

THE CURRENT STATE OF POLITICAL OFFICERS' COMPETENCE IN ORIENTING PUBLIC OPINION WITHIN MILITARY COLLECTIVES AT GRASSROOTS UNITS TODAY

THỰC TRẠNG NĂNG LỰC ĐỊNH HƯỚNG DƯ LUẬN TẬP THỂ QUÂN NHÂN CỦA CHÍNH TRỊ VIÊN Ở ĐƠN VỊ CƠ SỞ HIỆN NAY

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Abstract - This study assesses the current state of public opinion orientation competence among political officers at grassroots units. Empirical findings indicate that while these officers possess strong political mettle and foundational professional knowledge, their mastery of modern communication techniques and cyberspace management remains limited. The results reveal significant competency differentiation: battalion-level officers exhibit broader vision and superior organizational skills compared to those at the company level. Furthermore, over five years of seniority is identified as a critical period for professional development through practical experience. These insights provide essential evidence for innovating training processes, shifting from theoretical instruction to practical situational-handling skills. Such improvements are vital for enhancing ideological management and meeting the requirements of building a streamlined, compact, and strong military in the current context.

Key words - Competence; public opinion guidance; military collectives; political officers; grassroots Units.

1. Introduction

The competence to orient public opinion within military collectives is a combination of psychological qualities that plays a particularly important role in enabling political officers to grasp, guide, and regulate the flows of opinions and attitudes among military personnel, with the aim of building ideological consensus and firm political confidence within the collective of service members, thereby creating a core foundation for maintaining discipline and successfully accomplishing all political tasks at the unit. For political officers at grassroots units, this is not only a professional requirement but also a core competence for fulfilling their responsibility as the presiding officer for political affairs, ensuring unity and cohesion, and consolidating combat strength from the foundation. In the current period, in the face of the vigorous development of military science and the complex, multidimensional impacts of cyberspace, political officers are required to possess firm political steadfastness and specialized psychological skills in order to proactively orient public opinion and promptly prevent negative ideological currents from affecting the unit.

Public opinion in general and the competence to orient public opinion in particular have attracted the research attention of many domestic and foreign authors from different perspectives [1] - [5]. From the perspective of

Tóm tắt - Nghiên cứu đánh giá thực trạng năng lực định hướng dư luận tập thể quân nhân của chính trị viên tại đơn vị cơ sở hiện nay. Kết quả khảo sát thực chứng cho thấy, chính trị viên có ưu thế về bản lĩnh chính trị và tri thức nghiệp vụ nền tảng, song năng lực làm chủ kỹ thuật truyền thông và xử lý dư luận trên không gian mạng còn hạn chế. Nghiên cứu chỉ ra sự phân hóa rõ nét: chính trị viên cấp tiểu đoàn có tầm nhìn và khả năng tổ chức tốt hơn cấp đại đội; đồng thời, mốc trên 5 năm thâm niên là giai đoạn then chốt để hoàn thiện bản lĩnh nghề nghiệp qua tích lũy thực tiễn. Những phát hiện này cung cấp luận cứ quan trọng để đổi mới quy trình bồi dưỡng cán bộ, chuyển trọng tâm từ lý thuyết sang huấn luyện thực hành và kỹ năng xử lý tình huống. Việc nâng cao năng lực này là yêu cầu khách quan nhằm đáp ứng nhiệm vụ quản lý tư tưởng và xây dựng Quân đội tinh, gọn, mạnh trong tình hình mới.

Từ khóa - Năng lực; định hướng dư luận; tập thể quân nhân; chính trị viên; đơn vị cơ sở.

social psychology, research works have focused on clarifying the nature, structure, formation mechanisms, and basic functions of public opinion in communities. In the military environment, the research direction on the competence and activities of officers has also achieved many important results, notably studies on command competence, troop management, and psychological aspects in the activities of political officers at the sub-unit level [6] - [8]. This study also inherits and develops the approaches to officers' psychological and professional competence previously discussed in The University of Danang - Journal of Science and Technology [10], particularly in the assessment of practical skills among military officers. However, through a survey of published works, we found that most authors have mainly approached the issues of competence and public opinion orientation from the perspective of Political Science or Management Science, often emphasizing the processes, contents, and methods of conducting Party work and political work at units.

