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## INDIVIDUAL AND WORK VALUES OF POLICE OFFICERS: PECULIARITIES AND INTERRELATION

Laima Ruibytė\*, Rūta Adamonienė\*\*

*Mykolo Romerio universiteto Viešojo saugumo fakulteto Humanitarinių mokslų katedra  
Putvinskio g. 70, LT-44211 Kaunas  
Telefonas (8~37) 30 36 65*

*El.paštas: [laimaruibyte@mruni.eu](mailto:laimaruibyte@mruni.eu), [rutadam@mruni.eu](mailto:rutadam@mruni.eu)  
Mykolas Romeris University, V.Putvinskio str. 70, LT-44248 Kaunas, Lithuania*

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**Annotation.** Values can be defined as beliefs those guide the selection and evaluation of behaviours, people and events. Values can influence how an individual perceives and interprets a given situation and importance he or she gives it and react and behaves in given circumstances. The study of individual and group- level values in organization is highly important because this knowledge can help managers understand and predict attitudes towards various organizational outcomes. Individual and work values system of the police officers in Lithuania is not explored. In this study, we sought to clarify the existing personal and work values of police officers because only clearly defined and identified values become the management tool to better target the desired employee behaviour. To achieve research objective the adapted version of Rokeach Value Survey (Rokeach, 1973) was used and 199 Kaunas city headquarters officers were interviewed. This paper analyzes the employees' perception about the dominant and less important personal and work values. The results of the survey shows that police officers stressed such personal values as family security, wisdom, self-respect, inner harmony, a sense of accomplishment and freedom. Police officers valued honesty, responsibility, capability, but not valued intellectuality, obedience, cheerfulness, broad-mindedness, independence, helpfulness. The hierarchy of work values in our study shows that some values indeed have to be change to fit more organizational transformation of Lithuanian police.

**Keywords:** values, personal values, work values, police organization.

### INTRODUCTION

An object, process or phenomenon that is preferred by a personality and that determines a singleness of personality's activity is called value orientation or just value (Suslavičius, 1999). Value determines and explains a direction of human behavior, perform a function of regulation of behavior and human relations. They are a particular imperative, dictation, compulsory rule of behavior. Values may be defined as personal beliefs and are derived from the psychological needs, so they can produce states of psychological tension, which lead to cognition, affect and behavior (Rokeach, 1973). One of the most known investigator of individual values Milton Rokeach (1979) argued that there are two distinct categories of values – terminal values and instrumental values. The first one are preferred end states, such as freedom, equality and happiness, the other category are preferred ways of doing things, such as honesty and ambitions. An individual employs instrumental values to achieve terminal outcomes (goals that the person would like to achieve during his or her life)

(Rokeach, 1973). In recent years more often scientists use Swartz (1992, 2000; 2004) conception of values. Swartz and colleges identify ten universal values and people differ in the priority they place on each value (Swartz, Boehnke, 2004). Definitions of such values are (Schwartz, 1992):

- self-direction – independent thought and action –choosing creating, exploring;
- stimulation – excitement, novelty, and challenge in life;
- hedonism – pleasure or sensuous gratification for oneself;
- achievement – personal success through demonstrating competence according to social standards;
- power – social status and prestige, control or dominance over people and resources;
- security – safety, harmony, and stability of society and relationships;
- conformity – restrain of actions, inclinations, and impulses likely to upset or harm;
- tradition – respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provide;
- benevolence – preservation and enhancement of the welfare of people with whom one is in frequent personal contact;
- universalism – understanding, appreciation, tolerance, and protection for the welfare of all people and for nature.

Values can influence how an individual perceives and interprets a given situation and importance he or she gives it and react and behaves in given circumstances (Swartz et al, 2000). Values occupy a central position in person's cognitive system; they influence our attitudes, decision- making processes, and all human behaviors.

