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The role of incentive systems in uniformed services in the establishment of the state security system

Introduction

Security is the main human need and the need of the whole social groups. It is also the basic need of states and international systems.¹ Satisfying the need of security is crucial for the development and survival of individuals and whole societies.² The position of the security subject is reflected in the most important legal act, i.e. the Constitution of the Republic of Poland, which constitutes that the Republic of Poland provides for the security to citizens as well as external and internal security of the state.³ The security of Poland and Polish nationals is provided by uniformed services, with the key role of the armed forces, the Police and the Border Guards.⁴ The main legal competences of those services are, *inter alia*⁵, the following:

- securing the independence of the state and securing its borders,
- securing life and health of people, as well as their property from unlawful attacks,
- securing the state borders on land and at sea as well as prosecuting the perpetrators of offences.

The level of their tasks is mainly determined by motivations of 223,537⁶ soldiers and functionaries. Their stimulation in the frames of incentive systems is a very important area of seeking higher efficiency. Focusing on the incentive systems is reflected in some legislative initiatives ended, *inter alia*, in adopting by the Polish Sejm the law on military service by regular soldiers and the law on modernization programme in the Police, the Border Guards, the State Fire Department and the Government Protection

¹ Cf. L.F. Korzeniowski, *Podstawy nauk o bezpieczeństwie. Zarządzanie bezpieczeństwem*, Warszawa 2012, Difin, p. 76.

² Cf. A. Masłow, *Motywacja i osobowość*, Warszawa 2006, PWN, p. 68.

³ Cf. The Constitution of the Republic of Poland of 2 April 1997 (Journal of Laws 1997, No. 78, item 483).

⁴ A major compact on the security of Poland and audits of the incentive systems made by the state institutions were the criteria of uniformed services chosen for this article.

⁵ Cf. The Act of 21 November 1967 on the common obligation of defence of the Republic of Poland (Journal of Laws 2017 item 1430 as amended.); Cf. The Act of 6 April 1990 on the Police (Journal of Laws 2017 item 2067 as amended). Cf. The Act of 12 October 1990 on the Border Guard (Journal of Laws 2017 item 2365).

⁶ Number of regular soldiers: 110,000, Ministry of Defense, <http://m.mon.gov.pl/d/pliki/dokumenty/rozne/2018/02/budzet2018.pdf> [access: 27 VII 2018]; Policemen: 98,737, Police, <http://www.info.policja.pl/inf/organizacja/stan-zatrudnienia/120032,Stan-zatrudnienia-na-dzien-1-stycznia-2018-roku.html> [access: 27 VII 2018]; border guards 14,800, <http://strazgraniczna.pl/pl/aktualnosci/6511,SG-w-liczbach.html> [access: 27 VII 2018].

Bureau.⁷ One of the goals of the first act was to establish a more efficient incentive system for soldiers. One of the goals of the second act was to enhance the motivating system of money endowments. If we take into consideration the influence of soldiers and functionaries on security and the scale of public means spent on their wages in the amount of 1,053,515,083 PLN annually⁸, there is no doubt that all incentive systems as well as their parts and their effects are subjects to monitoring. The national audit bodies like the Supreme Audit Office (NIK) and the Ministry of Home Affairs Department of Audit, Complaints and Motions (DKSiW MSWiA)⁹ saw the key shortcomings of the incentive systems in the following areas:

- the lack of the necessary number of qualified soldiers,
- the lack of surveys on expectations and preferences of functionaries in regard to motivation,
- the inadequacy of motivating tools (non-wage benefits in particular) to the functionaries' expectations,
- the lack of efficiency assessments on the motivation tools applied,
- the insufficient oversight over the incentive systems.

The shortcomings present in the incentive systems of uniformed services are probably not the result of any conscientious actions, but they are rather results of lack of professional knowledge and tools necessary to optimize them. Because those shortcomings eventually lower the level of the state security, it is therefore so important that the right incentive systems are provided. The main goal of this work is to present professional tools and study design on how to diagnose and improve incentive systems in uniformed services following the example of the author's research.

The essence of motivation and motivating in uniformed services

The 'motivation' in army has been perceived for centuries as a decisive factor when it comes to success and victory, although it was described as 'fortitude', 'spirit',

⁷ Since February 1st, 2018 the Government Protection Bureau was replaced by the State Security Service.

⁸ The number was calculated of the number of soldiers/functionaries and the average annual gross income in a particular service. The Ministry of Defence, <http://m.mon.gov.pl/d/pliki/dokumenty/rozne/2018/02/budzet2018.pdf> [access: 27 VII 2018]; The Police Union in Dolnośląskie Region, <http://nszpzp.wroclaw.pl/index.php/2017/01/29/wyjasnienie-dotyczace-sposobu-naliczania-podwy-zek-w-2017/>, [access: 27 VII 2018]. The height of policemen and border guards emoluments refers to the year 2017.

