STRUCTURE AND FUNCTIONS OF THE FORMALISED MOTIVATION SYSTEM IN THE POLICE

Introduction

The Police – as a uniformed and armed force that serves the public and is assigned to protect people’s safety and to maintain security and public order – need certain resources to effectively and efficiently carry out the tasks entrusted to them. Resources necessary for the implementation of tasks set for the Police can be generally divided into: human, material, financial and information ones. However, from the perspective of effectiveness and efficiency of any organization, not only the Police, the most important are human resources.

The success of any organization depends more and more on the quality of its human resources; on the knowledge, qualifications and motivation of its employees, their striving for more effective work, change and progress. Human resources are also considered a strategic resource – providing an organization with uniqueness and competitive ability. In the field of public organization management, including human resource management, motivation is mainly carried out through the system of motivation, also called incentive system.

Therefore, it should be assumed that the level of effectiveness and efficiency of police activities in the area of security and public order largely

1 Lieutenant Paweł Karabela, Ph.D. — lecturer at the Institute of Social Sciences of the Faculty of Security and Legal Studies of the Police Academy in Szczytno. He received his doctoral degree in social sciences in the discipline of security sciences at the Faculty of Security Sciences of the Andrzej Frycz Modrzewski University in Cracow. He completed postgraduate studies in management at the University of Warmia and Mazury in Olsztyn. Scientific interests: broadly understood organisation management with particular emphasis on institutions responsible for security and public order.


4 Drozdowski G, Motywowanie pracowników w organizacjach publicznych, Sulechów 2013, p. 145.
depends on 98,820⁵ police officers and about 25,000⁶ civilian employees. Consequently, encouraging police officers to increase the effectiveness of their tasks through a system of motivation is an important area in the context of achieving the mission and objectives of the force.

In order to build an effective motivation system, it is important to select appropriate motivating tools. One of the main objectives of the motivation system in the Police should be the creation of appropriate conditions for service, allowing the implementation of the mission, vision and strategic objectives of the force. A properly designed system of motivation in the Police should: meet the needs and expectations of police officers, affect the increase of their work efficiency, encourage them to stay in the service, serve to retain qualified, committed officers, motivate them to improve their qualifications and develop their competencies, foster objective evaluation and reward them for their achievements. In addition, its design should provide an encouragement to potential candidates to join the ranks of the Police.

The purpose of this article is to present the elements that make up a formalised system of motivation in the Police and to determine the role that the individual elements of this system play in the process of motivating police officers.

Of the complex issues concerning motivation systems at work, the focus has been placed on the formalised system of motivation in the Police. Thus, it has been assumed that this system consists of elements that are defined in the provisions of police law - the Act on the Police and executive regulations to this act. The elements of the system have been presented according to the division into: salary incentives, non-salary tangible incentives and non-salary intangible incentives.

The analysis has been based on the literature on human resource management and legislation in the field of police law.

**Motivation system**

In the literature on organization and management there are many definitions describing the motivation system. Such a system in a broad sense means all factors, activities and tools that translate into a specific level of motivation of particular employees or a group of people⁷. Józef Penc defines a motivation system as an intentionally created system, which is a composition of various stimulation tools and constitutes a set of incentives, means and conditions that are to encourage employees to engage in their work in a manner beneficial

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to the organization and at the same time giving satisfaction to the employees. Stanisława Borkowska, on the other hand, defines a motivation system as a set of motivation tools that is purposeful and coherent - from the perspective of achieving the goals of the organization and the employees. According to Tadeusz Oleksyn, a motivation system can be defined as a set of purposefully selected and logically interrelated motivation factors which serve the implementation of the organization’s mission, vision, strategy and objectives, and induce employees to effective actions and behaviours expected by the employer, and at the same time comply with general ethical standards.

Motivation system is closely related to the specificity of a given organization, it serves specific purposes and concerns most of the processes occurring in the organization. According to Michael Armstrong, the basic goals of a motivation system include:

— optimal use of employees’ potential in order to achieve the strategic objectives of the organisation,
— increasing employees’ effectiveness by linking pay levels to performance,
— identification of employees with the activities and goals of the organisation,
— increasing individual motivation of employees,
— increasing motivation of the group.

Tools for influencing employees’ motivation, used in motivation, which is one of the basic functions of management alongside planning, organising and controlling, are also carriers of information about desired behaviour and its consequences. They shape people’s consciousness, their attitude towards work and social or group interests.

