

## **Psychosocial risks analysis for employees in public administration**

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**Abstract.** Nowadays psychosocial risks at work have a serious impact not only on the health of employees, but also on the economic performance of organisations, and this is the biggest challenge in working environment. In Latvia, employees in public administration comprise 11% of the total population. Hence the aim of this study was to analyse the causes of psychosocial risks and the differences in their prevalence among inspectorate officials employed in the State Administration compared to office staff employed by the State Administration. A modified Copenhagen Psychosocial Questionnaire from the Danish National Research Centre for the Working Environment was used to assess psychosocial risks at work. One public administration organisation was selected for the study, which involved 111 staff (60 inspecting officers and 51 office staff). The analysis of the results of the psychosocial risk assessment shows that there are statistically significant differences in the assessment of four out of 11 psychosocial risks to the working environment. The most common psychosocial work environment risk factor among inspectors is the inadequate attitude of management, but the most common risk factor among office employees is the lack of impact on work. To reduce the spread of psychosocial risks more effectively, an individual approach is required for each worker.

**Key words:** public administration, inspectors, office workers, psychosocial risks, work environment.

### **INTRODUCTION**

In Latvia, employees in public administration comprise 11% of the total population. Over the last ten years, psychosocial values, namely, positive relationships in a collective – an employee-respecting management style, which is characterised by dignity, trust, openness and fairness, colleagues and colleagues' support for work-related situations, have become important characteristics of a workplace. Data from the scientific literature shows that employees who are positive, energy-conscious and responsive are more capable of performing their job duties and achieving higher results. Balance between work and family life is a major risk that also affects public administration employees (Kotowska et al., 2010). The work strain predictors in contemporary work environment

frequently are associated with psychosocial risk factors rather than with physical ones (Roja et al., 2017).

The reconciliation between work and family life is closely linked to organisational issues in the work team (flexible work schedule, remote work, working time planning, etc.) and to the psychological climate in the work team, which is to some extent influenced by employee-management, employee-to-employee relationships. (Subramanian, 2017b).

Psychosocial risks at work have a serious impact not only on the health of employees, but also on the economic performance of organisations, and this is the biggest challenge in working environment nowadays (Kortum, 2010). The rapid changes in contemporary labour market have contributed to the spread of these risks. This is mainly due to the rapid entry of information and communication technologies into the labour market, the continued competition between organisations, their restructuring trends, as well as the increase in work intensity. Employees are forced to adapt to dramatic changes and diverse working conditions, which often affect their health and relations in the work team (Eurofound, 2015; Korunka, 2017).

Psychosocial risks are based on psychosocial hazards (work organization, job support, high volume of work, uncertainty about the future, workplace disagreements in the work team) that can adversely affect employees psychologically, physically and socially, causing the following health problems: burnout syndrome, depression, disturbed sleep, mood, fatigue, headache and stomach irritation (Beswick 2006; Chandola 2010; Leka & Aditya, 2010). Some authors suggest that workplace stress management needs to be addressed at national level and the government should not only identify vulnerable populations but also ensure that appropriate preventive measures are in place in each sector to protect the rights of all workers (Maulik, 2017).

The aim of this study was to analyse the causes of psychosocial risks and the differences in their prevalence among inspectorate officials employed in the State Administration compared to office staff employed by the State Administration.

## MATERIALS AND METHODS

During the research one public administration organisation was selected for the study, which involved 111 staff members, including 60 inspecting officers and 51 office workers). The main selection criteria were full consent to participate. Altogether were 115 participants planned, but fully participated and answered the questionnaire 111 staff members. Hence the sample consists of 111 employees in the public administration, of which 10.8% ( $n = 15$ ) are males and 89.2% ( $n = 96$ ) females. The age group of 31–40 years includes more females (30.2%,  $n = 29$ ), while age group of 31–40 more males (40%,  $n = 6$ ). Of the participants involved in the study, 45.9% ( $n = 51$ ) are office employees and 54.1% ( $n = 60$ ) are inspecting officers.

The study was approved by the Human Ethics and Institutional Review Board at the University of Latvia in 2019.