⁹ Cf. NIK, *Informacja o wynikach kontroli Stan profesjonalizacji sił zbrojnych RP na przykładzie wybranych jednostek wojskowych*, <https://docplayer.pl/7745302-Stan-profesjonalizacji-sil-zbrojnych-rp-na-przykladzie-wybranych-jednostek-wojskowych.html> [access: 20 V 2014]; DKSİW MSWiA, *Wystąpienie pokontrolne na temat: Funkcjonowanie systemów motywacyjnych w formacjach podległych Ministrowi Spraw Wewnętrznych w Komendzie Głównej Policji*, <https://bip.mswia.gov.pl/bip/kontrolne/kontrolne-przeprowadzone-2/wystapienia-pokontroln/policja/2014> [access: 20 II 2015]; DKSİW MSWiA, *Wystąpienie pokontrolne na temat: Funkcjonowanie systemów motywacyjnych w formacjach podległych Ministrowi Spraw Wewnętrznych w Komendzie Głównej Straży Granicznej*, <https://bip.mswia.gov.pl/bip/kontrolne/kontrolne-przeprowadzone-2/wystapienia-pokontroln/straz-graniczna/2016> [access: 27 VII 2017].

‘power of the soul’. Many centuries ago Xenophon of Athens, a soldier, a commander, a writer, a student of Socrates, claimed that *‘not numbers nor strength bring victories in a war; the enemies usually cannot resist any army that enters the war with stronger soul’*.¹⁰ General Carl von Clausewitz explicated that *‘physical strength seems not worth much than wooden hilt, while moral factors are the precious metal, true weapon, precise blade.’*¹¹ Józef Piłsudski, Marshall of Poland claimed that *‘the victory is three-quarters strength and moral attitude of the army and society, and one-quarter technical preparedness.’*¹² With time the motivation began to be synonymous with the notion *morale* and the two words were used interchangeably, although they are not semantically the same. The morale in a division, in an army or in any other group of people means the readiness to fight or to face challenges, the sense of mission and the will to win.¹³ Motivation is a psychological state of an individual to get involved in something. It refers to such factors that cause, chart and maintain people’s behaviour heading in a particular direction.¹⁴ Morale refers to a mental state or attitude of a person or of a group of people before they take up any tasks, while motivation describes such impetus that causes individual action. This is the reason why there is this distinction between the morale and the motivation. The motivation has a more dynamic and direct connotation to actions taken.¹⁵ Currently motivation is directly indicated as a key factor facilitating victories in conflicts and which is, for example, in Israeli army called “the secret weapon”.¹⁶ The source of the word ‘motivation’ is a Latin verb *moveo*, i.e. apply/work, induce, influence, make, cause¹⁷, stressing the core of the motivation as command and control. A thought of Fernando Rodrigues – Goulart reflects the right role and meaning of motivation in military action:

*Despite vast advantages in military art of war during the last decades regular soldiers – those who operate tanks, helicopters and weapon systems, who attack armoured vehicles and defend their posts – are still a key element on the battlefield. Motivation has and always will play a key role in heading soldiers in many situations; it will also be a key to success in a fight.*¹⁸

Picture 1 presents the example of motivation in a train of events and its significance for professional successes.

¹⁰ T.E. Christianson, *The destruction of the 28th Infantry Division in the Huertgen Forest*, in: *Combined Arms in Battle Since 1939*, (ed.) R.J. Spiller, Kansas 1992, U.S. Army College Press, p. 181.

¹¹ R.W. Madden, *Leadership: The Warrior’s Art.*, Carlisle 2001, Stackpole Books, pp. 55–56.

¹² A. Anusz, *Pierwszy Marszałek Polski Józef Piłsudski Budowniczy i Wskrzęsiciel Państwa Polskiego*, Warszawa 1927, Wojskowy Instytut Naukowo-Wydawniczy, pp. 13–14.

¹³ <https://dobryslownik.pl/slowo/morale/114435/> [access: 10 IX 2018]

¹⁴ J.A.F. Stoner, R.E. Freeman, D.R. Gilbert, Jr., *Kierowanie*, Warszawa 2001, PWE, p. 426.

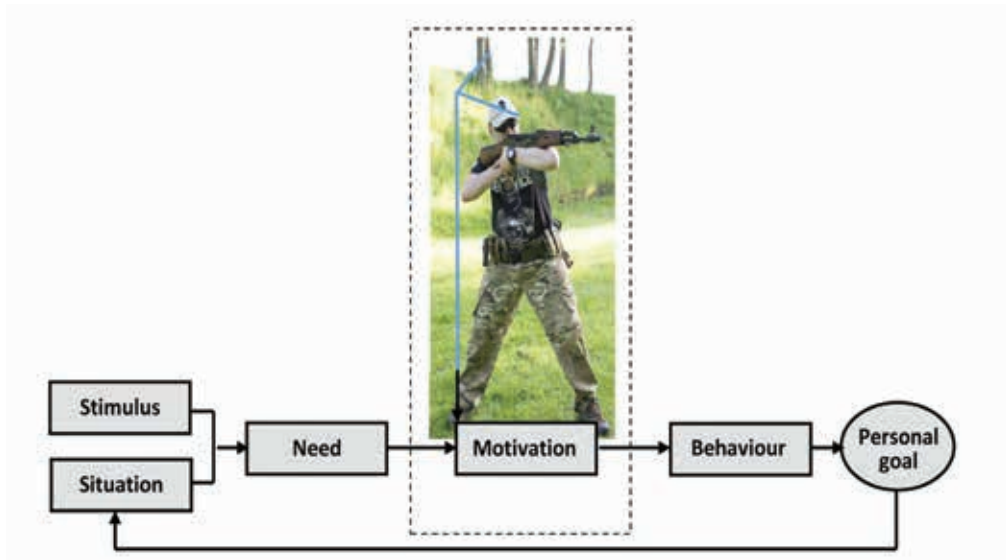
¹⁵ F. Rodrigues-Goulart, *Combat motivation*, Military review, November–December 2006, pp. 93–96.