According to Stanisława Borkowska, motivational measures can be divided into three basic groups, namely:

1. coercive measures,
2. incentive measures,
3. persuasive measures.

All the listed measures are structural and collective categories. The first group of measures is characterised by a high degree of imperative-ness, which results from the threat of sanction. The desired behaviour is explicitly stated by the motivator and imposed on the motivated person. In contrast, incentives offer a specific reward that can be received in exchange for a specific behaviour. Thus, they leave the person being motivated some discretion with respect to the reward and the associated behaviour. Nevertheless, the behaviour is still determined by the motivator. The third group of motivational means is persuasion in its broadest

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8 Penc J, Motywowanie w zarządzaniu, Krakow 2000, p. 203.
13 Ibidem, p. 22.
sense. It is based on changing people’s attitudes and behaviour, as well as the state of their minds. Persuasion affects the emotional or rational sphere of a person, which means that it creates a situation in which the motivator together with the person being motivated determine the behaviour that is desirable for both parties. Thus, persuasion leads to integration, or the identification of the goals of the motivator and the motivated.\footnote{Ibidem.}

According to Stanislaw Sudol, instruments of motivational influence can be divided into three groups, namely\footnote{Sudoł S, Przedsiębiorstwo. Podstawy nauki o przedsiębiorstwie. Zarządzanie przedsiębiorstwem, Warsaw 2006, p. 172.}:
1. tangible and intangible interest,
2. salary and non-salary (social, distinctions, promotion),
3. individual and group.

For the needs of this article, taking into account the views of other authors, the classification of motivating factors forming the system of motivation proposed by Tadeusz Oleksyn has been adopted. According to this classification, three groups of motivating factors have been distinguished within the motivation system\footnote{Oleksyn T, Praca i płaca w zarządzaniu, Warsaw 2001, p. 269.}:
1. salary motivating factors,
2. tangible non-salary motivational factors,
3. intangible motivational factors.

### Motivation system in the Police

Presentation of the structure (elements) of the motivation system functioning in the Police will be presented in accordance with the division above. In the author’s opinion, the aforementioned division makes it possible to clearly describe the formal system of motivation in the Police - a hierarchical, centralised formation characterised by a high degree of formalisation. Bearing the above in mind, it should be noted that the formal shape of the motivation system in the Police is determined by normative acts in the field of the Police law. The system covers all organisational units and all officers. It is a unified and formalised system.

### Salary motivating factors

Salary is an important and integral part of the motivation system and will undoubtedly continue to be the primary motivating force for a long time to come. Salary, or rather “remuneration subsystem”, plays an important role in the management process. Remuneration should\footnote{Borkowska S, Wynagradzanie [in:] Król H, Ludwiczyński A, Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego organizacji, Warsaw 2006, p. 358.}:
— encourage people to start working for the organisation,
encourage to stay in it,
— stimulate to achieve high performance,
— stimulate the improvement of qualifications and competence development.

Salary motivating factors undoubtedly include a police officer’s emolument. The system of remuneration of police officers is a complex one and consists of elements, the amount of which results directly from the provisions of law, as well as elements, the amount of which depends on an individual assessment of a police officer’s work carried out by a superior.

According to the Act on the Police, the emolument of a police officer consists of basic salary and allowances to the emolument\textsuperscript{18}. The amount of the basic salary of a police officer is derived from the grade of the official position occupied by the officer and the seniority. In addition, a police officer is entitled to a rank bonus in the amount depending on the police rank held\textsuperscript{19}. A police officer performing service or duties in a managerial or independent position is entitled to a function allowance. On the other hand, police officers in executive positions may be granted a service allowance for the proper performance of their duties. The function and service allowances are discretionary components of the emolument. Furthermore, apart from the function and service allowances, a police officer may be granted allowances justified by particular characteristics, qualifications, conditions or the place of performing the service. These allowances include:

— metropolitan allowance,
— allowance for the care of a police horse or dog,
— instructor’s allowance,
— aviation allowance/bonus,
— controller allowance,
— special allowance,
— field allowance\textsuperscript{20}.

The basic legal act defining the general rules of shaping police emoluments is the Act on the Police, whereas detailed solutions concerning emoluments are included in the ordinance of the Minister of Internal Affairs and Administration of 6 December 2001 on detailed principles of receiving and determining the basic salary of police officers, allowances to the salary and seniority on which the increase of the basic emolument depends\textsuperscript{21}. The structure and number of official positions (114 positions) and the corresponding pay grades (18 grades) mean that an officer’s pay advancement in practice is possible mainly by moving from a lower to a hierarchically higher official position. Such a solution motivates police officers to improve their qualifications and competencies and to perform more complex and difficult tasks, as well as to stay in the service longer.