A modified Copenhagen Psychosocial Questionnaire (Kristensen et al., 2005) short questionnaire version from the Danish National Research Centre for the Working Environment was used to assess psychosocial risks at work. This questionnaire was modified and adapted to the Latvian work environment, as well as an appropriate work

environment risk assessment system was revised. The questionnaire included the following:

Part 1 – General issues: Gender (female, male), Age (18–30; 3–40; 41–50; 50–60; over 60 years), Profession (office employee; inspecting officer).

Part 2 – A modified Copenhagen Psychosocial Questionnaire. The respondent should respond by selecting one of the given options. A certain value in points is applied to each response. The issues have been prepared in pairs, and each pair of questions is about a particular factor in the psychosocial work environment. A comparison is made between the total assessments provided by respondents for each couple of questions. In questions with five options, the following breakdown of working conditions in relation with psychosocial risks has been developed according to the joint score:

- in the case of a total score of ‘8’ – very good working conditions;
- where the total value of the assessments is ‘6’ or ‘7’ – good working conditions;
- where the total value of the assessments is ‘4’ or ‘5’ – average working conditions;
- in the case of scores of ‘2’ or ‘3’ – poor working conditions;
- if the total score is ‘0’ or ‘1’ – very poor working conditions.

The responses are compared in the groups by the independent feature of the study – type of work. The level of risk is assigned depending on the distribution of respondents (%) whose responses constitute a ‘good’ and ‘very good’ joint assessment:

- if good, very good working conditions are found in 81–100% of respondents – risk level I – neither action nor documentation of psychosocial risk factors are required;
- if good, very good working conditions are found in 61–80% of respondents – risk level II – special measures to reduce psychosocial risks are not needed, however, they need to be monitored;
- if good, very good working conditions have been identified in 41–60% of respondents – risk level III – risk reduction measures are required, but need not be taken immediately; measures should be taken at least within 3–5 months after the risk assessment;
- where good, very good working conditions have been identified in 21–40% of respondents – risk level IV – work must not be carried out until risk reduction or prevention measures have been taken; if it is not possible to interrupt the work, account should be taken of the extent of the consequences of the potential damage and the number of employees, while the measures should be taken within 1–3 months;
- if good, very good working conditions are identified in 1–20% of respondents – V risk level – steps to reduce or eliminate psychosocial risks should be implemented immediately. If the lack of financial means makes it impossible to do so, work should be stopped.

Data processing was performed using descriptive statistical methods, frequency analysis and cross-tabulation with chi-square test to determine the statistical reliability of differences. Results were considered as statistically significant if the significance level (P) was less than 0.05 and 95% confidence interval was calculated for the obtained values. Data analysis was performed using the software SPSS 20.0, Microsoft Excel Office 365 used for charting, the confidence intervals were calculated in the Stats Calculator.

## RESULTS AND DISCUSSION

Analysis of psychosocial risks includes an assessment of the number of employees, whose working conditions in the corresponding position are considered to be good and very good, as well as a risk assessment and an assessment of statistical reliability (see Table 1).

The analysis of the results of the psychosocial risk assessment shows that there are statistically significant differences in the assessment of four out of 11 psychosocial risks to the working environment. For inspectors, the performance of their duties on time corresponds to the risk level I, but for the office staff – to the risk level II.

