignificant; 2 - definitely insignificant and 1 - no opinion. The answers of 362 respondents were analyzed. The participants of the study were residents of municipal resources in Częstochowa. 400 completed questionnaires were received, 90.5% of which, i.e., 362 (N = 362) questionnaires were correctly completed. The questionnaire contained the main part and demographics. The study considered such variables as: the respondents' gender, age, education, and source of income (Table 1).

**Table1.**

*Characteristics of the respondents in terms of the variables*

<b>gender</b>	female	173	47.8%
	male	189	52.2%
<b>age</b>	under 18	4	1.1%
	18-25	19	5.3%
	26-35	52	14.4%
	36-45	100	27.7%
	46-55	98	27.1%
	56-65	66	18.3%
	over 65	22	6.1%
	ND	1	
<b>education</b>	primary	21	5.8%
	vocational	51	14.2%
	secondary	136	37.8%
	higher	152	42.2%
	ND	2	
<b>source of income</b>	full-time or part-time job	201	55.5%
	earning a living from farming	3	0.8%
	student/pupil	12	3.3%
	own business	48	13.3%
	contract work	30	8.3%
	pensioner/annuitant	33	9.1%
	odd job	17	4.7%
	unemployed	9	2.5%
	Other	9	2.5%
	<b>Total</b>		<b>362</b>

N = 362, ND – no data, F – female, M – male.

The respondents in the study were 173 women and 189 men. The largest group was people aged 36-45 (27.7%), as well as people aged 46-55 (27.1%). Among the respondents, there were only 4 people under the age of 18 (1.1%) and 19 people (5.3%) aged 18-25. The largest number of respondents was people with higher education - 152 (42.2%). Primary education was indicated by only 21 respondents (5.8%), and two did not answer this question. The most frequently indicated primary source of income was full-time employment, accounting for 55.5% of all the responses. 13.3% of the respondents run their own company, 8.3% work on a contract basis. 33 respondents (9.1%) live on an annuity or pension, and 17 (4.7%) on casual work. The study involved 12 students (3.3%) and 3 respondents earning their living from farming (0.8%). 9 were unemployed, which amounted to 2.5% of the respondents.

## Result

In the Development Strategy for the City of Częstochowa 2030+, which was adopted by Resolution No. 435.XXXII.2016 of the Częstochowa City Council of December 1, 2016, in the chapter *Mission, vision and strategic goals*, there is, among other things, an obligation to make Częstochowa, in the perspective of 2030, a city friendly to residents, offering a high quality of life, understood not only as material living conditions, health, education, economic and cultural activity, free time and social relations, personal security, quality of infrastructure, natural environment, but also subjective well-being, understood as the satisfaction that people derive from various aspects of life as a whole, mental well-being and felt emotional states, a city efficiently managed in an effective, efficient way and through partnership, by means of increasingly integrated activities covering entire urban functional areas and active cooperation with residents (Strategy of the City of Częstochowa).

Therefore, in this paper, the issues related to pro-social activities of the municipality in the field of the management of municipal resources and the level of the respondents' acceptance of these activities have been interpreted. The survey included, among others, such activities as: strengthening the cooperation between the scientific community and the economic environment, implementing the results of scientific research and development works in practical activities of the municipality to improve the quality of life, analyzing the social needs of tenants, participating in the scientific life of the university, observing achievements of other municipalities from the point of view of commercialization opportunities or indicating areas for the application of social innovation. The answers obtained in the survey and the applied statistical methods made it possible to examine the extent to which the municipality implements pro-social initiatives and whether these activities are accepted by the tenants of municipal resources. The respondents were asked whether, in their opinion, the specified pro-social activities undertaken by the municipality are important to them (Table 2).

