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## Factors Affecting the Use of Outplacement in the Banking Sectors of Poland and Russia<sup>1</sup>

### 1. Introduction

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Most people lose their jobs because of mergers, acquisitions, economic crises, rather than as a result of their own decisions. The phenomenon of employment reduction affects, without exception, all the industry, production companies, financial institutions (including banks), and even in the times of crisis, IT sector enterprises. Regardless of the reason, losing a job causes severe stress, especially when it affects highly qualified employees with a long seniority who have worked their entire professional life in one company. This stress exceeds only the experience of death and divorce (Lewison, 2002, p. 43). That is why socially responsible companies try to help redundant workers find themselves again in the labor market. From the bank's point of view, trust and credibility are very important factors, and the implementation of the outplacement program is conducive to build the image of a responsible organization (Baszyński, 2008; Dalevska et. al, 2019; Davydenko

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1 Prepared with the support of the Center for Polish-Russian Dialogue and Understanding.

et. al, 2018; Jaźwiński, 2017; Michalska, 2010). Outplacement is “a planned and comprehensive process of organization of employee layoffs, during which a consultant helps employees, individually or in groups, to look for a new job” (Chwistecka-Dudek, 2016). Outplacement is simply a program to facilitate job change for redundant employees (Flis et.al, 2002, p. 58). Outplacement also includes providing managerial, organizational and legal, institutional, psychological and, if necessary, medical care for people made redundant, which aims at limiting all types of painful effects of employment reduction and maximally facilitating their future professional activation (Makowski, 2001, p. 8). The outplacement procedure may include, among others the following: psychological support, improvement of health and appearance, self-assessment and choice of further professional career, preparation of high-quality application documents, interview simulations, identification of factors guaranteeing success in the search for a new job, help in finding a new home and moving house, etc. Often, outplacement goes beyond assistance in finding a job and can be defined as any assistance to (former) employee (exceeding the minimum legal requirements) from (former) employer in connection with his dismissal. Such a definition was adopted later in the study.

It was accepted to distinguish three forms of outplacement: individual, group and executive (Carroll and Holloway, 1993; Challenger, 2005). Although each form is addressed to another recipient: individual outplacement for individual employees leaving the enterprise, group outplacement for groups of employees dismissed, sometimes counting hundreds of people, and executive outplacement for middle and senior managers, the differences are mainly semantic. Individual outplacement, regardless of the level of the professional hierarchy, offers primarily support through working with an individual counsellor, although the scope of services may vary depending on the position. Group outplacement is based primarily on the training of groups, usually homogeneous professionally, in the form of workshops. The aim of outplacement – in addition to updating employee qualifications – is psychological help in a difficult life situation.

The main aim of this paper is to reveal and explain the differences in the popularity of outplacement in Russian and Polish banks. To accomplish the research aim, the authors used English, Polish and Russian source literature on human resource management, banking, sociology, economics and industrial and organizational psychology (EBSCO, BazEkon, The ACM Digital Library, Emerald, ProQuest). A survey of 1949 bank employees in Poland and 375 bank employees in Russia was conducted.

Following the introduction, this paper describes the development of outplacement. Later, the adopted sample is described. Finally, the results and conclusions of the research are presented.

## 2. Outplacement – from business practice to a modern management concept

The first outplacement programs were implemented in the USA after the end of the Second World War. The original concept under the name System to Identify Motivated Skills (SIMS), developed by B. Haldane, was applied to war veterans, whose qualifications due to long-term breaks in work and absences in the country have become obsolete. At the same time, the economy switching from military to civilian production needed skilled workers. The success of pioneering works of B. Haldane resulted in the commercialization of services that initially were directed exclusively to individual recipients. It was not until the mid-1960s that the first corporate outplacement programs were carried out for oil companies, including an international scale. The outplacement service has started to include increasingly large groups of recipients. Entrepreneurs began to order monitoring of dismissals for employees and their families (spouses). In the mid-1980s, outplacement came to Europe due to group layoffs at the Wessex Helicopter from Great Britain (DeGroot, 1994; De Witte et. al, 2005; Martin and Lekan, 2008; Sidor-Rządowska, 2003; Zajas and Cates, 1995).