**Table 1.** Summary of the assessment of psychosocial risk factors

No.	Psychosocial risk factors	Group of position	Good, very good conditions	Level of risk	Significance
1.	Accomplishment of job responsibilities on time	Office employee	66.7% ( <i>n</i> = 34)	II	<i>P</i> = 0.005
		Inspector	85.0% ( <i>n</i> = 51)	I	
2.	Pace of work	Office employee	54.9% ( <i>n</i> = 28)	III	<i>P</i> = 0.336
		Inspector	43.3% ( <i>n</i> = 26)	III	
3.	Emotional factors	Office employee	43.1% ( <i>n</i> = 22)	III	<i>P</i> = 0.373
		Inspector	30.0% ( <i>n</i> = 18)	IV	
4.	Impact on work to be carried out	Office employee	17.6% ( <i>n</i> = 9)	V	<i>P</i> = 0.240
		Inspector	21.6% ( <i>n</i> = 13)	IV	
5.	Provision of information	Office employee	39.1% ( <i>n</i> = 20)	IV	<i>P</i> = 0.023
		Inspector	50.0% ( <i>n</i> = 30)	III	
6.	Upper management attitude	Office employee	25.5% ( <i>n</i> = 13)	IV	<i>P</i> = 0.044
		Inspector	13.3% ( <i>n</i> = 8)	V	
7.	Support from direct management	Office employee	74.5% ( <i>n</i> = 38)	II	<i>P</i> = 0.322
		Inspector	71.7% ( <i>n</i> = 43)	II	
8.	Clarity on work and its objectives	Office employee	74.5% ( <i>n</i> = 38)	II	<i>P</i> = 0.408
		Inspector	78.3% ( <i>n</i> = 47)	II	
9.	Mutual trust within the organisation	Office employee	56.9% ( <i>n</i> = 29)	III	<i>P</i> = 0.013
		Inspector	38.3% ( <i>n</i> = 23)	IV	
10.	Fairness within the organisation	Office employee	33.4% ( <i>n</i> = 17)	IV	<i>P</i> = 0.529
		Inspector	36.7% ( <i>n</i> = 22)	IV	
11.	Impact of time and energy consumption at work on private life	Office employee	45.1% ( <i>n</i> = 23)	III	<i>P</i> = 0.117
		Inspector	35.0% ( <i>n</i> = 21)	IV	

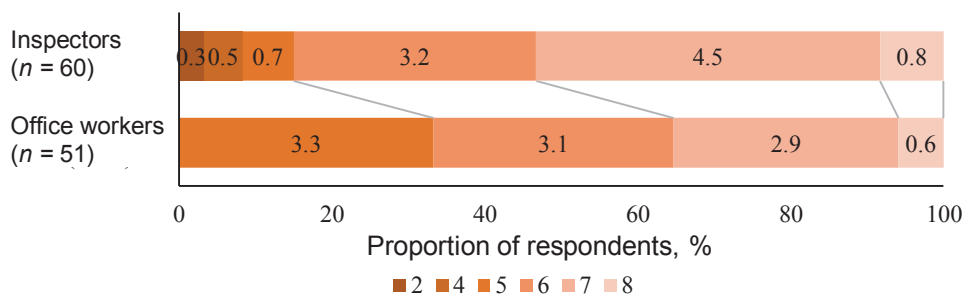
The information provision for inspectors corresponds to the risk level III, but for office staff to the risk level IV. Attitude of the upper management to office staff has been evaluated as the risk level IV and to inspectors as the risk level V. Mutual trust within the organisation has been evaluated by the office staff at risk level III and by inspectors at risk level IV. The data obtained demonstrate that with the risk level V was evaluated the impact of office staff on the work to be carried out and the inappropriate management treatment of inspectors, indicating the immediate need for intervention measures to improve the situation. The risk level IV was determined for inspectors in relation to emotional risk factors, the lack of impact on the work to be carried out, the lack of mutual trust and fairness within the organisation, as well as the impact of time and energy

consumption at work on private life. For office staff, the level of risk of IV has been determined as regards the lack of impact on the work to be carried out, the lack of information provision, inappropriate attitude from senior management, and the lack of fairness within the organisation. Intervention measures should be implemented within 1–3 months.

The risk level I was determined on the issue of inspectors' performance of duties on time, while for office staff in this case risk level II was found. Nor is it necessary to plan action to mitigate risks regarding the aid from direct management and clarity on work and its objectives, in both cases the risk level II for both inspectors and office staff was found. However, for positions evaluated with risk level II, risks need to be monitored in dynamics and action should be taken in the event of negative changes.

In our research there were 11 factors chosen for the deeper analysis and main results are shown in the figures 1–3 which showed highest group differences. Accordingly to the chosen methodology described in part 2, the grading points were determined from very good working conditions till very poor working conditions.