Although these studies have considerable theoretical and practical value, up to now, no work has conducted an in-depth study of the competence of political officers at grassroots units in orienting public opinion from the perspective of specialized psychology - examining it as a complex personality structure comprising specific components of knowledge, attitudes, and skills. In

particular, the actual state of empirical psychological indicators of this competence based on a sufficiently large and specialized sample of 333 political officers at grassroots units remains a scientific “gap” that needs to be clarified. The lack of empirical data on the correlation among knowledge, attitudes, and skills in public opinion orientation has led to difficulties in quantifying evaluation criteria as well as in developing specialized psychological-educational interventions aimed at improving the quality of this contingent of officers.

Current practice in ideological work at grassroots units also shows that, alongside the achievements attained, a number of political officers still experience difficulties in identifying “latent” currents of public opinion, lack sensitivity to the complex psychological developments of troops, or remain overly reliant on administrative command without sufficient psychological persuasiveness. Proceeding from the importance of this issue and the requirement for novelty in scientific research, this article focuses on surveying and analyzing the current state of political officers’ competence in orienting public opinion within military collectives at grassroots units. The research results not only contribute to systematizing the theoretical framework of the psychological structure of public opinion orientation competence but also provide an important practical database for proposing solutions to foster and enhance the competence of political officers, thereby meeting the requirements of building a streamlined, compact, and strong Army in the new situation.

2. Addressing the problem

2.1. Survey sample

The study was conducted on a sample of 333 political officers currently serving at grassroots units (company, battalion, and equivalent levels) and 235 non-commissioned officers and enlisted soldiers from military units at present. The selection of participants ensured representativeness in terms of educational level, unit type, and especially length of tenure in the position in order to serve the comparison and assessment of differences in competence. The characteristics of the survey sample were described in detail through the main variables, including length of tenure in the position (under 3 years, from 3 to 5 years, and over 5 years) and type of working unit.

2.2. Research methods

The principal research method used in this study was the questionnaire survey method. The main instrument used in the study was an opinion survey questionnaire for political officers, designed to measure the competence to orient public opinion within military collectives. The questionnaire consisted of a system of indicators divided into three main component groups: questions on the current state of knowledge regarding the orientation of public opinion within military collectives, including 18 items; questions on the current state of attitudes in the activity of orienting public opinion within military collectives, including 20 items; questions on the current state of political officers’ skills in orienting public opinion within military collectives, including 25 items and divided into 5

skill groups; and questions on the results of political officers’ public opinion orientation activities at grassroots units, including 10 items.

The indicators in the questionnaire were assessed using a 5-level Likert scale (from 1: Poor to 5: Good). After the data were processed using the SPSS 20.0 statistical program, the current state of political officers’ competence in orienting public opinion within military collectives was assessed on the basis of the mean score of each item and of the entire scale. The division of the evaluation scale intervals was carried out according to the formula:

$$\text{Interval value} = (\text{Maximum} - \text{Minimum}) / n = (5 - 1) / 5 = 0.8.$$

Accordingly, the five levels of the scale corresponded to the following converted value ranges:

- Poor: $1.00 \leq M \leq 1.80$;
- Weak: $1.80 < M \leq 2.60$;
- Average: $2.60 < M \leq 3.40$;
- Fair: $3.40 < M \leq 4.20$;
- Good: $4.20 < M \leq 5.00$.

3. Research findings and discussion

3.1. General assessment of the current state of political officers’ competence in orienting public opinion within military collectives at grassroots units

To obtain an overall view of political officers’ competence in orienting public opinion within military collectives at grassroots units, we conducted an empirical survey on a sample of 333 participants. The aggregated results on the levels of manifestation of the structural components are presented in the following Table 1.