The importance of emoluments in the police motivation system was pointed out by the Supreme Chamber of Control (hereinafter: SCC).

\textsuperscript{18} The Act on the Police, Article 100.
\textsuperscript{19} Ibidem, Article 104.
\textsuperscript{20} See: consolidated text, Dz.U., 2015, item 1236 as amended, Article 6(1)(1-40).
\textsuperscript{21} See: Dz.U., 2015, item 1236 as amended.
Uncompetitive salaries, according to the SCC, had, among other things, an impact on the increase in the number of police officers leaving the service. In the period from 31 December 2016 to 30 June 2018, the employment level in the Police decreased from 99,044 to 96,398 officers, i.e. by 2,646 persons (2.7%), reducing the employment level of police officers to 93.6% of the full-time status defined in the Budget Bill for 2018. Moreover, in the opinion of the SCC, it is significant that a considerable number of officers leaving the service are relatively young people. For example, in 2017, 2,260 police officers were dismissed from service in the Police at their own request, i.e. by 632 persons (39%) more than in 2016. Among the officers who left the ranks of the organisation - 817 (36%) police officers did not have pension entitlements. On the other hand, 462 (20%) officers from the total number of those leaving the police force had less than 5 years of service. In SCC’s opinion, if this trend continues, there is a risk of a significant decrease in the number of police officers employed and, as a result, a decrease in the police force’s ability to perform its statutory tasks.

At this point, it is worth mentioning that as of January 2020, the officers’ emolument increased on average by PLN 500 gross per full-time post (together with the annual bonus). Therefore, it should be assumed that the increase of the amount of the emolument will increase its motivational function and, at the same time, will contribute to the increase of the effectiveness of the entire motivational system.

**Tangible non-salary motivational factors**

Non-salary measures perform a motivational function in two ways. Firstly, they reinforce the motivational effect of salary factors and constitute a distinction for the employee. Secondly, these factors operate independently and are particularly significant for workers with highly developed social needs and the need for self-actualization. The foundation of effective motivation through non-salary motivating factors is to know the needs and expectations of employees. Therefore it is necessary to match motivational factors to the expectations of individual employees.

Tangible non-salary measures of stimulating motivation in the Police should include everything that an officer receives in the form of cash or in kind, but which is not included in the emolument. Thus, the tangible non-salary motivating factors, which are part of the Police motivation system, include the elements presented in Table 1.

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23 Ibidem.

24 Ibidem.


26 Ibidem, p. 204.
**Table 1**

<table>
<thead>
<tr>
<th><strong>Lp.</strong></th>
<th><strong>Elements of motivation system</strong></th>
<th><strong>Legal basis</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Annual award</td>
<td>Article 110(1) of the Act on the Police</td>
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<td>2.</td>
<td>Incentive award</td>
<td>Article 110a (1) of the Act on the Police</td>
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<tr>
<td>3.</td>
<td>Incentive benefit</td>
<td>The Act of August 14, 2020 on special solutions to support uniformed services supervised by the minister responsible for internal affairs, amending the Act on the Prison Service and some other acts*</td>
</tr>
<tr>
<td>4.</td>
<td>Anniversary award</td>
<td>Article 111(1) of the Act on the Police</td>
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<td>5.</td>
<td>Award for performing official tasks in substitution of police officers on sick leave</td>
<td>Article 121g (1) of the Act on the Police</td>
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<td>6.</td>
<td>Awards for service from funds transferred by the local government</td>
<td>Article 108 (1)(6) of the Act on the Police</td>
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<tr>
<td>7.</td>
<td>Travel and relocation allowances</td>
<td>Article 113(1) of the Act on the Police</td>
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<td>8.</td>
<td>Cash equivalent for renovation of residential premises</td>
<td>Article 92(1) of the Act on the Police</td>
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<tr>
<td>9.</td>
<td>Cash equivalent for lack of residential premises</td>
<td>Article 92(1) of the Act on the Police</td>
</tr>
<tr>
<td>10.</td>
<td>Financial assistance for obtaining a residential premises or a detached house</td>
<td>Article 94 (1) of the Act on the Police</td>
</tr>
<tr>
<td>11.</td>
<td>Right to the official residential premises</td>
<td>Article 88 (1) of the Act on the Police</td>
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<tr>
<td>12.</td>
<td>Right to temporary accommodation</td>
<td>Article 88 (2) of the Act on the Police</td>
</tr>
<tr>
<td>13.</td>
<td>Reimbursement of travel expenses to the place of duty</td>
<td>Article 93 (1) of the Act on the Police</td>
</tr>
<tr>
<td>14.</td>
<td>Development allowance</td>
<td>Article 109 (1) of the Act on the Police</td>
</tr>
<tr>
<td>15.</td>
<td>Funeral allowance</td>
<td>Article 108 (2)(1) of the Act on the Police</td>
</tr>
<tr>
<td>16.</td>
<td>Relief in cash or in kind</td>
<td>Article 110a (2) of the Act on the Police</td>
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<tr>
<td>17.</td>
<td>Pension system</td>
<td>The Act on Retirement Benefits for Police Officers**</td>
</tr>
<tr>
<td>18.</td>
<td>Benefits related to dismissal from service</td>
<td>Article 114 (1) of the Act on the Police</td>
</tr>
<tr>
<td>19.</td>
<td>Holiday subsidy</td>
<td>the regulation on the type and scope of social and living benefits to which police officers and members of their families are entitled***</td>
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</table>
20. The right to transport a police officer and members of his/her family once a year at the expense of the competent police authority by public transport to one of the towns and cities of his/her choice within the country and back, a flat-rate cash equivalent