By analysing the indicator ('You do the job tasks on time' and 'You have sufficient time to perform each job assignment') in the joint rating groups (see Fig. 1), it is concluded that very good working conditions, respectively, evaluation '8' was found in 8.3% ( $n = 5$ ) for inspection officers and 5.9% ( $n = 3$ ) for office staff, while good working conditions for the score '7' were found to be in 45.0% ( $n = 27$ ) of inspecting officers and 29.4% ( $n = 15$ ) among office employees. Good working conditions at evaluation '6' were found among 31.7% ( $n = 19$ ) inspecting officers and among 31.4% ( $n = 16$ ) of office staff. However, it should be noted that average and poor working conditions are observed among inspectors, with evaluation '5' in 6.7% ( $n = 4$ ) of cases, evaluation '4' – in 5.0% ( $n = 3$ ), but evaluation '2' identifiable by poor working conditions was found in 3.3% ( $n = 2$ ). The observed trend is statistically likely,  $P = 0.005$ .



**Figure 1.** Accomplishing job responsibilities on time in the groups of positions (2 – poor; 4, 5 – average; 6, 7 – good; 8 – very good working conditions).

The results could be explained by the fact that inspectors often plan their daily work on their own – it is possible to choose the days and times when inspections are carried out, to draw up letters and inspection acts, while office staff has certain job responsibilities to be carried out within specified time limits. Inspectors are also subjected to different managers, depending on the department in which the inspector works, and, possibly, each of the managers has their own management style as regards

the division of duties, while office staff mostly performs support functions and work duties are performed according to a routine schedule. This corresponds to findings on psychosocial stress impact on management and work productivity (Leka et al., 2003; Haenisch, 2012).

The results of the European Working Conditions Survey show that, on average, 8.0% of employed people in Europe have indicated that there is never enough or rarely enough time to complete the task (Eurofound, 2017).

On the other hand, a study conducted in Latvia in 2014 among employees of the State Administration found that 39.0% of respondents indicated that the amount of work is not adequate and cannot be accomplished in the specified time (State Chancellery, 2014).

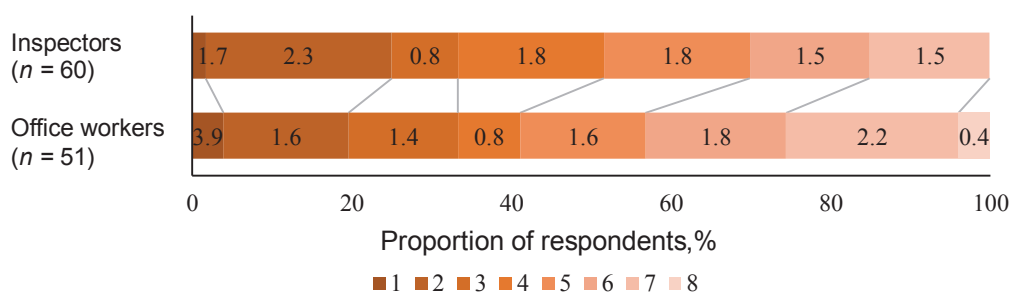
In our study, 3.3% of inspectors employed in the public administration have noted poor working conditions (the total amount of the answers forms evaluation '2' — never or rarely work duties have been carried out in time). The results of this study are higher than the European average of 10.0% and significantly lower than the results of the study carried out in Latvia in 2014. By studying the pace of work ('You need to work at an increased pace of work' and 'At an increased pace of work you need to work all day') in the ranking groups, it is concluded that very good working conditions with regard to the pace of work are not identified. Good working conditions (assessment '6' and '7') are seen more frequently among office staff – in 5.9% ( $n = 3$ ) of cases evaluation was '7' and in 25.5% ( $n = 13$ ) of cases – '6', while among inspectors 10.0% ( $n = 6$ ) and 13.3% ( $n = 8$ ) respectively. On the other hand, poor working conditions (assessment '3' and '2') regarding pace of work are seen more frequently among inspectors – 13.3% ( $n = 8$ ) give an assessment of '3' and 10.0% ( $n = 6$ ) '2', while among office staff 15.7% ( $n = 8$ ) and 2.0% ( $n = 1$ ) respectively ( $n = 1$ ). Very poor working conditions in terms of the pace of work have been noted by one inspector (1.7%), very poor working conditions have not been fixed on this issue among office staff. The observed trend is not statistically likely,  $P = 0.336$ .