Table 1. Results of the assessment of the current state of political officers’ competence in orienting public opinion within military collectives ($N = 333$)

	Knowledge of public opinion orientation	Attitudes toward public opinion orientation	Skills in public opinion orientation	Public opinion orientation competence
M	3.78	3.58	3.08	3.48
SD	0.52	0.58	0.65	0.58

The results in Table 1 show that political officers’ competence in orienting public opinion within military collectives at grassroots units is currently assessed at the **Fair** level ($M = 3.48$; $SD = 0.58$). This result reflects positive changes in training, fostering, and the self-improvement efforts of the contingent of political officers in response to the increasingly high requirements of ideological tasks in the new situation. However, a deeper analysis of the internal structure of this competence reveals a noteworthy differentiation among its components. *First*, knowledge achieved the highest score ($M = 3.78$), affirming the advantage in political theory and professional expertise formed through systematic training at military schools. *Second*, attitudes reached the Fair level ($M = 3.58$), demonstrating political officers’ sense of responsibility and firm professional commitment. *Third*, skills received the lowest score and reached only the Average level ($M = 3.08$). With the highest standard

deviation ($SD = 0.65$), this component indicates inconsistency and hesitation among political officers when translating knowledge into practical professional operations. This discrepancy points to a paradox: political officers possess good understanding and strong dedication, yet they are not truly proficient in “transforming” that knowledge and mindset into specific operations of public opinion orientation. This is precisely the greatest bottleneck in the competence structure of political officers at present. The fact that skills are lower than cognition and attitudes not only reduces the effectiveness of guiding public opinion but also easily leads to a form of orientation that is doctrinaire and administrative-command based, lacking psychological subtlety and persuasiveness.

3.2. Analysis of the manifestations of public opinion orientation competence within military collectives

3.2.1. The knowledge component of public opinion orientation within military collectives

The knowledge component was assessed based on the level of political officers’ understanding of the theoretical foundations of ideological management and public opinion at units in accordance with their assigned functions and duties. To obtain a deeper understanding of the knowledge component, we analyzed it according to three groups of indicators, and the results are shown in the following Table 2.

Table 2. Current state of political officers’ knowledge groups related to public opinion orientation ($N = 333$)

No.	Knowledge groups	M	SD	Rank
1	Knowledge of leadership, management, and Party work and political work	4.05	0.48	1
2	Knowledge of military personnel and military collectives	3.84	0.53	2
3	Specialized knowledge of public opinion and public opinion orientation	3.45	0.55	3
	Overall knowledge component	3.78	0.52	

From the results in Table 2, we make the following observations regarding the current state of political officers’ knowledge of public opinion orientation within military collectives. First, the group Knowledge of leadership, management, and Party work and political work had the highest mean score ($M=4.05$). The high index for the knowledge component shows the consistency between the empirical results and the competence requirements for political officers in performing their duties. This body of knowledge does not stop at psychological theory but constitutes the concretization of regulations on ideological management. It is an important legal and professional basis for political officers to perform their role as the presiding officers for political affairs, ensuring that all public opinion orientation activities remain aligned with the goal of unit building. The group Knowledge of military personnel and military collectives reached the fair level ($M = 3.84$). This result reflects political officers’ close grasp of their units. A firm understanding of troops’ psychological characteristics, family circumstances, and social relationships is an advantage that enables political

officers to “individualize” orientation influences. However, the ability to explain the relationships among collective psychological phenomena still has certain limitations, indicating the need for further fostering in military social psychology. Most notably, the group Specialized knowledge of public opinion and public opinion orientation had the lowest mean score among the three groups ($M = 3.45$). Although it still reached the Fair level, the gap in comparison with the group of political-theoretical knowledge is considerable. Notably, the indicators related to the ability to identify the laws governing the movement of public opinion and to analyze impacts from cyberspace are currently lower than those of traditional knowledge domains. This limitation creates a barrier to decoding multidimensional ideological currents and misinformation in the digital environment. This is the direct cause of why forecasting and identifying orientation measures sometimes lack proactiveness and are not truly sharp in dealing with complex situations.