**Table 2.**

*Assessment of the significance of activities of the municipality*

Type of operation		F	M	K-%	M-%		
strengthening the cooperation between the scientific community and the economic environment	I have no opinion	51	14.1%	19	32	11.0%	16.9%
	definitely insignificant	5	1.4%	2	3	1.2%	1.6%
	insignificant	68	18.8%	36	32	20.8%	16.9%
	significant	<b>176</b>	48.6%	82	94	47.4%	49.7%
	definitely significant	<b>62</b>	17.1%	34	28	19.7%	14.8%
		362	100.0%	173	189	100.0%	100.0%
implementing the results of scientific research and development works in practical activities of the municipality	I have no opinion	48	13.3%	18	30	10.4%	15.9%
	definitely insignificant	7	1.9%	2	5	1.2%	2.6%
	insignificant	57	15.7%	29	28	16.8%	14.8%
	significant	<b>179</b>	49.4%	85	94	49.1%	49.7%
	definitely significant	<b>71</b>	19.6%	39	32	22.5%	16.9%
		362	100.0%	173	189	100.0%	100.0%

Cont. table 2.

promoting technological offer through participation in exhibitions, conferences, and fairs	I have no opinion	49	13.6%	18	31	10.4%	16.5%
	definitely insignificant	7	1.9%	3	4	1.7%	2.1%
	insignificant	60	16.6%	32	28	18.5%	14.9%
	significant	<b>176</b>	48.8%	82	94	47.4%	50.0%
	definitely significant	<b>69</b>	19.1%	38	31	22.0%	16.5%
	ND	1		0	1		
		362	100.0%	173	189	100.0%	100.0%
analyzing the social needs of tenants	I have no opinion	42	11.6%	14	28	8.1%	14.8%
	definitely insignificant	10	2.8%	3	7	1.7%	3.7%
	insignificant	45	12.4%	22	23	12.7%	12.2%
	significant	<b>169</b>	46.7%	74	95	42.8%	50.3%
	definitely significant	<b>96</b>	26.5%	60	36	34.7%	19.0%
		362	100.0%	173	189	100.0%	100.0%
controlling the results of scientific research in terms of its practical usefulness	I have no opinion	52	14.4%	21	31	12.1%	16.4%
	definitely insignificant	10	2.8%	5	5	2.9%	2.6%
	insignificant	61	16.9%	28	33	16.2%	17.5%
	significant	<b>167</b>	46.1%	74	93	42.8%	49.2%
	definitely significant	<b>72</b>	19.9%	45	27	26.0%	14.3%
		362	100.0%	173	189	100.0%	100.0%

N = 362, ND – no data, F – female, M – male.

Subsequently, to explore the issues related to activities of the municipality, the respondents were asked which of the listed detailed tasks in terms of municipal resource management were rated the highest. The analysis showed that the most frequently mentioned aspect was the implementation of selected social innovation (121 women and 120 men indicated the relevance of this action) and the indication of interesting areas for the application of social innovation from the perspective of a practitioner. 49.9% of the respondents considered this activity as important and 13.3% as very important. Participation in the scientific life of the university and observation of the achievements of colleagues from the point of view of commercialization opportunities were the least frequently indicated by the respondents. The percentage distribution of responses is presented in Table 3.

**Table 3.**

*Type of operations of the municipality*

Type of operation				F	M	F-%	M-%
accepting the ideas of innovation	I have no opinion	47	13.0%	18	29	10.4%	15.3%
	definitely insignificant	6	1.7%	2	4	1.2%	2.1%
	insignificant	47	13.0%	21	26	12.1%	13.8%
	significant	<b>186</b>	51.4%	90	96	52.0%	50.8%
	definitely significant	<b>76</b>	21.0%	42	34	24.3%	18.0%
		362	100.0%	173	189	100.0%	100.0%
active search for possible contractors for models and prototypes	I have no opinion	57	15.7%	25	32	14.5%	16.9%
	definitely insignificant	9	2.5%	5	4	2.9%	2.1%
	insignificant	59	16.3%	23	36	13.3%	19.0%
	significant	<b>183</b>	50.6%	92	91	53.2%	48.1%
	definitely significant	<b>54</b>	14.9%	28	26	16.2%	13.8%
		362	100.0%	173	189	100.0%	100.0%

Cont. table 3.