The possible explanation of the results on this issue is also due to the fact that office staff mainly carry out support functions and are strictly limited in time of performance, which is often disproportionately short, but inspectorate officials can plan their own time in certain duties and, in this case, the results depend on employee's style of work and its timely performance. It should also be noted that there are specific periods during which work must be done, both monthly, quarterly and yearly, and before the end of these periods office staff and inspectorate officials may be exposed to this psychosocial risk factor of the working environment – an increased pace of work. The results of an international study show that, on average in Europe, 21.0% of state administration employees face the need to work at an increased pace of work (three-quarters of working time), while 30.0% of public administration employees face a severe time-limit in their job performance (Eurofound, 2017).

This study shows that employees of the Latvian State Administration are more often confronted with the risk factor of the psychosocial work environment – working at an increased pace of work.

By analyzing the total amount of answer ratings for claims 'You are getting into emotionally burdensome situations' and 'Your job responsibilities include addressing customers' personal problems' (see Fig. 2), it was concluded that good and very good working conditions in terms of emotional conditions were noted only among office

staff – 3.9% ( $n = 2$ ) of the highest number of replies recorded by office staff – overall rating ‘8’, while the score ‘7’, identifiable by good working conditions, was fixed by 21.6% ( $n = 11$ ) of office employees in questionnaires. Among inspectors, good working conditions (‘7’) were mentioned by 15.0% ( $n = 9$ ) of cases. On the other hand, the rating ‘6’ is marked by 17.6% ( $n = 9$ ) of office staff and 15.0% ( $n = 9$ ) by inspectors, respectively. However, it should be noted that among office employees by 1.2 percentage points more frequently were marked very poor working conditions, total evaluation by office employees ‘1’ was found in 3.9% ( $n = 2$ ) of cases, while 1.7% ( $n = 1$ ) was found among the inspectors. The observed trend is not statistically significant in this case,  $P = 0.373$ .



**Figure 2.** Assessment of emotional factors in the groups of positions (1 – very poor; 2, 3 – poor; 4, 5 – average; 6, 7 – good; 8 – very good working conditions).

The results obtained are explained by the fact that, according to the job description, the work with clients is more common among inspectorate officials and the two statements studied in this question group are complementary to each other – dealing with clients, in majority of cases, is related with emotionally burdensome situations. It should also be noted that inspecting officials who exercise control of individuals and control of companies, often face resistance and negative attitudes on the client's side.

The results of the European Working Conditions Survey show that 19.0% of public administration employees face customer discontent and 14.0% of respondents get into emotionally burdensome situations (Eurofound, 2017). When comparing this data to the results of our study, it should be concluded that inspectors involved in the study are experiencing significantly more emotionally burdensome situations and customers’ personal problems. The results of this study are also higher than in Europe as a whole among all employees, with 17% of employees experiencing clients’ discontent and 11% of employees getting into emotionally burdensome situations.

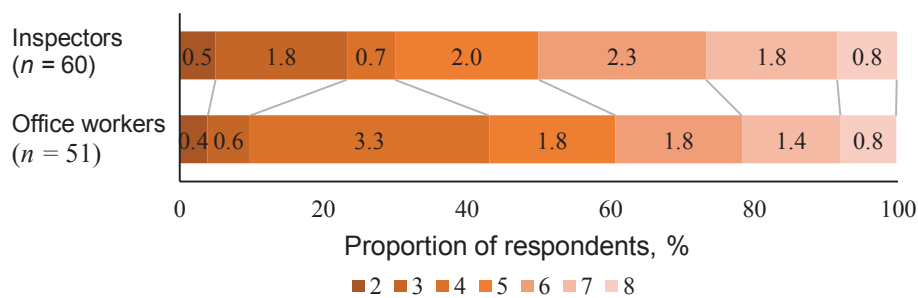
By analysing employees’ responses about their impact on the work to be carried out (‘Overall, you have a major impact on the work to be done’ and ‘You may have an impact on the scope of the tasks entrusted to you’), it is concluded that 3.3% ( $n = 2$ ) of inspectors have recorded very good working conditions, the office staff have not provided such an assessment of this risk factor for the working environment. 3.9% ( $n = 2$ ) of office staff have provided a joint rating of ‘7’, while 13.7% ( $n = 7$ ) of office staff have provided evaluation ‘6’ corresponding to good working environment conditions. Good working conditions for inspectors are in 18.3% ( $n = 11$ , score ‘6’) of cases, evaluation ‘7’ among inspectors has not been provided. It should be noted that