The current state of political officers’ cognition shows a certain gap between their in-depth political-theoretical foundation and their mastery of professional tools and modern communication techniques. This lack of synchronicity reflects the characteristics of the competence transformation process under the new requirements of the digital information environment at grassroots units. It also reflects the specific nature of grassroots units, where officers often rely on experience in closely monitoring personnel rather than on the ability to forecast complex shifts in public opinion. This “mismatch” not only creates “blind spots” in cognition but is also the direct cause of hesitation in transforming knowledge into practical skills for orienting public opinion within military collectives.

3.2.2. The attitude component of public opinion orientation within military collectives

Attitude is a state of psychological readiness that plays the role of regulating behavior and creating motivation for political officers in carrying out public opinion orientation operations. We identified five groups of attitudes and conducted a survey, the results of which are presented in the following Table 3.

Table 3. Current state of political officers’ attitudes toward public opinion orientation

No.	Attitude groups	M	SD	Rank
1	Steadfast attitude	4.02	0.51	1
2	Honest attitude	3.75	0.55	2
3	Dedicated and fair attitude	3.58	0.58	3
4	Approachable attitude	3.42	0.62	4
5	Enthusiastic attitude	3.13	0.65	5
	Overall attitude component	3.58	0.58	

The results in Table 3 indicate a positive trend: while political officers show clear strengths in political conviction and sense of responsibility, their professional mettle and sensitivity in handling actual public opinion situations still have certain limitations. This requires a roadmap for intensive fostering aimed at transforming the ideological foundation into practical action competence.

First, the groups Steadfast attitude and Honest attitude held the leading positions with the highest mean scores. This result shows that political officers possess a firm political stance, always trust in the orientation goals, and maintain objectivity and transparency when providing information to troops. This is an important foundation for establishing the prestige of the officer presiding over political affairs before the collective. *Second*, the groups Dedicated and fair attitude and Approachable attitude reached the fair level but began to show dispersion in scores (SD from 0.58 to 0.62). Although political officers have shown awareness in listening to and understanding the thoughts and feelings of military personnel, their approachability is sometimes still formalistic and has not truly created deep emotional connection in sensitive public opinion situations. *Third*, the group of indicators concerning proactive mindset and persistence in action had the lowest scores. This result reflects a noteworthy reality: some political officers still lack persistence in monitoring and closely following prolonged ideological developments. At the same time, their hesitancy when facing multidimensional and complex currents of public opinion indicates that their ability to master situations and their practical professional mettle still need to be further trained to meet the requirements of ideological management at units.

The current state of political officers' attitudes shows a clear priority: steadfastness in political mettle is always placed first, in order to ensure consistency with the Party's political orientation and contribute to building comprehensively strong, exemplary, and typical units. However, the results also reflect a gap between awareness of political responsibility (high level) and flexibility in professional practice (average level). This indicates that current public opinion orientation activities at units are still mainly based on administrative mechanisms and the performance of assigned functions and duties. This is a characteristic of the military management model; however, to improve effectiveness, it is necessary to further foster political officers' skills in coordinating and bringing into play the strength of the subordinate officer system (platoon leaders, squad leaders) and mass organizations, thereby creating a more natural and extensive diffusion of public opinion within the collective.

3.2.3. The skill component of public opinion orientation within military collectives

Skill is the component that directly translates knowledge and attitudes into practical results and is also the most substantive measure of political officers' competence. The survey results show that skills are the "low point" in the competence structure, reaching only the Average level ($M = 3.08$; $SD = 0.65$). The differentiation among the five groups of component skills is presented in Table 4.