participating in the scientific life of the university, observing the achievements of colleagues from the point of view of commercialization opportunities	I have no opinion	68	18.8%	32	36	18.6%	19.0%
	definitely insignificant	10	2.8%	4	6	2.3%	3.2%
	insignificant	63	17.5%	27	36	15.7%	19.0%
	significant	<b>164</b>	45.4%	80	84	46.5%	44.4%
	definitely significant	<b>56</b>	15.5%	29	27	16.9%	14.3%
	ND	1		1	0		
		362	100.0%	173	189	100.0%	100.0%
indicating interesting areas for the application of social innovation from the perspective of a practitioner	I have no opinion	65	18.0%	30	35	17.4%	18.5%
	definitely insignificant	8	2.2%	2	6	1.2%	3.2%
	insignificant	60	16.6%	26	34	15.1%	18.0%
	significant	<b>180</b>	49.9%	88	92	51.2%	48.7%
	definitely significant	<b>48</b>	13.3%	26	22	15.1%	11.6%
	ND	1		1	0		
		362	100.0%	173	189	100.0%	100.0%
implementation of selected social innovation	I have no opinion	57	15.8%	25	32	14.5%	17.0%
	definitely insignificant	9	2.5%	3	6	1.7%	3.2%
	insignificant	53	14.7%	23	30	13.4%	16.0%
	significant	<b>181</b>	50.3%	88	93	51.2%	49.5%
	definitely significant	<b>60</b>	16.7%	33	27	19.2%	14.4%
	ND	2		1	1		
		362	100.0%	173	189	100.0%	100.0%

N = 362, ND – no data, F – female, M – male.

At the next stage, the respondents were asked which of the expected effects of the introduced social solutions in their environment they would consider significant. The percentage distribution of responses is presented in Table 4.

**Table 4.**  
*Expected effects of the implemented social innovation*

Type of expected effects		F	M	F-%	M-%		
financial benefits visible in the accounts	I have no opinion	17	4.7%	4	13	2.3%	6.9%
	definitely insignificant	1	0.3%	1	0	0.6%	0.0%
	Insignificant	12	3.3%	7	5	4.0%	2.6%
	Significant	<b>178</b>	49.2%	72	106	41.6%	56.1%
	definitely significant	<b>154</b>	42.5%	89	65	51.4%	34.4%
Total	362	100.0%	173	189	100.0%	100.0%	
improving the aesthetics of the environment	I have no opinion	12	3.3%	3	9	1.7%	4.8%
	definitely insignificant	2	0.6%	1	1	0.6%	0.5%
	Insignificant	21	5.8%	11	10	6.4%	5.3%
	Significant	<b>195</b>	53.9%	83	112	48.0%	59.3%
	definitely significant	<b>132</b>	36.5%	75	57	43.4%	30.2%
Total	362	100.0%	173	189	100.0%	100.0%	
better access to services in the area of the housing estate	I have no opinion	18	5.0%	7	11	4.0%	5.8%
	definitely insignificant	2	0.6%	2	0	1.2%	0.0%
	Insignificant	34	9.4%	17	17	9.8%	9.0%
	Significant	<b>199</b>	55.0%	87	112	50.3%	59.3%
	definitely significant	<b>109</b>	30.1%	60	49	34.7%	25.9%
Total	362	100.0%	173	189	100.0%	100.0%	
use of environmentally friendly technologies	I have no opinion	19	5.2%	6	13	3.5%	6.9%
	definitely insignificant	2	0.6%	2	0	1.2%	0.0%
	Insignificant	32	8.8%	16	16	9.2%	8.5%
	Significant	<b>185</b>	51.1%	82	103	47.4%	54.5%
	definitely significant	<b>124</b>	34.3%	67	57	38.7%	30.2%
Total	362	100.0%	173	189	100.0%	100.0%	

Cont. table 4.

environmental effects, e.g., in terms of green areas	I have no opinion	23	6.4%	11	12	6.4%	6.3%
	definitely insignificant	2	0.6%	2	0	1.2%	0.0%
	Insignificant	32	8.9%	14	18	8.1%	9.5%
	Significant	<b>190</b>	52.6%	88	102	51.2%	54.0%
	definitely significant	<b>114</b>	31.6%	57	57	33.1%	30.2%
	<i>ND</i>	<i>1</i>		<i>1</i>	<i>0</i>		
<b>Total</b>		<b>362</b>	<b>100.0%</b>	<b>173</b>	<b>189</b>	<b>100.0%</b>	<b>100.0%</b>
support for the elderly or people with disabilities	I have no opinion	21	5.8%	6	15	3.5%	7.9%
	definitely insignificant	2	0.6%	2	0	1.2%	0.0%
	Insignificant	25	6.9%	9	16	5.2%	8.5%
	Significant	<b>184</b>	50.8%	88	96	50.9%	50.8%
	definitely significant	<b>130</b>	35.9%	68	62	39.3%	32.8%
<b>Total</b>		<b>362</b>	<b>100.0%</b>	<b>173</b>	<b>189</b>	<b>100.0%</b>	<b>100.0%</b>
Improving the safety of residents	I have no opinion	17	4.7%	6	11	3.5%	5.8%
	definitely insignificant	4	1.1%	3	1	1.7%	0.5%
	Insignificant	25	6.9%	12	13	6.9%	6.9%
	Significant	<b>170</b>	47.0%	75	95	43.4%	50.3%
	definitely significant	<b>146</b>	40.3%	77	69	44.5%	36.5%
<b>Total</b>		<b>362</b>	<b>100.0%</b>	<b>173</b>	<b>189</b>	<b>100.0%</b>	<b>100.0%</b>