Article 72 (1) of the Act on the Police

21. Board or cash equivalent instead of board during the performance of official duties

Article 72 (1) of the Act on the Police

22. System of education, professional development and in-service training

The regulation on detailed conditions of professional and in-service trainings in the Police

* Dz.U., 2020, item 1610
*** Rozporządzenie ministra spraw wewnętrznych i administracji z 4 marca 2002 r. w sprawie rodzaju i zakresu świadczeń socjalnych i bytowych przysługujących policjantom oraz członkom ich rodzin (Dz.U. No. 23, item 236 as amended).
**** Rozporządzenie ministra spraw wewnętrznych i administracji z 19 czerwca 2007 r. w sprawie szczegółowych warunków odbywania szkoleń zawodowych oraz doznawania zawodowego w Policji (Dz.U. No. 126, item 877 as amended).

Source: author's own elaboration

Detailed regulations concerning the elements presented in the above table have been omitted due to the limited framework of the article, however, one of the elements – constituting a novelty in the motivation system – will be briefly characterised below.

At this point it is worth mentioning that a new, unprecedented and at the same time very interesting solution, which extends the set of tangible non-salary motivating factors in the Police, is the two-tier incentive benefit\(^\text{27}\), indicated in the third point of the above table. The purpose of introducing the incentive is to keep experienced officers with at least 25 years of seniority as long as possible in the service despite the possibility of retiring and receiving pension benefits. According to the act a police officer is granted an incentive benefit after reaching 25 years of service in the amount of PLN 1500 gross per month, and after 28 years and 6 months of service in the amount of PLN 2500 gross per month. Detailed solutions concerning the benefit are included in the Act of 14 August 2020 on special solutions concerning support of uniformed services supervised by the minister in charge of internal affairs, amending the Act on the Prison Service and some other acts\(^\text{28}\).

\(^{27}\) Ustawa z 14 sierpnia 2020 r. o szczegółowych rozwiązaniach dotyczących wsparcia służb mundurowych nadzorowanych przez ministra właściwego do spraw wewnętrznych, o zmianie ustawy o Służbie Więziennej oraz niektórych innych ustaw (Dz.U., 2020, item 1610).

\(^{28}\) Dz.U., 2020, item 1610.
The non-salary tangible motivational factors functioning in the Police make it possible to adjust them to the individual needs and expectations of officers. Moreover, their - in many cases - social character proves that the Police as an organization care about the matters of their officers. An important issue in granting them should be the recognition of individual preferences and needs.

**Intangible motivational factors**

Although non-salary intangible motivational factors are not always quantifiable in monetary terms, there is no doubt that they have a certain meaning and value for employees\(^{29}\). A police officer who performs their duties in an exemplary manner, shows initiative in their service and improves their professional qualifications may be granted the distinctions presented in Table 2.