The data in Table 4 show a considerable "gap" in practical skills, especially when political officers face unexpected and complex issues. First, the groups skills in grasping and analyzing information and skills in coordination and cooperation achieved the highest scores within this component. This result shows political officers'

emphasis on maintaining the principles of coordination among forces within the unit in order to create unity and broad consensus in public opinion orientation. The ability to "grasp the essence of public opinion currents" (Item 2) and to "coordinate with the commander" (Item 21) has become routine in the activities of political officers. However, the dispersion of scores ($SD = 0.62$) shows that the capacity for in-depth analysis to distinguish rumor from truth remains a challenge for young officers. Second, the groups skills in organizing orientation activities and skills in developing messages remained at a lower average level. Political officers are facing difficulties in "softening" dry political content into relatable stories or in applying modern communication forms (social media) to spread positive information. Their hesitation in selecting language and methods of communication means that orientation messages are sometimes still command-like, lacking appeal and natural diffusion within the collective. Third, the group skills in handling complex and sensitive situations had the lowest mean score ($M = 2.70$). This group of skills requires a combination of political mettle, psychological sensitivity, and the art of conduct. The low scores on indicators such as "responding quickly to unexpected events" or "refuting the false arguments of hostile forces" show that some political officers still have a passive mindset and wait for direction from superiors when confronted with public opinion "crises." The standard deviation for this indicator reached the highest level ($SD = 0.73$), reflecting a clear differentiation in practical professional competence among the survey subjects. The assessment of specific skill groups, as detailed in Table 4, indicates that while some political officers have accumulated flexible situation-handling skills, the remainder still remain at a hesitant level when facing actual developments.

Table 4. Current state of political officers' groups of skills in public opinion orientation

No.	Groups of component skills	M	SD	Rank
1	Skills in grasping and analyzing information	3.42	0.62	1
2	Skills in coordination and cooperation	3.25	0.58	2
3	Skills in organizing orientation activities	3.08	0.64	3
4	Skills in developing and conveying messages	2.95	0.68	4
5	Skills in handling complex and sensitive situations	2.70	0.73	5
	Overall skill component	3.08	0.65	

In summary, political officers' skills in public opinion orientation currently show a serious imbalance between "information-gathering skills" and "processing skills." Although political officers are able to grasp information well, they lack the tools and practical art necessary to regulate and guide public opinion, especially in the digital environment and in sensitive situations. This is the direct reason why the effectiveness of public opinion orientation remains low in some units, requiring more intensive and practice-oriented training and fostering solutions.

3.3. Differences in public opinion orientation competence according to participant variables

To clarify the differentiation in competence, we compared the results based on political officers' position and work experience. The aggregated results are presented in the following in Table 5.

Table 5. Comparison of public opinion orientation competence by position and length of tenure in position

Participant variable	Group	N	M	SD	P (Levene)	t/F	P (Sig.)
1. Position	Battalion political officers	102	3.75	0.45	0.251	$t = 3.82$	0.000
	Company political officers	231	3.36	0.62			
2. Length of tenure in position	Group 1: Under 3 years	115	3.12	0.68	0.185	$F = 5.24$	0.008
	Group 2: From 3 to 5 years	128	3.52	0.55			
	Group 3: Over 5 years	90	3.85	0.48			
Overall		333	3.48	0.58			

Regarding the difference by position, the T-test results show a statistically significant difference ($p = 0.000 < 0.01$). The group of battalion political officers ($M = 3.75$) scored higher than company political officers ($M = 3.36$). This reflects the specificity of duties: the battalion level requires leadership competence, system-wide direction, and coordination among multiple forces, compelling officers to develop a broad, comprehensive vision. Meanwhile, company political officers often focus on handling specific ideological situations directly at the sub-unit level, which leads to differences in methods of approaching and orienting public opinion.

Regarding the difference by length of tenure in position, the ANOVA and Tukey HSD test results show the clearest difference between the group with over 5 years and the group with under 3 years ($p < 0.001$). However, the difference between the group with under 3 years and the group with 3–5 years did not reach statistical significance ($p > 0.05$). This result reflects the staged nature of competence maturation: the first five years constitute a process of adaptation and accumulation of foundational experience. After this milestone, once officers have gone through cycles of tasks and encountered a variety of actual ideological situations, they attain maturity in professional mettle and sensitivity in forecasting public opinion. This does not deny the continuous development of competence, but rather emphasizes the need for sufficient quantitative accumulation to create stability in political officers' situation-handling skills.