Values are the base of our attitudes and perceptions, that in turn influences behavior; and that environmental actions are being conditioned by interaction of different convictions, perceptions and values. Attitudes are similar to motives, because both indicate a direction of behavior; the only difference is that attitudes are not controlled by the influence maker, and just indicate if particular influence is acceptable to human; meanwhile motives are part of the influence. Similarly attitudes are the base of actions and are determined by individual, and motives are determined by objectives and specificity of objectives (Murphy,1996). Robbins (2003), alike as Murphy thinks that valuables have no direct influence on behavior, however they strongly influence human's attitudes.

One can find a wide range of values studies there they are explored in different levels – individual (Feather, 1988; Rokeach, 1973, 1979; Wasti, 2003), group and organizational

(Meglino, Ravlin, 1998; Milton, 2007; Cohen, Caspary, 2011; Tziner, Kaufmann, Vasiliu, Nordea, 2011), cultural (Hofstede, 1980; Swartz, 1999; Fischer, Poortinga, 2012) or usually interrelation between whose level of analysis.

The study of individual and group - level values in organization is highly important because this knowledge can help managers understand and predict attitudes towards various organizational outcomes (Meglino, Ravlin, 1998). Values also serve as standards for evaluating employees' behavior and organizational success. Values play important role in different work related processes and outcomes; they affect employees' work attitude and behavior in the workplace across all career stages (Cohen, Caspary, 2011). Different studies show relationship between organizational values and individual values (Ros, Schwartz, Surkiss, 1999), self-esteem (Naus, Van Iterson, Roe, 2007), ethical behaviour (Jin, Drozdenko, Bassett, 2007), organizational commitment (Finegan, 2000, Abbot, White, Charles, 2005) and other important organizational factors.

As was mentioned, Milton Rokeach (1973) created Rokeach Value Survey. Questionnaire is composed of two groups of values each of which have 18 values. One group is called terminal values that are reflecting preferable final state of existence. These are objectives a human would want to reach during his/her life. Another group is called instrumental values that reflect preferable way of behavior or the means to reach the highest values. Results of researches showed that values of different groups are different and values of people of the same profession or category (age, gender and so on) are similar (Robbins, 2003).

Pimot and Dustin (1986), Chusimir and Parker (1991) called into question Rokeach statement (1973), that people have only one value system. As a result of researches, scientists stated that a human can have and usually has more that one value system set, that are divided into subsystems. Value subsystems allow having few value sets at the same time and choosing the system that could be applied in a particular environment best.

It should be acknowledged that values are one of many factors influencing behavior and their relation to specific behavior is difficult to evaluate. It has generally been assumed that values guide behavior, although evidence of strong relationships between values and behavior is virtually nonexistent. Nevertheless it could be stated that values are influencing human behavior, because individuals want to keep a balance between their convictions and behavior.

Individual and work values system of the police officers is not so much explored. More attempts made to investigate the organization's culture and professional values in the police

organization (Reuss-Ianni, 1993, Fielding, 1984; Cristensen, Crank, 2001; Lilley, Hinduja, 2006; Glomseth, Gottschalk, Hole, 2010; Adamoniene, Ruibyte, 2012).

In this study, we sought to clarify the existing personal and work values of police officers because only clearly defined and identified values become the management tool to better target the desired employee behavior.

**The aim of study** - to analyze the personal and work values of the Lithuanian police officers in Kaunas County Police, identify the most and least important values of the individuals and analyze interrelation of personal and work values.

## METHODOLOGY OF THE SURVEY

To achieve research objective the adapted version of Rokeach Value Survey (Rokeach, 1973) was used. The first part of the questionnaire was composed of 18 terminal values and the second was composed of 18 instrumental values. Respondents were asked to range values of every group by priority. In terminal part – values had to be ranked by personal importance, in instrumental part – values had to be divided by their importance in working activity.

The survey took place in January - March of 2012. Invitations with the reference to web-based questionnaire were distributed via Kaunas region police institutions email, available to all 1000 employees, 199 have received filled questionnaire. Anonymity of the respondents was also stressed.