¹⁶ Cf. R. Gal, *A Portrait of the Israeli Soldier*, Londyn 1986, Greenwood, p. 151.

¹⁷ J. Korpanty (ed.), *Mały słownik łacińsko-polski*, Warszawa 2001, PWN, p. 409.

¹⁸ F. Rodrigues-Goulart, *Combat...*, *op. cit.*, pp. 93–96.

Pic. 1. Elementary aspects of motivation.



Source: self-study based on F. Rodrigues-Goulart, *Combat motivation*, Military review, November–December 2006, pp. 93–96. The picture comes from a set owned by R. Wiśniewski.

Motivation can be enhanced by numerous different factors accompanied by different feelings and emotions. The kind of and the placement of those factors influenced the motivation division, according to which the internal motivation and the external motivation were distinguished, as well as the positive motivation and the negative motivation. The internal motivation is when a person performs his/her duties with no possible benefits or supervision¹⁹, and external motivation is caused by external benefits not coming directly from the work itself as salary, bonuses, commissions, benefit payments or other perks.²⁰ Negative motivation is based on fear that stimulates to work by creating the sense of threat, like, for example, the threat of losing salary or its part, the threat of reprimand, the threat of lowering the earnings, the threat of moving to other less payable duties or to other less prestigious work.²¹ Positive motivation is based on perspectives for an employee to fulfil his/her goals in the light of fulfilling the employer's expectations (for example bigger independence at a workplace).²² Presence of the particular kind of motivation is dependent on the style of management generating tangible results on the level of individuals, organizational units and the whole organizations.

¹⁹ E.L. Deci, R.M. Ryan, *Intrinsic motivation and self-determination in human behavior*, New York 1985, Plenum Press, p. 34.

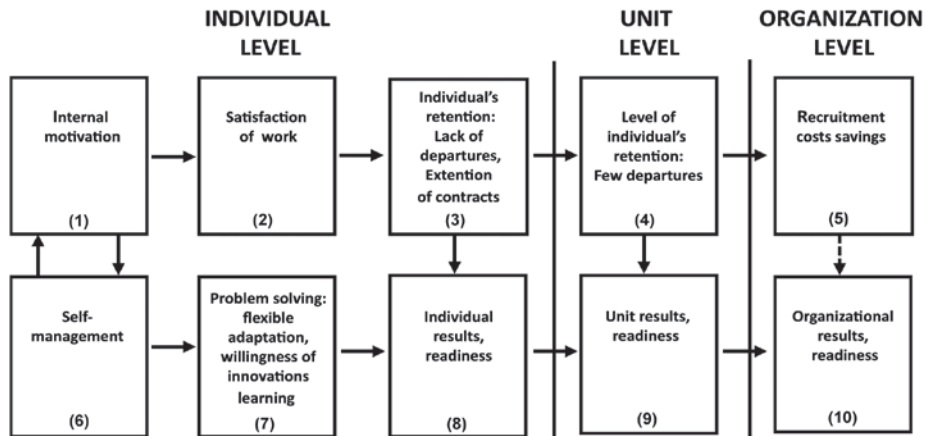
²⁰ K.W. Thomas, *Intrinsic Motivation at Work*, San Francisco 2009, Berrett-Koehler Publishers, p. 12.

²¹ J. Penc, *Motywowanie w zarządzaniu*, Kraków 2000, Wydawnictwo Profesjonalnej Szkoły Biznesu, p. 141.

²² W. Kozłowski, *Zarządzanie motywacją pracowników*, Warszawa 2010, CeDeWu, p. 15.

In each organization the most important and the most expensive asset are its employees²³, and for this reason it is so important to choose the right action to release the optimal kind of motivation. The internal motivation plays particularly positive role in achieving both individual goals of soldiers and functionaries, and goals of the whole organizations. Its possible benefits are shown on picture 2.

Pic. 2. Possible effects of the internal motivation in the army.



Source: K. Thomas, E. Jansen, *Intrinsic motivation in the military: models and strategic importance*, Technical Report, September 1996, Naval Postgraduate School, p. 19.

Referring to Picture 2, possible gains from the internal motivation (1) in uniformed services can come from personal satisfaction (2) which determines the further presence in the service (3), the result of which is high retention in the unit (4), generating savings due to lowering the costs of recruitment and training (5). Persistence of staff together with its improvement influences the possibility of permanent increasing the level of duties performed and readiness for actions on the level (8) of a unit (9) and of an organization (10). The immanent feature of the internal motivation is *self-management* (6) necessary to eager and flexible search for solutions in a changing environment accompanied by a climate of tolerance for some minor mistakes in the course of action (7).

According to the above-mentioned scheme, shortage of internal motivation in uniformed services can cause at present some worrying effects lowering the security level in the country. These can be the following:

- a) significant number of renouncements from the services and premature retirements of experienced soldiers and functionaries,
- b) staff shortages, i.e. thousands of vacant positions,
- c) millions spent for training new staff.²⁴

²³ B. Tracy, *Motywowanie*, Warszawa 2014, MT Biznes, p. 7.