5.9% ( $n = 3$ ) of the total amount of replies from office staff constitute the lowest rating on this issue ‘1’ – poor working conditions. The differences found in this issue are not statistically likely,  $P = 0.240$ . But in some other researches, authors find high coherence between psychological work conditions and its impact on the work content (Nyambura & Ndero, 2016).

The results on this issue vary, as the independent feature of the study is the type of the post, therefore both groups include different levels of staff – middle and lower level managers, as well as office staff under these leaders, inspectors, and senior inspectors. However, it should be noted that managers of different levels should be included in the ‘Office Work’ category, which could be one of the explanations why employees in the office are more likely to have a greater impact on the work to be carried out and its size.

Examining the possibility of affecting the work to be carried out in other studies, it was found out that in European studies of working conditions an average of 69.3% of respondents answered that they can affect the order, volume, speed, and methods (Eurofound, 2017) of the work to be carried out, but in this study, good and very good conditions regarding working impact are noted by 21.6% of inspecting officers and 17.6% by office staff. These figures are, in fact, approximately three times lower for employees of the Latvian State Administration than the average in Europe.

By studying the co-rating of respondents on information provision (‘You are timely informed about important decisions, important changes and future plans in your workplace’ and ‘You are provided with all the necessary information to perform your work duties as best as possible’), it was found out that inspectors are more often informed about changes and plans and inspectors more often have the necessary information which is needed to carry out their job duties comparing with office staff. In the joint assessment they more often mention good and very good working conditions (see page Fig. 3). This group also records very poor working conditions, both among inspectors and office staff, respectively 5.0% ( $n = 3$ ) of inspectors and 3.9% ( $n = 2$ ) of office staff. The observed trend is statistically likely,  $P = 0.023$ . The same approach when psychosocial work conditions influence interaction between work environment and workers has been proved by other authors (Baltes, 2001; Martin, 2005).



**Figure 3.** Assessment of information provision in the groups of positions (2, 3 – poor; 4, 5 – average; 6, 7 – good; 8 – very good working conditions).

In the public administration, the circulation of information within the framework of the organisation is carried out centralised with the assistance of the internal information system. However, the various results in this block of issues could be



explained by differences in management style and by how quickly the employee receives informal information, thus in this case, the relationship between the employee and management and communication is also important. The reception of the information required for work also depends on the competence and attitude of the head of each department towards the employees under his or her authority.

The results of the National Administration Employees' Engagement Survey show that 41.8% of participants in the study receive sufficient information on changes in the institution and 45.5% of participants receive sufficient information on issues affecting the employee themselves (State Chancellery, 2014). In this study, 49.9% of inspectors and 39.1% of office employees are satisfied with information provision, and working conditions in this matter evaluate as good and very good, results are close to the average of Latvia among employees in the public administration.

When analyzing the question group on direct management support ('How often do your direct management listen to your problems in the performance of job responsibilities?' and 'How often do you get help and support from direct management?') the percentage of total answers, show that 10.0% ( $n = 6$ ) of inspectors do not receive any support from direct management (score '0'), this rate is 2.0% ( $n = 1$ ) among office staff. Poor working conditions regarding receiving support from direct management are also recorded at a total of 9.8% ( $n = 5$ ) of office staff and 10.0% ( $n = 6$ ) of inspectors. However, more than half of the employees in both job groups have indicated positive answers and the total amount of these answers constitutes a good and very good assessment of working conditions. The observed trend is not statistically significant,  $P = 0.322$ .

In analysing this issue, it should be noted that respondents work in different departments with different functions and different managers, and therefore the approach of each manager's work is different, nevertheless, around three quarters of the participants in the study assess the working conditions on this issue as good and very good, which is essentially a positive trend, contrary to the results in the block on the recognition and management's attitude towards employees.