**Respondents' profile.** Number of female respondents was 92 (46%), male – 107 (53.5%). Respondents according the type of work distributed as follows: specialists – 70%, first line officers – 23 % and managers – 6.5 % of respondents. The following employee age groups were classified: less than 30 years old – 84 respondents (including 1% managers, 57 % specialists, 26% first line officers), from 30 to 40 years – 77 respondents (including 5 % managers, 53 % specialists, 18 % first line officers), more than 40 years – 39 respondents (including 7% managers, 30 % specialists, 2% first line officers).

Empirical data was treated by conventional methods of mathematical statistics (using SPSS 12). Spearman's and Kendall rank correlation coefficient was used.

## RESULTS OF THE SURVEY

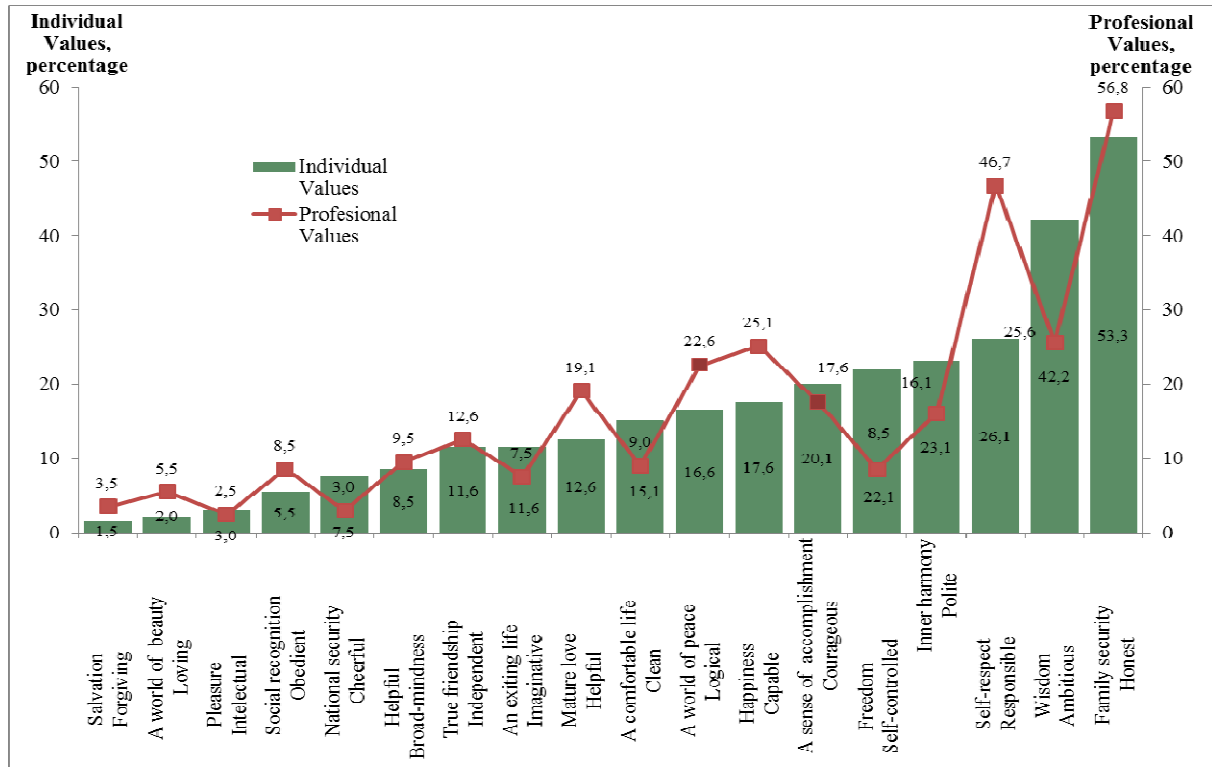
For convenience of analysis of obtained results, we joined value ranks by dividing them into five groups: very important values (first, second and third ranks joined), important (fourth, fifth, sixth and seventh ranks), medium importance, i.e. neither important nor not

important (eighth, ninth, tenth, eleventh ranks), unimportant (twelfth, thirteenth, fourteenth and fifteenth ranks), absolutely unimportant (sixteenth, seventeenth, eighteenth ranks). Table 1 presents data how respondents were distributed in evaluation of importance of presented personal values. As it is seen, the biggest number of respondents indicates as the most important the value of family life, care of family (53,3% of respondents), then goes wisdom as mature thinking (42.2%), self-respect (26.1%), inner harmony as absence of inner conflicts (22%), equity, as independence and freedom to choose (22.1%), a sense of accomplishment (20,1%). Distribution of all values by importance is presented in Picture 1.