²⁴ Average training costs of one employee in the Ministry of Internal Affairs to the level of effective performance of their tasks can amount over 500,000 PLN. <https://bip.nik.gov.pl/kontrola/>

The importance of motivation to the organizational goals was reflected in a process of influencing the motivation, called motivating.²⁵ Motivating as one of the management functions is important in managing the organization's human resources, next to planning, organization and supervision/control. The main goals of motivation process are the following: employment of the right staff, keeping the employees within the organization, assessment and motivating for self-development and for increasing the work results.²⁶ By the goals of the motivation process you can see its rational influence on the uniformed services by the results and the costs. That is the reason that the right motivation is a key criterium of assessing the work of leaders and commanders in uniformed services.²⁷

The main tool used for motivating is an incentive system, defined as a scheme consisting of different stimulation tools and motivators, means and conditions, the aim of which is to encourage employees to engage into their work in the most beneficial way for the organization and providing the employees personal satisfaction.²⁸ With the development of the incentive systems awareness in effective gaining organizational goals, both uniformed services and companies started to draw the best practices from each other. The follow up of such transfers is adaptation of motivation schemes. Successful implementation of such schemes requires, however, changes in people's minds and in management ideas. And this is observed, *inter alia*, in the most powerful armies in the world. The need for transformation of this military concept of management and motivation was pointed by the chief of the US General Staff, general Gordon Sullivan, who stressed the meaning of *the positive climate of command and control*, in which the superiors and the subordinates are happy with the open and sincere dialogue and all contribute to the completion of their mission. He also stressed how important is to provide the subordinates for the possibility to show the initiative by careful taking risks and learning from mistakes. He warned openly from the climate of 'no mistakes'-oriented control, in which all mistakes are punished and thus all initiatives and learning are ousted.²⁹ The above opinion can be commented accurately by Roman Polko's

wyniki-kontroli-nik/kontrola,11864.html [access: 17 VII 2017]. The training cost of 1 soldier (a F-16 fighter pilot) can amount a dozen millions of Polish zlotys. <https://technologie.onet.pl/nauka-i-technika/proces-szkolenia-pilotow-polskich-f-16/q0pnej5> [access: 29 VII 2018].

²⁵ Cf. A. Pietroń-Pyszczyk, *Motywowanie pracowników – wskazówki dla menedżerów*, Wrocław 2007, Marina, p. 10.

²⁶ M. Wawrzyniak, *Motywowanie – zrozumieć motywację*, cz. 2, https://miesiecznik-benefit.pl/index.php?id=765&L=0&tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&tx_news_pi1%5Bnews%5D=2431&cHash=93fc5e3381ff8e951443405b8d131276 [access: 10 VII 2016].

²⁷ Cf. the Regulation of the Defence Minister of 29 April 2004 on peer reviews of regular soldiers and candidates for the army in case of mobilization, martial law and during the war (Journal of Laws 2004 No. 122 item 1275 as amended); the Regulation of the Home Affairs Minister of 30 August 2010 on peer reviews of policemen (Journal of Laws 2013, No. 883); the Regulation of the Home Affairs Minister of 17 June 2002 on periodic peer reviews of the border guards (Journal of Laws 2002, No.86, item 787 as amended).

²⁸ J. Penc, *Motywowanie... op. cit.*, p. 203.

²⁹ G.R. Sullivan, *Leaders for a learning organization*, Memo from the conference

saying “at present charges and yelling are not enough in the army any more. ‘Slating’ is no longer a motor for progress.”³⁰ Effective motivating of soldiers and functionaries requires the ability to the right use of the right motivation tools. The abilities and managerial mentality should be shaped by the right courses and the motivation system must be professionally diagnosed and improved.

Inspection of the incentive systems in uniformed services

The effectiveness is a multidimensional feature describing the competences of organizations and their systems and internal processes. As it decides about the successes and failures of the organization it is obvious that it should become a standard by assessing two very important projects concerning the improvement of the incentive systems in the uniformed services, i.e. the Process of the Armed Services Professionalization and the Modernization Programme in the Police, Border Guards, the State Fire Department and the Government Protection Bureau.³¹ The main goal of the professionalization process in the army is tightly connected with the incentive systems was to provide army units with adequate number of soldiers to perform their tasks. On the other hand the main goal of the modernisation program in the Ministry of Home Affairs was and still is the implementation of motivation systems in salaries. The volume and significance of the projects determined the necessity of the progress of the works control and their effects by the NIK. In the framework of the control of professionalization process in the army, the NIK analyzed the efficiency of the incentive systems for military professionals in the aspect of providing the necessary number of soldiers in the army units. The assessment was done by comparing the planned and the actual number of soldiers in respective army units. The NIK assessed the efficiency of the incentive systems in the National Reserve Forces in the same way. The planned number of soldiers with certain competences was compared to the actual number. The controls showed inefficiency of the diagnosed incentive systems in the light of uncompleted goals.

In the Ministry of Home Affairs a detailed audit of the incentive systems (in the Police and in the Border Guard) was carried out by the Department of Audit, Complaints and Motions. Its goal was to check whether and, if yes, to what extent the incentive system responded to the needs of functionaries and employees, whether it influenced their increased efficiency, whether the solutions played the role to keep the qualified engaged individuals, to develop their capabilities, to objective assessments

of the US Army commandors, Fort Leavenwort, 25 March 1994, pp. 2–4.

³⁰ R. Polko, P. Polko, *RozGROMić konkurencję. Sprawdzone w boju strategie dowodzenia, motywowania i zwycięzania*, Gliwice 2012, Helion, p. 3.