In the European Working Conditions Study, 59.0% of European employees always or frequently receive support from direct management (Eurofound, 2017), but in 2014, a study carried out among employees of the Latvian State Administration shows that support from direct management is received in 60.0% of cases (State Chancellery, 2014). In our study, 71.7% of inspectors and 74.5% of office staff have good or very good working conditions in terms of support from direct management. Figures in Latvia are higher than average in Europe and employees in the State Administration are currently more likely to receive support from direct management.

The analysis of the co-evaluation of the answers on issues of clarity at work ('You have clear objectives of your work' and 'You have a clear view of what is expected from your work') concludes that in both groups, the majority of respondents have good and very good working conditions, however in each of the job groups there are employees whose total answers constitute an assessment 'poor working conditions', 3.3% ( $n = 2$ ) of inspectors and 2.0% ( $n = 1$ ) of office staff have given an assessment of '2', 6.7% ( $n = 4$ ) inspectors and 2.0% ( $n = 1$ ) respectively have provided a joint rating of '3'. This trend is not statistically significant for this psychosocial risk factor,  $P = 0.408$ .

Given that once a year direct management negotiates the objectives of the work with subordinates during the annual performance assessment, the majority of respondents consider the working conditions in this block as good and very good. It is in accordance with Subramanian (2017a) and Sawithri (2017) findings that relationship between management and workers significantly improves decision making and trust levels.

In Latvian State Administration employees' involvement survey, 76.0% respondents know what is expected of the employee, in this study 78.3% of inspectors and 74.5% of office employees have noted good or very good working conditions on this issue, which essentially are close to the results of the State Administration involvement survey.

By studying the differences in the block on mutual trust ('Can you trust the information provided by management?' and 'Do management trust the employees and the fact that the work is done well?'), it appears that there is mutual trust among office staff more frequently than among inspectors. Respectively, 9.8% ( $n = 5$ ) of office staff and 3.3% ( $n = 2$ ) of inspectors' replies represent the maximum rating of '8', while the score of '7' (good working conditions) by 0.6 percentage points is more frequently fixed among inspectors compared to office staff (18.3% ( $n = 11$ ) and 17.6% ( $n = 9$ ) respectively. A joint assessment that is consistent with good working conditions (valuations '5' and '6') is also more common among office staff. The most common assessment among inspectors is '5', 36.7% ( $n = 22$ ) of employees evaluate the working conditions regarding mutual trust as good. It should be noted that 5% ( $n = 3$ ) of inspectors have provided the lowest overall rating '1' in these issues. The observed trend is statistically significant,  $P = 0.013$ . Similar results are represented in Robinson & Griffiths (2005) research, where state chancellery workers are influenced by the organisational changes that results in work related stress, unfriendly attitude from co-workers, low trust level during change process.

The results obtained show that office employees communicate more frequently with managers at different levels due to job responsibilities than inspectorate officials, who mainly communicate with their direct management. Consequently, mutual trust can be seen more frequently.

In the European Working Conditions study, 83.0% of employees agreed that management trusted its employees and that work was done well, and 69.0% agreed that information provided by management could be trusted (Eurofound, 2017). This is also confirmed by the results of the Public Administration Employees Engagement Survey in 2018 (State Chancellery, 2018), which showed that 53.4% of respondents trust the top management, while the results of the 2014 survey showed that 40% (State Chancellery, 2014) employed in the State administration trust the top management. In the same study, good and very good working conditions regarding mutual trust are stated by 38.3% of inspectors and 56.9% of office staff employed in the state administration, indicating that mutual trust among employees in the Latvian State Administration is slightly lower than average in Europe, especially among inspectors.

When assessing fairness in the organisation regarding the question 'Are business conflicts solved fairly?' and 'Are business responsibilities distributed fairly within the company?', it is concluded that the number of responses from both groups of positions is similar in each of the categories. It should be noted that, according to the information provided by respondents, 6.7% ( $n = 4$ ) of inspectors and 3.9% ( $n = 2$ ) of office staff give

evaluation ‘very poor working conditions’ It is also important that, in total, in terms of fairness within the organisation 31.7% ( $n = 19$ ) of inspectors and 45.3% ( $n = 23$ ) of office staff characterize it as poor. The observed trend is not statistically significant,  $P = 0.529$ .