**Table 1.** Percentage distribution of respondents by importance of personal values

Personal values	Very important	Important	Medium importance	Unimportant	Absolutely unimportant
<b>Salvation</b> (blessed, discovered eternal life)	1,5	4,0	9,5	21,6	63,3
<b>A world of beauty</b> (beauty of nature, country)	2,0	10,6	20,1	36,2	31,2
<b>Pleasure</b> (life full of fun and pleasant feelings)	3,0	10,6	20,6	32,7	33,2
<b>Social recognition</b> (being respected person, object of admiration)	5,5	11,1	26,6	34,2	22,6
<b>National security</b> (security from assaults)	7,5	17,6	20,1	29,1	25,6
<b>Equity</b> (brotherhood, equal possibilities to everyone)	8,5	18,6	21,1	32,2	19,6
<b>True friendship</b> (close friendship)	11,6	23,6	31,2	25,6	8,0
<b>An exciting life</b> (attractive, active life)	11,6	26,1	28,6	26,1	7,5
<b>Mature love</b> (spiritual and carnal proximity)	12,6	29,6	25,1	23,1	9,5
<b>A comfortable life</b> (successful, wealthy life)	15,1	25,1	27,6	21,1	11,1
<b>A world of peace</b> (without war and conflicts)	16,6	16,1	13,1	25,6	28,6
<b>Happiness</b> (satisfaction)	17,6	27,1	30,2	20,6	4,5
<b>A sense of accomplishment</b> (constant development)	20,1	40,2	17,1	15,6	7,0
<b>Freedom</b> (independence, freedom to choose)	22,1	25,6	27,1	19,1	6,0
<b>Inner harmony</b> (absence of inner contradictions)	23,1	25,1	26,6	14,6	10,6
<b>Self-respect</b> (respect to himself/herself, self-respect)	26,1	33,7	25,6	9,0	5,5
<b>Wisdom</b> (maturity of mind for life perception)	42,2	29,1	17,1	8,0	3,5
<b>Family security</b> (care of family)	53,3	26,1	12,6	5,5	2,5

Least important values to police officers are salvation, related to religious empathy (63,2% of respondents), pleasure (33,2%), a world of beauty (nature’s, country’s) (31.2%), peace all around the world (28.6%), national security (25.6%), social recognition (22,5%) (Table 1).