³¹ The second Modernisation Programme in services from 2017 to 2020 shall be implemented by the Ministry of Home Affairs. The first Modernization Programme in the Police, in the Border Guards, in the State Fire Department and in the Government Protection Bureau embraced the period of 2007 and 2009.

and rewards for their job and achievements and to provide all employees equal opportunities.³² Achieving goals and the assessment of the incentive systems were verified by the rate analysis, studying documents, interviews and surveys. The completeness and transparency of the incentive systems structure was analysed by checking the motivation tools and formalization of rules and criteria of granting them. It was checked whether and, if yes, to what extent the needs and preferences studies were documented, as well as the efficiency and the way the motivation tools had been used. Additionally, in the headquarters of the services, the level of control over the incentive systems was also assessed. General results of the audit showed the lack of needs, expectations and motivation preferences studies which made matching the proper motivation tools impossible, which, resulted in lack of efficiency of the incentive systems in the end.

As the reality show improving the incentive systems is not an easy thing for it requires specific knowledge and abilities and professional tools. The audit results showed the necessity of an integrated and permanent improving of the incentive systems instead of the 'every few years' attitude. The diagnosis of the incentive systems should be made recurrently with a validated tool prepared on the basis of a validated research model build upon a verified motivation theory. Solid and recurrent, for example annual study results would allow to compare the efficiency of certain tools in the incentive systems and to modify or eliminate those tools that are less efficient, which would reflect in the more effective way of spending budgetary means.

Motivation of employees - no matter what the institution is, is a very difficult thing, one could even say the art. It is confirmed by the results of one of the biggest survey in recent years in Poland that shows the lack of knowledge as one of the main factors of unwanted number of people leaving their workplaces because of unsatisfying salaries and because of the lack of professional development possibilities.³³ In the uniformed services also 'the knowledge on motivation' is looked for. Its lack enforces in imposing such solutions that are not based on representative opinions and preferences of their recipients. The consequences of such approach are, inter alia, frustration because of the lack of development and promotion, the sense of unjust salary and unjust treatment. In this way the growing dissatisfaction makes the rate of resignations from work higher and diminishes the willingness of other to sacrifice, which lowers eventually the national security level.

The directions of improvement for the incentive systems in uniformed services

According to recommendations by Stanisława Borkowska a comprehensive study of the incentive systems, efficiency should be obtained in the context

³² Cf. The post-inspection opinion of the Ministry of Home Affairs Department of Audit, Complaints and Motions (DKSiW MSWiA) on the incentive systems in services subordinated to the Ministry of Home Affairs.

³³ Sedlak & Sedlak, *Badanie narzędzi HR 2018*, <https://wynagrodzenia.pl/uploads/files/download/Badanie-narzedzi-HR-podsumowanie-wynikow.pdf> [access: 10 IX 2018].

of the organization's values and in the personnel's point of view.³⁴ So, the measure of the effectiveness of the incentive systems in uniformed services should be the relation of tools applied to the level of achieved goals and tasks performed in respective posts, cells and organizational units. From the perspective of functionaries and soldiers the measure of the efficiency of the incentive systems should be the level of their tools adjustment to the needs, expectations and preferences that influence the level of individual satisfaction. The analysis of the incentive systems should refer to relations between the effects and costs of the whole incentive system and its tools.

The theory of expectancy by Victor Vroom³⁵ is a consistent study concept to measure efficiency and to analyse the effectiveness of the incentive systems. It was further developed by Lyman Porter and Edward Lawler.³⁶ It is recommended as a basis theory to seek desirable motivation solutions, in NATO armies and some law enforcement organizations.³⁷ A simple assumption that each behavior has its cause is at the root of the motivation theory. The goal of the researcher is to find it.³⁸ In the Theory of expectancy it was assumed that a human being chooses a particular way under some internal factors/conditions (personal needs, values, preferences, goals) and some external factors/conditions (circumstances, awards) that leads them to desired results in their own belief.

Model of the Theory of expectancy by L.W. Porter and E.E. Lawler is presented on picture 3.

³⁴ Cf. S. Borkowska, *System motywowania w przedsiębiorstwie*, Warszawa 1985, PWN, p. 16.

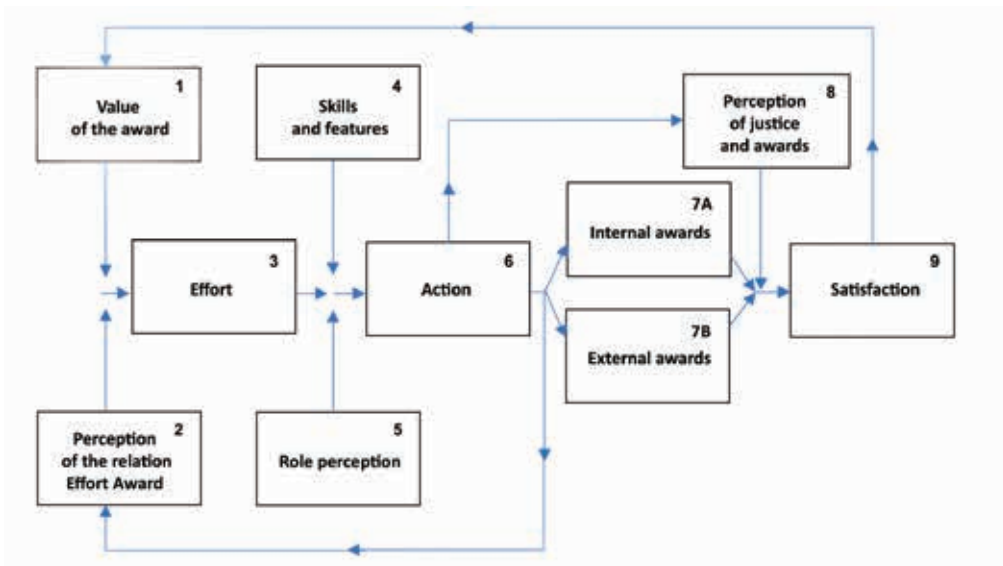
³⁵ Cf. V.H. Vroom, *Work and motivation*, Wiley, New York 1964.