Outplacement has evolved from the idea of solving a specific socio-economic problem to the modern concept of human resource management, because the theory cannot be talked about here. The transition from individual job search consultancy to paid-up corporate outplacement has developed a few models (Feldman and Leana, 1994; Hajec, 2018; Klehe and Hooft, 2015, pp. 548-549). The first of these models – Stages of Transition Counseling Model – is created by R.J. Mirabile (1984). Chronologically the second is developed by J.C. Latack and J.B. Dozier (1986) Career Growth Model. The third is the Holistic Outplacement Model by J.J. Kirk (1994). The fourth is the so-called an Aquilanti Integrated Outplacement Model (Aquilanti and Leroux, 1999). The comparative characteristics of outplacement models are presented in table 1.

The first of these models consists of five stages: comfort, reflection, clarification, direction and perspective shift. The Career Growth Model includes three key factors: the individual's characteristics, the individual's environment and the individual's transition process. The Kirk's Holistic Outplacement Model consists of three phases, defined as: regaining equilibrium, career development and job hunting.

**Table 1. Comparative characteristics of outplacement models**

Specification	Model			
	Stages of Transition Counseling	Career Growth	Holistic	Integrated
Author	R.J. Mirabile	J.C. Latack, J.B. Dozier	J.J. Kirk	T.M. Aquilanti, J. Leroux
Year of publication	1984	1986	1994	1999
Main factors	<ul style="list-style-type: none"> <li>- analysis</li> <li>- reflection</li> <li>- explanation</li> <li>- perspective change</li> </ul>	<ul style="list-style-type: none"> <li>- personal characteristics of dismissed person</li> <li>- environmental factors</li> <li>- adaptability</li> </ul>	<ul style="list-style-type: none"> <li>- regaining balance</li> <li>- recovery of professional development</li> <li>- job search</li> </ul>	<ul style="list-style-type: none"> <li>- feelings of loss, sadness and change</li> <li>- personal development</li> <li>- job search</li> <li>- continuous support and advice for those laid off</li> </ul>
Features	<ul style="list-style-type: none"> <li>- stage</li> <li>- results oriented</li> </ul>	<ul style="list-style-type: none"> <li>- stage</li> <li>- results oriented</li> </ul>	<ul style="list-style-type: none"> <li>- stage</li> <li>- way oriented</li> </ul>	<ul style="list-style-type: none"> <li>- not stage</li> <li>- way oriented</li> </ul>

**Source:** own study

The Integrated Outplacement Model is in fact the result of several different concepts, also called theories. Based on the concepts of D. Super called career theory, and inspired by the theory of the five stages of grief also known as a Kübler-Ross Model, the concept of effective change of Parker and Lewis (1981), Aquilanti and Leroux (1999, pp. 185-190) presented a model combining various elements of many outplacement models. Based on them, four stages have been distinguished: loss, grieving and transition; personal development; job search and ongoing counseling and support for dismissed persons. The holistic outplacement model has become an inspiration for the authors to undertake research.

The system of concepts, axioms and theorems establishing relations between concepts and axioms presented here does not create a coherent system describing the issue of outplacement as a concept of human resources management, and thus cannot be called theory. However, the presented models are of universal character and can be used in business organizations, which makes them close to the theory of management.

### 3. Methods<sup>2</sup>

The questionnaire used in this study consisted of an introduction followed by 23 closed-ended questions and several demographic and work-related questions. The main part of the questionnaire contained questions which referred to several important human resource management areas (recruitment, forms of employment, motivation, professional education, e-learning, loyalty, stress, work efficiency, MBOs, perks, mobbing, professional careers, de-recruitment, dismissals and outplacement). Some of the questions were used to analyze outplacement at banks. Bank employees were asked what forms of support for dismissed employees are available at their bank and for an opinion on the outplacement programs operating at their bank (2 questions). Outplacement activities selected in the research tool were collected according to research review devoted to outplacement in general (not only in banking). Phrase “outplacement” was searched for in EBSCO, BazEkon, The ACM Digital Library, Emerald, ProQuest.

The data from the survey, which was conducted in Poland between January 2016 and April 2016 and in Russia (the Tyumen region) between February 2017 and April 2017, were used to analyse outplacement at banks. Banks are enterprises that strongly use know-how, which facilitates observation of such modern management methods and tools as outplacement (Baszyński, 2008; Davydenko et. al, 2018; Kaźmierczyk and Aptacy, 2016; Soniewicki, 2015). In turn, comparative research in Poland and Russia gives a chance to observe the changes that occur with the development of the economy. The Russian and Polish economy represent other stages of economic development, which in turn allows to use of another country’s experience.