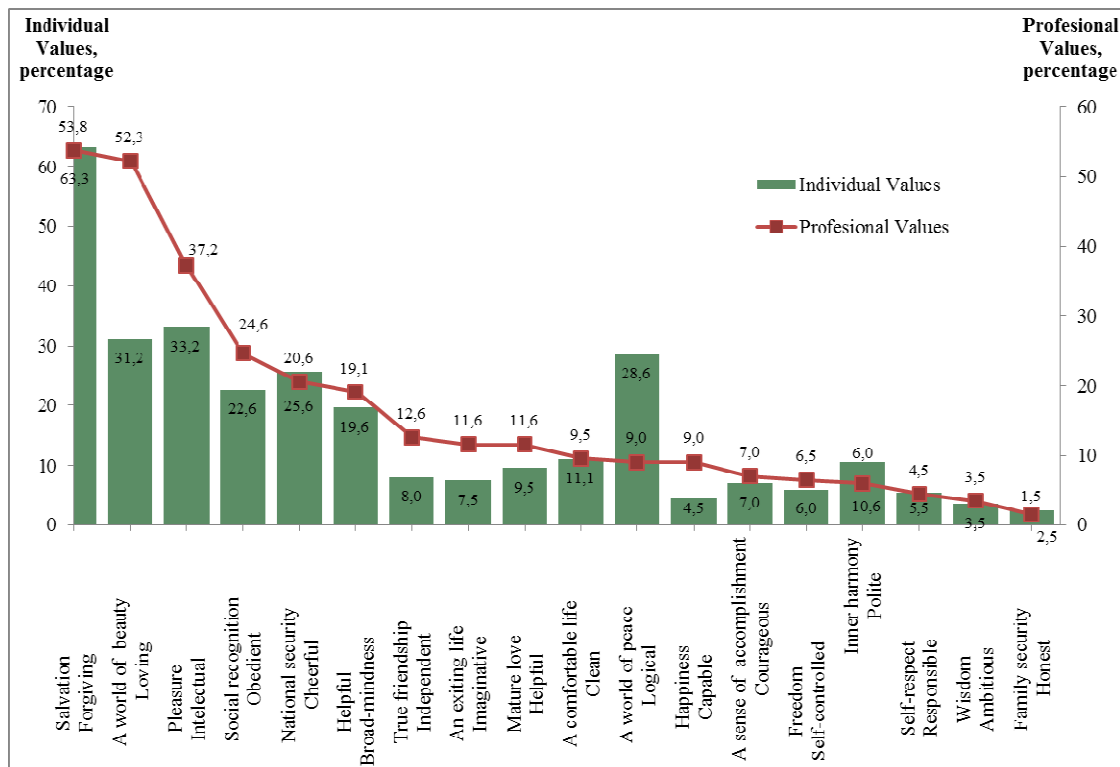
**Picture 1.** Distribution of respondents by the most important personal and work values

Evaluations of respondents, how instrumental values are important to them or members of their organization while working in organization, showed that the most important in the work for police officers are following values – honesty (openness and fairness) (56,8%), responsibility (trustful and trustworthy) (46,5%), capability, i.e. understanding and efficiency (25,1%) and logic (consistency and knowledge) (22,6%) (Table 2).

The least important working values are indicated forgiveness (ready to forgive others) (53,8%), loving (tender, warm) (52.3%), intellectual (educated and intelligent), obedience (dutiful, respectful) (24,6%), cheerful, optimistic (free from worries, fun) (20,6%), tolerance (19,1%).

**Table 2.** Percentage distribution of respondents by importance of professional values

Professional values	Very important	Important	Medium importance	Unimportant	Absolutely unimportant
Forgiving (ready to forgive others)	3,5	7,5	10,6	24,6	53,8
Loving (tender, warm)	5,5	6,0	10,6	25,6	52,3
Intellectual (educated, intelligent)	2,5	13,6	16,1	30,7	37,2
Obedient (dutiful, respectful)	8,5	13,6	21,6	31,7	24,6
Cheerful (free from worries, fun)	3,0	10,1	26,6	39,7	20,6
Broad-mindedness (non-superstitious, tolerant)	9,5	20,6	26,6	24,1	19,1
Independent (self-trusting, self-dependent)	12,6	19,1	28,1	27,6	12,6
Imaginative (original, creative)	7,5	24,1	31,7	25,1	11,6
Helpful (works for welfare of others)	19,1	25,6	25,6	18,1	11,6
Clean (tended, clean)	9,0	29,1	23,6	28,6	9,5
Logical (consistent, keen-witted)	22,6	27,6	20,1	20,6	9,0
Capable (knowing, efficient)	25,1	31,7	19,6	14,6	9,0
Courageous (protecting own creed)	17,6	27,6	29,1	18,6	7,0
Self-controlled (temperate, disciplined)	8,5	36,2	34,2	14,6	6,5
Polite (decent, genteel)	16,1	23,6	30,2	24,1	6,0
Responsible (trustworthy)	46,7	27,1	15,6	6,0	4,5
Ambitious (working a lot, ambitious)	25,6	34,2	17,1	19,6	3,5
Honest (open, fair)	56,8	22,6	13,1	6,0	1,5



**Picture 2.** Distribution of respondents by the least important personal and work values

Analyzing results correlational analysis was done to check if personal values of respondents and which ones are related to working values. Table 3 presents statistically significant correlations between values of two groups – personal and professional.