³⁶ Cf. L.W. Porter, E.E. Lawler, *Managerial Attitude and Performance*, Richard D. Irwin, Homowoxi III, 1968.

³⁷ Cf. NATO Raport, *Recruiting and Retention of Military Personnel*, https://www.nato.int/issues/women_nato/Recruiting%20&%20Retention%20of%20Mil%20Personnel.pdf [access: 17 VII 2017]; M.J. Giblin, *Leadership and Management in Police Organizations*, SAGE Publications, Los Angeles 2016.

³⁸ R.E. Franken, *Psychologia motywacji*, Gdańsk 2005, Gdańskie Wydawnictwo Psychologiczne, p. 17.

Pic. 3. Model of the Theory of expectancy by L.W. Porter and E.E. Lawler.



Source: self-study based on L.W. Porter, E.E. Lawler, *Managerial attitude and performance*, Homowoxi III, 1968, Richard D. Irwin, p. 195.

Based on the above motivation model E.E. Lawler and D.A. Nadler worked out a research tool to measure the efficiency of the incentive systems, which became a worldwide canon in the field. The tool's task is to assist the leadership of a company in understanding the problems of motivation and in detecting errors made in relation to the whole working groups.³⁹ The application of the tool in uniformed services requires its adaptation and creating a corresponding interview questionnaire to deepen respondents' answers by pointing out determinants of their indications of collecting opinions on possible improvements. Such a study allows to collect data in order to establish the efficiency of the incentive systems both in the whole organization as well as in its internal organizational units by possibility of comparing them with each other.⁴⁰

Original studies of the incentive system efficiency for the the Border Guard functionaries using the tool by Edward Lawler and David Nadler and the corresponding interview questionnaire are carried out in the Training Centre of the Border Guard in Koszalin.⁴¹ The research group consists of functionaries from

³⁹ L. Kozioł, *Motywacja w pracy. Determinanty ekonomiczno-organizacyjne*, Warszawa–Kraków 2002, PWN, p. 76.

⁴⁰ The results of the research in numerous international companies show that those companies with higher level of motivation get better business results than those with lower level of motivation among their employees. Cf. A. Gostick, Ch. Elton, *Zasada marchewki. Doceniaj i motywuj*, Wydawnictwo MT Biznes, Warszawa 2009. One can assume that in uniformed services the motivation level will also differentiate the professional working effects.

⁴¹ The studies are carried out by senior staff warrant officer of the Border Guard, dr Radosław Wiśniewski.

all organizational units of the Border Guard, from different positions, sex, practice and professional corps, posts and performing different types of tasks. The study is performed in two stages.

In stage I the respondents establish preferred hierarchy of values (motivators) presented in the survey that are adequate to the importance of their needs (questionnaire A), assess the causal link between particularly well realized professional tasks and get preferred values (motivators) – questionnaire B and establish the level of self-satisfaction of gained values (motivators) in the service – questionnaire C. Questionnaires A and B are to assess the incentive systems effectiveness, questionnaire C is to assess their efficiency. High efficiency of incentive systems will be reflected in strong relation between the possibility of getting appreciated values (motivators) and a particularly good performance of professional tasks. And the high efficiency of incentive systems will be reflected in devoting optimal amount of means to motivation tools (for ex. time, money) and getting high level of satisfaction. In stage II of the study there was a group interview deepening responses from prior surveys, which helped to get the knowledge on determinants in respondents' answers and their suggestions how to improve the system. The interview is preceded by a presentation of consolidated results from the surveys. Then, the moderator showing the group the interview questionnaire asks questions referring to the survey in accordance with the rules of such research.⁴² The correct interview requires from the moderator a profound knowledge of the research model, the character of the workplace and exploratory experience.⁴³

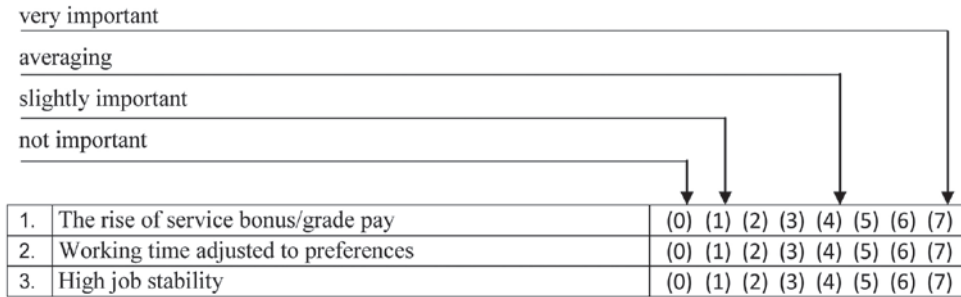
Part A

Every functionary has their own requirements for the service. The list of different values (motivators) which should be possible for them to achieve during their worktime is given below. How important in general is each of them for YOU, even if is not present currently in the workplace, organizational cell/unit? Please give your opinion and cross the right number.

⁴² Cf. J. Sztumski, *Wstęp do metod i technik badań społecznych*, Katowice 1995, „Śląsk”, pp. 163–166.