A “snowball” technique was used in order to collect the data. Personal contacts and individual visits to banks were used to collect the data. In Poland, more than 20 000 requests, and in Russia more than 4 000 queries were sent asking recipients to fill in the questionnaire via e-mail, social networking websites (such as Facebook, GoldenLine and LinkedIn) and thematic forums. Both electronic versions (Anonymous study of bank employees, 2016) and physical copies of the questionnaire were used in the survey.

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2 The research results presented are part of a broader study. Thus, the description of the data is applicable also to the results of research on other aspects of HRM and other papers by the authors. You can find more detailed data in our previous papers (for example Davydenko et. al, 2018; Davydenko et. al, 2017; Kaźmierczyk and Aptacy, 2016).

The main survey was preceded by a two-stage pilot survey in Poland. Firstly, the survey was conducted on a small group of (180) students in Poland. In the second stage of the pilot study, the target group consisted of 100 employees from the banking sector in Poland. The aim was to reveal any inconsistencies and to examine whether the questions were understandable. Thanks to the pilot study, the questionnaire was modified and improved. Then, the survey was translated into Russian by a group of 12 philologists, psychologists, bankers and HRM specialists. The two-stage pilot study in Russia was conducted on a group of 50 students and then a group of 50 bankers.

Finally, the questionnaires were respectively completed by 1 949 and 375 respondents in Poland and in Russia. In Poland 29 questionnaires were rejected due to low credibility and reliability (for example, some respondents selected "0" in response to all of the closed-ended questions), while in Russia 16 were classified as invalid and hence rejected. As a result, the final research sample consists of 1 920 respondents (152 electronic versions and 1 768 hard copies) in Poland and 359 respondents (only hard copies) in Russia. Table 2 provides more details regarding the sample structure.

**Table 2. Sample Structure**

Criterion		Number of individuals		Percentage	
		PL	RU	PL	RU
Gender	Female	1 312	243	68.3%	67.7%
	Male	473	74	24.6%	20.6%
	No answer	135	42	7.0%	11.7%
Occupied position	Senior managerial position	43	2	2.2%	0.6%
	Middle-level managerial position	129	32	6.7%	8.9%
	Lower-level managerial position	153	26	8.0%	7.2%
	Non-managerial position	1,485	245	77.3%	68.2%
	No answer	110	54	5.7%	15%

Source: own study



Data processing was carried out using the SPSS package. In the study, when measuring indicators, ordinal scales were used (if necessary, nominal scales were converted to dichotomous as conditionally ordinal), therefore, they were used as the most appropriate nonparametric assessment methods. To test the significance of the differences between the subsamples of Poland and Russia, the nonparametric Mann-Whitney U test was used. To assess the relationships between the variables Spearman's nonparametric correlation coefficient was used.

Since the task was to determine the contribution of each variable to dividing the sample into those for whom some outplacement tools are used, and those who do not use any support measures (other than those stipulated by law), the discriminant analysis for the two groups was chosen as the most suitable method. G.P. Bessokirnoy justify using this type of analysis for similar data (Besokirnaya, 2003). Unlike cluster analysis, it allows once to clearly assess the contribution of each predictor to the division into groups. Discriminant analysis is an alternative to multiple regression analysis for the case when the dependent variable is not a quantitative but a nominal variable. The discriminant analysis is actively used in research in the banking sector. But so far, these type of analyses have been used when highlighting the factors determining the status of the borrower (creditworthy/insolvent) (Gruzdev, 2011). In our study, for the first time, this method was applied to bank employees to identify factors that determine membership in different groups for the use of outplacement tools (having the ability to use such tools/not having such an opportunity).

#### 4. Outplacement in Practice

Dolzhenkova (2011), Russkikh (2014), Chulanova and Khlebnikova (2016), Davankov at al. (2009), Chulanova and Pasechnik (2016) all analysed the issues of outplacement in Russia. In Poland, this topic was analysed by Chwistecka-Dudek (2016), Bombiak (2015), Nowogródzka (2009), Janik (2009), Michalska (2010) and Greficz (2015). Unfortunately, the literature devoted to outplacement in Poland and Russia is limited, and in many cases has a basic, practical style.

Table 3 depicts the use of outplacement tools in Russia and Poland. It should be noted that the employees of the Polish banking sector, while compared with the Russian ones, more often noted the absence of any support for dismissed workers (in Poland 30%, in Russia 23%). More than half of the respondents in Russia (51%) and almost one third of the respondents in Poland (29%) said that in the event of a dismissal or reduction of employees in their bank, they could

count on some form of outplacement tools. 20% of Russian bank employees and 14% of Polish bank employees confirmed the availability of outplacement tools beyond those which are legally required.