It is found that following values are not correlating to any values researched - mature love, an exciting life, a world of peace, national security, true friendship, equality, forgiving, clean, broad-mindedness.

**Table 3.** Correlations among personal and work values

Personal Values \ work Values	helpful	loving	honest	ambitious	courageous	imaginative	obedient	logical	cheerful	independent	self-controlled	intellectual	responsible	polite	capable
Wisdom	-,238**							,254**							
A sense of accomplishment		-,161*		,258**	-,168*	,162*						-,155*			,143*
Self-respect				,170*											
Salvation.		,255**		-,148*											
A comfortable life	,171*										-,145*				-,170*
Pleasure							,159*	-,152*							
Family security			,209**								-,149*				
Inner harmony								,168*	,140*				,232**		
Social recognition					,183**										
Freedom						,148*				,155*		,144*			
Happiness													,176*	,138*	
A world of beauty								-,197**							

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

The strongest correlation ( $p \leq 0,01$ ) is determined between wisdom and logical and helpful (negative relation), a sense of accomplishment and ambitious, family security and honest, inner harmony and responsibility, social recognition and courageous. The same strong correlation ( $p \leq 0,01$ ) exists between salvation and loving and negative relation between a world of beauty and logical.



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## DISCUSSION

As Lithuanian police organization is going through the process of organizational transformation it is important to identify personal and work values of the members of organization and how they fit the values, goals and norms of organization. The research results show that the most important personal values for researched police officers are related to family, wisdom, self-fulfillment - self-respect and inner harmony and personal growth - a sense of accomplishment and freedom. Evaluating the results of similar researches it is possible to notice that dominant values determined in this study are similar. Jihong, Ni He, Lovrich (1999) present survey data of value change among police officers within three years. They state that the value orientations among police officers changed over this time period. The most important terminal values in 1993 were family security, self-respect, happiness and freedom, in 1996 - family security (became significantly more important), happiness, self-respect, a comfortable life and a sense of accomplishment. The least important values in their research were a world of beauty, a world of peace, national security, social recognition concurrent with the results of Lithuanian police officers except that at the bottom of value rank were marked salvation and pleasure what can reveal some cultural differences of respondents.

Jihong, Ni He, Lovrich (1999) make conclusion that the direction of the change noted may not be consistent with the goal of enhancing community-oriented policing organizational culture. Work value analysis in our study show that some values indeed have to be change to fit more organizational transformation of Lithuania police. Police officers valued honesty, logic (consistency and knowledge), responsibility, capability, but not valued intellectuality (education and intelligence), obedience (dutifulness and respect), cheerfulness (optimism), broad-mindedness (tolerance), independence (independence, self-trust, self-sufficiency), helpfulness. Objectives of the community policing philosophy require new attitude of employees towards their job and duties and for that appropriate values have to be formed. Of course this requires both time and endeavor of organization managers.

Correlational analysis of personal and working values allows better understanding of relations of different values. It is seen, that the most important personal values are closely related to the most important professional values. Those who are valuating wisdom, are following a value being logical, but they do not care much being helpfulness, a sense of accomplishment goes together with ambitious, family security with honesty. Those respondents who are valuating higher inner harmony are valuating higher responsibility as

well, and those striving for social recognition are valuing courageous. It is interesting that the values associated with spirituality - salvation and loving is at least treated by police officers, but each is a strong related, ie those with at least one of the values have characteristic of the second, and vice versa - the weaker religious beliefs, the lower the value of beauty. A world of beauty is more important asset for those who are less valued being logical and consistent.