⁴³ The author interviewed the board members of different companies from the Warsaw Stock Exchange to deepen the survey within a PhD dissertation. Unpublished PhD dissertation by R. Wiśniewski, *Systemy motywacyjne zarządów Polskich spółek giełdowych*, Szczecin 2015.

Pic. 4. A passage of the research tool to establish the hierarchy of needs, expectations and motivation preferences of functionaries – part A.

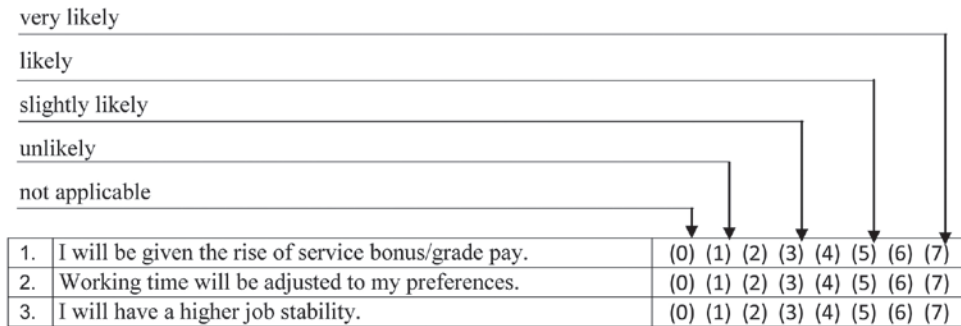


Source: self-study based on: D. A. Nadler, E. E. Lawler III, *Motivation: A Diagnostic Approach*, in: *Readings in Managerial Psychology*, H.J. Leavitt, L.R. Pondy, D.M. Boje (ed.), Chicago 1989, University of Chicago Press, pp. 3–19.

Part B

The set of situations that should take place if functionaries perform their work particularly well is presented below. What is the likelihood that each of those situations takes place if YOU perform your work particularly well? Please give your opinion and cross the right number. If some of the motivation tools is not applicable, please cross “not applicable”.

Pic. 5. A passage of the research tool to establish the likelihood of obtaining by a functionary particular values due to a good performance of their work – part B.

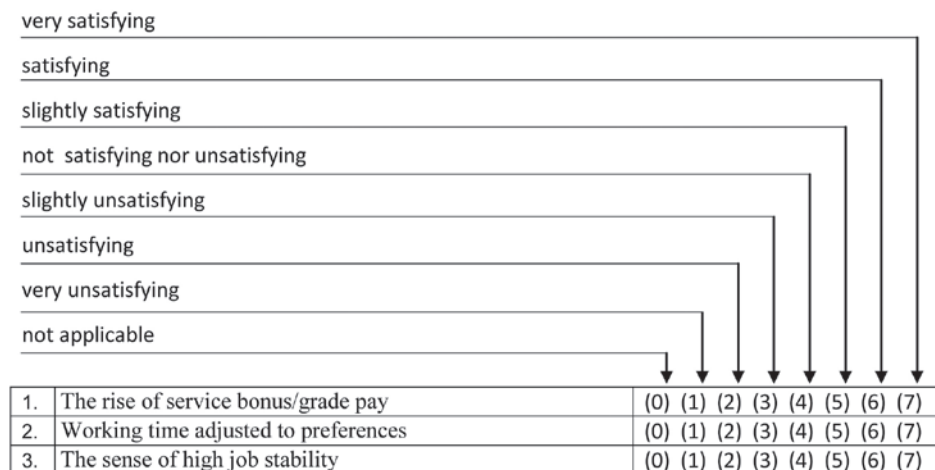


Source: self-study based on: D.A. Nadler, E.E. Lawler III, *Motivation: A Diagnostic Approach*, in: *Readings in Managerial Psychology*, H.J. Leavitt, L.R. Pondy, D.M. Boje (ed.), Chicago 1989, University of Chicago Press, pp. 3–19.

Part C

Please describe the level of YOUR staisfaction from the values (motivators) gained in the service. Please give your opinion and cross the right number. If you are not familiar with a particular tool please cross “not applicable”. Additioanlly, please describe the level of general satisfaction from the whole incentive system.

Pic. 6. A passage of the research tool to establish the level of satisfaction among functionaries from the values (motivators) gained in the service – part C.



Source: self-study based on: D.A. Nadler, E.E. Lawler III, *Motivation: A Diagnostic Approach*, in: *Readings in Managerial Psychology*, H.J. Leavitt, L.R. Pondy, D.M. Boje (ed.), Chicago 1989, University of Chicago Press, pp. 3–19.

The processing of data obtained is based on comparison of values indicated by the respondents for individual items of the questionnaire A and B and on calculation and summarization of their multiplications. This way the effectiveness of the incentive system is defined, as shown in equation 1.

The formula for the effectiveness of the incentive system is the following:

$$SSM = \frac{\Sigma (A_1 \times B + A_2 \times B_2 + A_3 \times B_3 \dots)}{n}$$

Meaning of the symbols used:

SSM - effectiveness of the incentive system,

A₁, A₂, A₃... - number of indications for individual items of the questionnaire A,

B₁, B₂, B₃... - number of indications for individual items of the questionnaire B,

n... - number of motivators from the questionnaire B applied in the service.

Source: self study.

The analysis of data from the questionnaire C allows to establish the effectiveness of the incentive system, as shown in equation 2.