**Table 3. Outplacement Tools in Russia and Poland**

	Po-land (%)	Russia (%)	U Mann Whitney Statistics	W Wilcoxon Statistics	Z	Asymptotic significance (two-tailed)
No support for dismissed workers	30	23	268511.000	325802.000	-2.400	0.016
Individual career counselling (professional orientation)	4	3	284465.500	341756.500	-.701	0.483
Group workshops and seminars	3	1	281902.500	339193.500	-1.905	0.057
Individual psychological support	1	1	286606.500	1727359.500	-.092	0.927
Group psychological support	1	1	285425.000	1727876.000	-1.051	0.293
Individual seminars (for example, about starting your own business)	1	0	283923.500	341214.500	-1.589	0.112
Group career counselling (professional orientation)	2	1	286137.000	343428.000	-.371	0.710
Additional payments, allowances	9	12	279024.000	1721475.000	-1.560	0.119
Other	0	3	277966.5	1718719.5	-6.250	0.000
Hard to say	43	32	257827.0	315118.0	-3.465	0.001
Outplacement tools beyond legally required ones	14	20	322549.0	2166709.0	-3.151	0.002
Legally required termination benefits	28	40	251506.500	1692259.500	-4.520	0.000
In general, any outplacement tools	29	51	270377.5	2114537.5	-7.979	0.000

Source: own study



A little more focus on counselling support (classes, seminars, professional advice) can be observed in Poland, and on material support (payments, benefits) in Russia. However, as shown by the Mann-Whitney U test for the difference in the subsamples, the marked difference between the countries in using different measures to support dismissed employees in the banking sector is not statistically significant.

Simultaneously, there is a statistically significant difference between the countries in legally required termination benefits (table 3). How effective are the legally-fixed measures to support dismissed employees in the banking sector? Logically, it seems that workers should always be subject to the legally required termination benefits, but in fact, less than half of the respondents indicated an awareness of the existence of this type of support (40% in Russia and only 28% in Poland). Given the high level of state control in the banking sector, it is likely that bank employees (especially in Poland) are simply not very well informed about the legally required termination benefits.

With the help of discriminant analysis, a search and an assessment of the factors clearly divided the bank employees into two groups: 1) those who noted that they had no support measures other than the legally required termination benefits, and 2) those who could use any outplacement tools beyond those that are legally required. The following variables were considered as factors (triggers to be classified as a member of one of the selected groups): country (Poland/Russia), sex, age, occupied position, the nature of work (front office/back office) and the experience of the bank employee (experience in a given bank, in the banking sector and total experience), as well as the population of the city where the respondent works (in the ordinal scale). But, firstly, it must be noted that not all of the variables included in the analysis are statistically significantly different in both groups (see table 4), therefore, as a non-significant factor (variable), the front office/back office factor was excluded from the analysis.

**Table 4. A Criterion for the Equality of Averages of the Group**

	Wilks' Lambda	F	df 1	df 2	Significance
Country	0.995	7.775	1	1497	0.005
Sex	0.994	9.513	1	1497	0.002
Occupied position	0.963	58.151	1	1497	0.000

Workplace (front office/back office)	0.999	2.074	1	1497	0.150
Age	0.996	6.428	1	1497	0.011
Work experience with current employer	0.995	6.844	1	1497	0.009
Work experience in banking	0.994	9.231	1	1497	0.002
Total work experience	0.994	9.319	1	1497	0.002
Size of locality	0.997	5.134	1	1497	0.024

Source: own study

Secondly, the problem of multicollinearity, associated with a high level of correlation between age and three available types of experience (with the current employer, in the banking sector and in general) were observed (table 5). Proceeding from this, the variables: age, work experience with current employer and the total work experience were excluded from the analysis. Work experience in banking as a factor of the discriminant model was presented<sup>3</sup> on an ordinal variable (up to 3 years, from 3 to 5 years, from 5 to 10 years, from 10 to 15 years, over 15 years).

**Table 5. Spearman's Correlation Between Age and Seniority of Bank Employees**

		Age	Work experience with current employer	Work experience in banking	Total work experience
Age	Correlation	1.000	0.750**	0.850**	0.901**
	Significance (two-tailed)		0.000	0.000	0.000
Work experience with current employer	Correlation	0.750**	1.000	0.834**	0.734**
	Significance (two-tailed)	0.000		0.000	0.000

<sup>3</sup> This particular indicator was chosen, because it was the most connected with other parameters (age, experience in general, experience with current employer) and it will better represent them in the model.