The results of the investigational block are similar, but inspectors find it a little more common that conflicts are solved fairly and that work responsibilities are also fairly distributed within the organisation and have provided a joint assessment ‘good’ and ‘very good’ on these issues. The slight difference in results could be due to the fact that inspectors mainly have defined job responsibilities that are carried out on a daily basis, while additional non-scheduled tasks may be delegated to the office employees (depending on a specific position) for which a specific employee has not been delegated in the organisation. The European Working Conditions Survey states that 71.0% of European employees consider that conflicts within the organisation are being solved fairly and 73.0% believe that work responsibilities are fairly distributed within the organisation (Eurofound, 2017). In this study, good and very good working conditions regarding fairness within the organisation are 36.7% for inspectors and 33.4% for office staff, which are about half as low as average in Europe.

By studying the results of ‘Do you feel that your work consumes a lot of energy and has a negative impact on your private life?’, it is concluded that inspectors have acknowledged more often that work does not consume much energy and does not affect private life (28.4%,  $n = 15$ ) or have recognised that work consumes energy and affects family life sometimes (45.0%,  $n = 27$ ). However, in the case of inspectors, 3.3% ( $n = 2$ ) of study participants found that work always consumes energy and affects family life, no such response was provided among office staff. The observed trend is not statistically likely,  $P = 0.196$ .

The results on this issue could be explained by the personal characteristics, age, workability and other individual factors of the employee, since employees in the state administration have a certain working time, of course also should be taken into account the results of the block of issues on increased working rates, in which approximately a quarter of respondents rated working conditions as poor and very poor, which shows that these employees often work at an increased rate of work, which also consumes energy accordingly.

When analysing the results concerning the question ‘Do you feel that work takes a lot of time and has a negative impact on your private life?’, it is concluded that among office employees more often work does not consume so much time that it would influence their family life – 49.0% ( $n = 24$ ) of office staff and 33.3% ( $n = 20$ ) of inspecting officers state that time spent for work does not affect their family life. However, office staff have also expressed a more frequent opinion (24.5%,  $n = 12$ ) that work takes a certain amount of time and has a negative impact on private life compared to inspectorate officials (18.3%,  $n = 11$ ). The observed trend is statistically significant,  $P = 0.044$ .

In analysing the results obtained, it should be taken into account that employees in the state administration predominantly have a defined working time from 8:30 a.m. till 17:00, but considering the specific nature of the work of inspectors, for example in cases of examination of population applications, the inspection may be carried out outside the specified working time, in the same way the work of the office may also be carried out outside the specified working time in order to accomplish it in the scheduled time periods

of performance. The results of the European Working Conditions study show that an average of 86.0% of European employees consider the balance between job responsibilities and family to be appropriate (Eurofound, 2017). The survey on involvement of state administration employees show that 40.5% of public administration employees believe that work and family life are balanced (State Chancellery, 2014). In this study, 33.3% of inspectors and 51.0% of office employees do not have an impact on family life, the results are close to the results of the study carried out in Latvia, but are not comparable to the results of the study carried out in Europe, because in it frequency of the impact of time spent at work is not known as is the case in this study and does not provide a definition of what is appropriate balance.

## CONCLUSIONS

Psychosocial risks at work are significant for those in public administration. The modified Copenhagen Psychosocial Questionnaire short version is a suitable questionnaire for studying psychosocial risks, the causes and the differences in their prevalence at work. The analysis of the results of the psychosocial risk assessment shows that there are statistically significant differences in the assessment of four out of 11 psychosocial risks to the working environment. The most common psychosocial work environment risk factor among inspectors is the inadequate attitude of management, but the most common risk factor among office employees is the lack of impact on work. Results of the research corresponds to the other findings that prove psychological risk connection on work organisation, job support, mutual trust, team work, etc. Future research could be related to studying and analysing the psychosocial risks of the work environment across job groups, including managers at different levels and support staff.

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