The formula for the effectiveness of the incentive system

$$ESM = \frac{\Sigma (C_1 + C_2 + C_3 \dots)}{n}$$

Meaning of the symbols used:

ESM - effectiveness of the incentive system,

C_1, C_2, C_3, \dots - number of indications for individual items of the questionnaire C,

n, \dots - number of motivators from the questionnaire B applied in the service.

Source: self-study.

In case of calculating the effectiveness of the incentive system the higher value we get the better parameters the analyzed incentive system has.

Pic. 7. A passage of the research tool to establish determinants of the responses from the survey and to collect suggestions of improvements in the incentive system.

INTERVIEW QUESTIONNAIRE	
<i>Title of the research: Study of the incentive systems effectiveness in Border Guards</i>	
<i>Venue and date of the study:</i>	
<i>Studied group:</i>	<i>.....</i>
<i>Moderator:</i>	<i>.....</i>
<i>Determinants of responses regarding motivator 1: service bonus/grade pay</i>	
<i>Effectiveness.....</i>	<i>.....</i>
<i>.....</i>	<i>.....</i>
<i>.....</i>	<i>.....</i>
<i>Improvements.....</i>	<i>.....</i>
<i>.....</i>	<i>.....</i>
<i>.....</i>	<i>.....</i>

Source: self-study.

Such research done on a regular basis allows to get the knowledge directly from the Border Guards functionaries on desired improvements and ways of eliminating dysfunctions in the incentive systems. Reports with such research results passed to the individual organizational units can be a solid and reliable starting point for works on increasing the effectiveness of individual incentive systems. Additionally, the research results from the report will be correlated with suggested methods, techniques and tools to implement solutions according to best practices in management process. These reports can be of a great value to the results of the planned works in individual organizational units, which goal is:

- establishing the reasons why functionaries resign from the service⁴⁴,
- working out the praising criteria⁴⁵,

⁴⁴ Some organizational units started studies and analyses on the retention of functionaries although all of them have problems with job resignations. This can result from knowledge and tools shortages in the field.

⁴⁵ Lack of detailed praising criteria is an impropriety pointed out by the Spokesman for equal treatment in the report by the Ministry of Home Affairs, <https://mswia.gov.pl/pl/aktualnosci/11895>,

- preparing career paths for the functionaries⁴⁶,
- working out catalogues of non-wage motivators⁴⁷,
- upgrading training programmes for superiors on practical ways of effective motivation⁴⁸,
- working out a methodology of the incentive systems supervision in subordinated units/cells by the superior unit⁴⁹ by, for example, comparing the levels of their efficiency, identification of differences and enhancing to best practices transfers or elimination of unsatisfying solutions.

Summary

Unstable international situation determines the necessity of focussing on the key element of the security system to secure the country and its nationals, i.e. the uniformed services. The level of tasks performed in the services for the security by soldiers and functionaries depends on their motivation which is shaped by the incentive systems. Because the quality of the incentive systems influences both the security of the country and its nationals and the way significant amounts of money are spent on that incentive systems it is constantly important to keep their high efficiency level. So, the increased control over the systems is necessary in the meaning of updating the correlation of motivation tools with the level of changing tasks and adjusting those tools to the needs, expectations and preferences of soldiers and functionaries. The work on the quality of the incentive systems cannot be a one-time event nor a coincidence because only fragmentary or selective attempts to correct them will not succeed. Such actions require professional skills for a complex administration of these systems and to implement the right solutions to boost their effectiveness. Improving the incentive systems in uniformed services is a difficult and a long-term process, requiring changes in legislation and mental spheres. The knowledge from research on the incentive systems would supply officers in charge with empiric arguments for further talks in their headquarters on concrete ways of improving the systems, which would determine the increase of professional tasks performed and increase the security of the country.

Raport-MSW-o-rownym-traktowaniu-kobiet-i-mezczyzn-w-sluzbach.html [access: 13 III 2014]. The author of the report worked out praising criteria in a team working in his organizational unit.

⁴⁶ Lack of career paths is pointed out as one of the main factors of dissatisfaction among the surveyed functionaries in one of the Border Guard branches.

⁴⁷ Such catalogue has been worked out and it is currently tested in a superior organizational unit of the Border Guard. The author of this article trained a team dedicated to this task.

⁴⁸ For example, the training programme for the managerial staff, the programme of specific training to appoint for the first officer's grade in the Border Guard in the scope of improving managerial competences.

⁴⁹ There are differences between incentive systems in some organizational units when it comes to the number and the kind of motivators, and the way they are used. That causes difficulties in comparing the systems and their supervision. The presented research tool makes it possible to assess their effectiveness and to compare them despite those differences.

Abstract

The level of security of Poland and Poles depends on the effectiveness and efficiency of the uniformed services created for their protection. The quality and quantity of tasks carried out by soldiers and officers serving them depends on their motivation, shaped by incentive systems. An important role of incentive systems of uniformed services in shaping security determined actions aimed at their improvement through programs implemented in the Polish Armed Forces and formations of the Ministry of the Interior and Administration. The inspections of these systems showed the imperfections resulting from the lack of expert knowledge, tools and research in the field of motivating, at the same time recommending the removal of the identified shortcomings. The main purpose of this publication is to present professional tools and research methodology allowing to diagnose and improve incentive systems of uniformed services on the example of research conducted by the author. Achieving the above goal, apart from the aspects related to security, is extremely important, due to the proper spending of public funds invested in incentive systems of uniformed services.

Keywords: security, motivation, incentive system, effectiveness, efficiency.