Work experience in banking	Correlation	0.850**	0.834**	1.000	0.866**
	Significance (two-tailed)	0.000	0.000		0.000
Total work experience	Correlation	0.901**	0.734**	0.866**	1.000
	Significance (two-tailed)	0.000	0.000	0.000	

\*\* Correlation is significant at the level of 0.01 (two-tailed).

**Source:** own study

Thus, five basic, statistically significant parameters emerged and were used to build the model. They divide (discriminate) bank employees into those who can and who cannot use any outplacement tools other than those legally required. The discriminatory function form is:  $D = -0.672^* (\text{Country}) + 0.568^* (\text{Sex}) + 1.099^* (\text{Occupied position}) - 0.161^* (\text{Work experience in the banking sector}) - 0.208^* (\text{Population of the city where the respondent works}) - 3.120$  (significance = 0.055% of the variance explained = 100.0, canonical correlation = 0.228; Wilks' Lambda = 0.948, Chi-square = 96.427, df = 5, Significance = 0.000).

In group centroids, the non-normalized canonical discriminant function has the significance of 0.098 (for a group in which no tools other than legally required termination benefits) and -0.561 (for a group that used any outplacement tools other than the legally required termination benefits).

The constructed function is not entirely successful since the connection between the calculated values of the discriminant function and the indicator of belonging to the group is weak (0.228), although the Wilks' Lambda Test showed very significant differences in the average values of the discrimination function in both groups ( $p < 0.001$ ). The constructed discriminant function made it possible to correctly classify 84.7% of the initial grouped observations. But this result cannot be considered satisfactory, since out of 100% who noted the use of any outplacement tools, only 5.6% are correctly attributed to this group. The absence of outplacement tools is predicted more precisely - 98.5%.

Despite the insufficient accuracy of the forecast, the constructed model is a useful tool for assessing the variables as a separation factor of the groups under consideration. For this, standardized coefficients of the discriminant function are used (shown in table 6 in descending order).

**Table 6. The Normalized Coefficients of the Canonical Discriminant Function**

	The Normalized Coefficients
Occupied position	0.776
Size of locality	-0.357
Sex	0.252
Work experience in banking	-0.234
Country	-0.232

**Source:** own study

The greatest contribution to the discrimination of the selected groups is made by the occupied position (table 6). Top and middle management marked the use of various outplacement tools (beyond legally required) much more often (31%) than low-level management (21%) and non-management (12%).

The next most important factor is the size of the locality in which the bank branch is located. Outplacement is more often used in large cities than in small ones. For example, in small towns of up to 50 thousand inhabitants, only 8% of the surveyed bank employees noted the presence of outplacement, and in cities with a population over 1 million people that figure was 20%. That is 2.5 times more often. Presumably, workers from larger cities know more about outplacement than their colleagues from smaller cities; and as a result they more often pointed out that they were aware of the existence of outplacement. Moreover, management positions are chiefly located in larger cities which tend to favour the use of outplacement.

The sex of an employee was the third most important factor. Men are slightly more likely to report the existence of outplacement (18% vs. 13% among women). However, there is a weak but statistically significant correlation between sex and occupied position (Spearman's correlation = 0.109, two-tailed significance = 0.000), it can be assumed that women less frequently use outplacement than men because they are less likely to occupy high positions in banks. And as shown above, outplacement tools are often provided for top and middle management levels.

Country, as a factor separating the groups under consideration, had the least contribution. 20% of the surveyed bank employees in Poland and 14% of the interviewed bank employees in Russia noted the use of any outplacement

tools that were not legally required. It should be noted that both for Russia and for Poland the most significant factor that opens up the possibility of using outplacement is the occupied position, while all of the other parameters play a significantly smaller role in the discrimination of the groups that were under consideration.

To sum up, differences between countries were the beginning of considering outplacement at banks in Poland and Russia. The analysis confirmed that the country is one of the most important factors differentiating the use of outplacement in banks, but also other factors strongly influence the popularity of this tool of releasing assistance (occupied position, size of locality, sex, work experience in banking, country).