The current state of political officers' public opinion orientation competence at grassroots units is a dynamic combination, showing profound differentiation according to both internal structure and professional characteristics. Although they possess a good theoretical foundation and responsible attitudes, the deficiency in practical skills, especially skills in handling situations in cyberspace, is the "bottleneck" that needs to be removed. The breakthrough in competence after 5 years of service and at the battalion

management level not only confirms the decisive role of practical experience but also suggests a direction for designing stratified fostering programs that focus on shortening the competence "lag" among newly graduated young officers.

3.4. Correlation among the structural components of public opinion orientation competence

Identifying the differentiation in competence according to participant variables only reflects the surface of the issue. To understand the nature and operating mechanism of public opinion orientation competence more clearly, it is necessary to conduct an in-depth analysis of its internal structure and the dialectical unity among its constituent components. Political officers' competence is not a disjointed aggregation of separate areas of knowledge or individual skills, but rather an organic system in which cognition guides action, attitudes create motivation, and skills are the means by which results are realized. To clarify the unity within the structure of political officers' competence in orienting public opinion within military collectives, we conducted an analysis of the Pearson correlation coefficient (r) among the components. The results are shown in Table 6.

Table 6. Pearson correlation coefficients among the components

		Knowledge	Attitudes	Skills	Overall competence
Knowledge	Pearson Correlation	1	0.452**	0.315**	0.621**
	Sig. (2-tailed)		0	0	0
	N	333	333	333	333
Attitudes	Pearson Correlation	0.452**	1	0.564**	0.745**
	Sig. (2-tailed)	0		0	0
	N	333	333	333	333
Skills	Pearson Correlation	0.315**	0.564**	1	0.812**
	Sig. (2-tailed)	0	0		0
	N	333	333	333	333
Overall competence	Pearson Correlation	0.621**	0.745**	0.812**	1
	Sig. (2-tailed)	0	0	0	
	N	333	333	333	333

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

The results of the Pearson correlation matrix analysis in Table 6 show that among the components of Knowledge, Attitudes, and Skills in the structure of political officers' public opinion orientation competence, there are positive, close, and highly statistically significant correlations (r ranging from 0.564 to 0.812; $p < 0.01$). This confirms the dialectical unity and organic interconnection among the psychological attributes constituting competence, in which positive change in one component will promote the development of the others. Notably, the correlation coefficient between Attitudes and Skills reached the highest level ($r = 0.564$), demonstrating the pivotal motivational role of political mindset and dedication in promoting practical professional operations. Conversely, the correlation between Knowledge and Skills, at a lower level

($r = 0.315$), clearly reflects the “lag” in the process of transforming school-based theoretical knowledge into actual action competence at grassroots units. With the strongest correlation with overall competence ($r = 0.812$), the Skills component affirms its position as the most representative factor and the decisive determinant of the substantive effectiveness of public opinion orientation activities. This differentiation in the degree of correlation is an important empirical basis for determining the orientation of officer fostering: the development of public opinion orientation competence cannot stop at the mere transmission of knowledge, but must be based on the foundation of building positive attitudes and focus on the breakthrough stage of intensive practical skill training.

4. Conclusion

The study confirms that political officers' competence in orienting public opinion within military collectives currently reaches a positive level; however, the development among its components is uneven. While cognition and attitudes are clearly formed, practical skills remain the “low point,” as reflected in hesitation when handling complex ideological situations and challenges arising from cyberspace. This competence shows clear differentiation according to seniority and job position, demonstrating the decisive role of accumulated practical experience. To improve operational effectiveness, training and fostering work must be strongly renewed in a practice-oriented direction, with emphasis on developing skills in psychological influence and the art of modern

communication. This is an objective requirement for political officers to master the ideological front and meet the requirements of building a streamlined, compact, and strong Army in the new situation.

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