N = 362, ND – no data, F – female, M – male.

The residents of municipal resources of the Municipality of the City of Częstochowa expect measurable effects from the conducted activities of the municipality. First, they expect that the implemented solutions and cooperation with the environment will translate into a reduction in charges (91% of the respondents claim that this effect is significant and definitely significant; only 3.6% of the respondents indicated the insignificance of the effect of actions). Subsequently, the respondents acknowledged that the improvement in the aesthetics of the environment is the expected result of projects undertaken by the municipality (53% of the respondents considered the effect significant, 36.5% as definitely significant; only 23 out of 362 respondents considered the improvement in the aesthetics of the environment as an insignificant effect). Support for the elderly or people with disabilities is important for residents. Improving the safety of residents is also an expected result of the effective management of municipal resources.

To sum up the conducted analyses, it can be observed that the cooperation of the municipality with the scientific and economic environment is accepted by inhabitants and, in their opinion, contributes to the implementation of solutions that improve the quality of life.

## Discussion

The subject matter referred to in the presented study is the result of the analysis of the data collected using the survey. It focuses on pro-social aspects of activities in terms of municipal resource management in the Municipality of the City of Częstochowa. The authors made an attempt to show the areas of cooperation of the municipality and the environment to develop



effective solutions in the management of municipal resources, which translate into an improvement in the quality of life of residents. The research results presented in the article allowed the following conclusions to be drawn:

- the respondents see the legitimacy of the cooperation of the municipality with the scientific and economic environment to develop activities supporting pro-social solutions,
- the research showed that the implementation of the results of scientific research and development works in practical activities of the municipality is significant or definitely significant for the inhabitants of resources,
- promoting technological offer through participation in exhibitions, conferences, and fairs is statistically significant,
- the results of the survey confirmed that the analysis of the social needs of tenants by the municipality is important and very important for the respondents,
- the respondents recognized that controlling the results of scientific research in terms of their practical usefulness is important in terms of municipal resource management.

The residents of resources also expect the effects of actions that translate into measurable benefits. The most frequently indicated type of expected effect was financial benefits visible in charges and improvement in the aesthetics of the environment. The respondents showed that support for the elderly or people with disabilities and improving the safety of residents is definitely significant in the actions taken by the municipality.

The empirical research conducted in this study confirmed the hypothesis. With regard to the hypothesis put forward, it should be stated that housing resource management processes should assume cooperation with the economic and scientific environment and the implementation of scientific research results in shaping models for the management of municipal housing resources to meet social needs, strengthen social ties and create new cooperation models in terms of the management of municipal resources based on sustainable development and knowledge management.

## Summary

Based on the presented considerations, it is possible to indicate areas in the process of the management of municipal resources which are important for residents and have an impact on the effective management of pro-social activities. The results of the conducted research, as well as the findings made in the presented study, may be of practical importance. They can be used by municipalities and managers of municipal housing resources to verify the legitimacy of the implementation of various types of solutions in the resource management process by them. However, the presented issue cannot be considered exhaustive since the subject matter covered

is a multifaceted and interdisciplinary research area. It should be emphasized that in the future it is reasonable to conduct further research on pro-social activities in municipalities. Specific examples of pro-social activities in municipal resources of various municipalities should be indicated and their perception by residents should be analyzed. Due to the changes taking place in the resource, the development of techniques and information technologies, as well as in connection with demographic changes, growing expectations, needs and requirements of residents, it seems important to systematically carry out analyzes in this regard as well as to assess the impact of implemented solutions on the living conditions of the residents of the resource.

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