## 5. Conclusions

The results obtained in the survey show that employees are not aware of the outplacement tools and its principles. There were a quite big group of employees which answered - it was "hard to say" about outplacement tools available at their workplace. Often the concept of outplacement is unknown to them. The study confirmed that the most important factor contributing to access to outplacement tools is a managerial position. The higher in the organizational hierarchy, the higher the probability that an employee is covered by outplacement. Outplacement is an expensive tool and is therefore targeted at a selected group of employees.

It can be expected that the frequency of outplacement will remain at a similar level in the future. It seems that currently there are no factors forcing banks to increase care for dismissed employees. Also, the currently good situation on the labor market has not forced banks to popularize of outplacement. A review of available outplacement tools can be recommended in terms of their effectiveness both in reaching re-employment and in maintaining a good employer image on the labor market.

The main aim of this paper was achieved. Although the paper did not accept specific hypotheses, it can be summarized that there are statistically significant differences in the use of outplacement in Poland and Russia. The differences in the popularity of outplacement in Russian and Polish banks were revealed, although there are some limitations of the conducted research. The limitation of this study is relying only on banks. This study take into account the position of workers, and the next step should be to ask employers. At a later stage, an analogous study should be carried out among employees of other industries. It is

also worth examining whether outplacement is effective and whether it reaches employees who need it. It can be suspected that management employees need it less than non-managerial employees.

## Summary

### **Factors Affecting the Use of Outplacement in the Banking Sectors of Poland and Russia**

Outplacement is a rare HRM tool; hence there is also a lack of research on it. In turn, banks are treated as enterprises that implemented modern management solutions faster than other companies in the countries of Central and Eastern Europe. The bank is a good entity for outplacement testing. Both Poland and Russia belong to the CEE countries. The Polish economy has been promoted to a group of developed countries. The Polish banking sector relies much more on foreign capital than in Russia, which may be important for the development of outplacement. The main aim of this paper is to reveal and explain the differences in the popularity of outplacement in Russian and Polish banks. This article uses survey data collected in Poland and Russia from over 2,000 bank employees. Mann-Whitney test, correlations and discriminant analysis were used. Employees of the Polish banking sector more often than Russian workers noted the absence of any support for dismissed workers (Poland 30%, Russia 23%). Available outplacement forms differentiated in Poland and Russia. A little more focus on counselling support was observed in Poland, and on material support in Russia. The most important factors influencing outplacement were: occupied position, size of locality, sex, work experience in banking, country.

**Keywords:** *outplacement, bank, Poland, Russia.*

## Streszczenie

### **Czy outplacement jest bardziej popularny w Polsce niż w Rosji? Czynniki wpływające na popularność korzystania z outplacementu**

Outplacement jest rzadko spotykanym narzędziem HRM; stąd brakuje również badań na jego temat. Z kolei banki w krajach Europy Środkowej i Wschodniej są traktowane jako



przedsiębiorstwa, które szybciej niż inne wdrażały nowoczesne rozwiązania zarządcze. Bank jest dobrym podmiotem do badania outplacementu. Zarówno Polska, jak i Rosja należą do krajów EŚW. Polska gospodarka awansowała do grupy krajów rozwiniętych. Rosyjski sektor bankowy w znacznie mniejszym stopniu niż w Polsce opiera się o kapitał zagraniczny, co może mieć znaczenie dla rozwoju outplacementu. Głównym celem tego artykułu jest pokazanie i wyjaśnienie różnic w popularności outplacementu w bankach rosyjskich i polskich. W niniejszym artykule wykorzystano dane ankietowe zebrano w Polsce i Rosji od ponad 2000 pracowników banków. Zastosowano test Manna-Whitneya, korelacje oraz analizę dyskryminacyjną. Pracownicy sektora bankowego w Polsce częściej niż w Rosji zauważyli brak wsparcia dla zwolnionych (w Polsce 30%, w Rosji 23%). Dostępne formy outplacementu różniły się w Polsce i Rosji. W Polsce nieco większy nacisk położono na wsparcie i poradnictwo, a w Rosji na wsparcie materialne. Najważniejsze czynniki wpływające na outplacement to: zajmowane stanowisko, wielkość miejscowości, płeć, doświadczenie zawodowe w bankowości oraz kraj.

#### Słowa

**kluczowe:** *outplacement, bank, Polska, Rosja.*

#### JEL

**Classification:** J01 , G21

#### Acknowledgements

Russian Foundation for Basic Research, grant No 19-29-07131 „Modeling and measuring of human capital and its forms in the context of the digitalization of the economy: resources, flows, institutions”.

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