## CONCLUSIONS

Despite many studies made on values we really not much know about the individual values of Lithuanian police officers. This study is trying to fill the gap in this area of research. The results show that the most important personal values for researched police officers are related to family, wisdom, self-respect and inner harmony, a sense of accomplishment and freedom and the least important values to police officers are salvation, related to religious empathy, pleasure, a world of beauty (nature's, country's), peace all around the world, national security, social recognition. The results indicate that the most important in the work for police officers are honesty (openness and fairness), responsibility (trustful and trustworthy), ambitiousness (hardworking), capability, i.e. understanding and efficiency and logic. Such values are consistent with the Professional requirement fixed in the Lithuanian Police Code of Ethics. Less valued are forgiving, loving, intellectuality, obedience, cheerfulness and broad- mindedness,

We have to acknowledge that the results are not to be interpreted as the results of a survey where the perceptions of a representative group are obtained and generalised to the whole population. Further investigations and analysis of different age, status, gender and cultural background groups should be carried out.

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## ASMENINĖS IR DARBINĖS POLICIJOS PAREIGŪNŲ VERTYBĖS: YPATYBĖS IR TARPUSAVIO RYŠYS

Laima Ruibytė\*, Rūta Adamonienė\*\*  
Mykolas Romeris Universitetas

### Santrauka

Vertybes galima apibūdinti kaip nuomonę, pagal kurią pasirenkamas ir lyginamas elgesys, žmonės ir įvykiai. Vertybės gali daryti įtaką tam, kaip individas suvokia ir supranta esamą situaciją ir jai teikiamą svarbą, bei reaguoja ir elgiasi esant nurodytoms aplinkybėms. Individualių ir grupės lygio vertybių tyrimas organizacijoje yra labai svarbus, nes šios žinios gali padėti vadovams suprasti ir numatyti požiūrį į įvairius organizacijos veiklos rezultatus. Lietuvoje policijos pareigūnų asmeninių ir darbinų vertybių sistema nėra iširta. Šiame darbe mes stengėmės išaiškinti egzistuojančias policijos pareigūnų asmenines ir darbinės vertybes, nes tik aiškiai apibrėžtos ir nustatytos vertybės tampa valdymo įrankiu, galinčiu geriau suplanuoti pageidaujimą tarnautojo elgesį. Norint pasiekti tyrimo tikslą, buvo panaudota adaptuota Rokeach Vertybių Tyrimo (Rokeach Value Survey) versija (Rokeach, 1973) ir buvo apklausta 199 Kauno miesto vyriausiojo policijos komisariato pareigūnų. Šiame darbe analizuojamas darbuotojų suvokimas apie dominuojančias ir mažiau svarbias asmenines



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ir darbinės vertybės. Tyrimo rezultatai rodo, kad policijos pareigūnai pabrėžė tokias asmenines vertybes kaip šeimos saugumas, išmintis, savigarba, vidinė pusiausvyra, sėkmės pojūtis ir laisvė. Policijos pareigūnai vertino sąžiningumą, atsakingumą, gabumus, tačiau nevertino intelektualumo, nuolankumo, linksmumo, plataus mastymo, nepriklausomumo, paslaugumo. Darbinių vertybių hierarchija mūsų darbe rodo, kad kai kurios vertybės tikrai turi būti pakeistos, kad labiau atitiktų Lietuvos policijoje vykstančius organizacinius ir struktūrinius pokyčius.

**Pagrindinės sąvokos:** vertybės, asmeninės vertybės, darbinės vertybės, policijos organizacija.

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**Laima Ruibyte\***, Mykolas Romeris universiteto Viešojo saugumo fakulteto Humanitarinių mokslų katedros docentė. Mokslinių tyrimų kryptys: Lyčių skirtumų stereotipai; nuostatos ir stereotipai, stresas organizacijose.

**Laima Ruibyte\***, Mykolas Romeris University, Faculty of Public security, Department of Humanities Assoc.prof. Research interests: Genders Stereotypes; Attitudes; Organisational Stress; Organisational Values.

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**Rūta Adamonienė\*\***, Mykolas Romeris universiteto Viešojo saugumo fakulteto Humanitarinių mokslų katedros profesorė. Mokslinių tyrimų kryptys: Vadybinės žmogiškųjų išteklių formavimo prielaidos ir galimybės.

**Rūta Adamonienė\*\***, Mykolas Romeris University, Faculty of Public security, Department of Humanities. Prof. Research interests: Management presumptions and possibilities of human resources formation.