<table>
<thead>
<tr>
<th>No.</th>
<th>Element of the motivation system</th>
<th>Legal basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Praise</td>
<td>Article 87 (1)(1) of the Act on the Police</td>
</tr>
<tr>
<td>2.</td>
<td>Ministerial decoration</td>
<td>Article 87 (1) (2) of the Act on the Police</td>
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<tr>
<td>3.</td>
<td>Early appointment to a higher police rank</td>
<td>Article 87 (1) (4) of the Act on the Police</td>
</tr>
<tr>
<td>4.</td>
<td>Short-term additional leave of up to 10 working days</td>
<td>Article 87 (1) (2) of the Act on the Police</td>
</tr>
<tr>
<td>5.</td>
<td>Additional paid leave</td>
<td>Regulation on police officers’ leave*</td>
</tr>
<tr>
<td>6.</td>
<td>Special paid leave</td>
<td>Regulation on police officers’ leave**</td>
</tr>
<tr>
<td>7.</td>
<td>Paid sick leave</td>
<td>Regulation on police officers’ leave***</td>
</tr>
<tr>
<td>8.</td>
<td>Official opinion</td>
<td>Regulation on the official evaluation of police officers****</td>
</tr>
<tr>
<td>9.</td>
<td>Disciplinary penalties</td>
<td>Article 134 of the Act on the Police</td>
</tr>
</tbody>
</table>

* Rozporządzenie ministra spraw wewnętrznych i administracji z 4 lipca 2000 r. w sprawie wzorów odznak policyjnych oraz szczegółowych zasad i trybu ich nadawania policjantom (Dz.U., 2020, item 804 as amended)

** Rozporządzenie ministra spraw wewnętrznych z 19 września 2014 r. w sprawie urlopów policjantów (Dz.U., 2014, item 1282), Article 10(1)

*** Rozporządzenie ministra spraw wewnętrznych i administracji z 4 lipca 2000 r. w sprawie wzorów odznak policyjnych oraz szczegółowych zasad i trybu ich nadawania policjantom. Rozporządzenie ministra spraw wewnętrznych z 19 września 2014 r. w sprawie urlopów policjantów, § 10 ust. 1

**** Rozporządzenie ministra spraw wewnętrznych i administracji 30 sierpnia 2010 r. w sprawie opiniowania służbowego policjantów (consolidated text, Dz.U., 2020, item 1102)

*Source:* author’s own elaboration

\(^{29}\) Kopertyńska M.W, Motywowanie pracowników..., *op. cit.*, p.199.
While presenting the formal system of motivation in the Police, it is impossible not to mention those means of motivational influence, which provide for disciplinary or criminal liability for offenses involving violation of official discipline, failure to observe the rules of professional ethics, exceeding authority or failure to perform official duties. According to the Act on the Police, a police officer is liable to disciplinary action for committing a disciplinary offence consisting in violation of official discipline or professional ethics\(^{30}\). Violation of official discipline consists in culpable exceeding of authority or failure to perform duties resulting from legal regulations or orders and instructions issued by superiors. The following disciplinary penalties are envisaged in the Police:

1. reprimand,
2. ban on leaving the designated place of residence,
3. warning of incomplete fitness for duty in the position held,
4. demotion to a lower official position,
5. demotion of rank,
6. dismissal from service\(^{31}\).

The instruments of motivational influence presented above are of a negative nature (negative reinforcement), i.e., they consist in punishing the lack of specific actions or behaviours that are inconsistent with the accepted norms.

With regard to penalties, it is worth noting that, like commandments, they in many cases encourage only the minimum of behaviour that avoids consequences. However, they often have side effects, e.g., negative feelings towards the superior, and may lead, among other things, to the concealment of punitive behaviour or falsification of reporting. The widespread and frequent use of this type of reinforcement may create pressure from employees not to enforce it, and thus to limit the reinforcement. In some situations, both negative and positive reinforcement, penalties or rewards may be a consequence of the same behaviour, e.g., a reward from a supervisor and a punishment from the group, and vice versa. Therefore, it is essential to take an individual approach to building reinforcement programs and to remember that it is a method of long-term impact on people\(^{32}\).

It is also worth mentioning that in the literature we can find views indicating that the elementary rules of using incentives indicate the necessity of using both rewards and penalties at the same time in every organization, because only by means of them it is possible to achieve the feeling of fair treatment of employees. The use of both types of incentives, on the one hand, triggers engagement and, on the other hand, prevents over-security that can lead to passivity and neglect\(^{33}\).

\(^{30}\) Article 132 (1) and (2) of the Act on the Police.
\(^{31}\) Ibidem, Article 134.
\(^{33}\) Król H (Ed.), Zarządzanie kapitałem ludzkim a konkurencyjność małych i średnich przedsiębiorstw, Warsaw, p. 60.
Research conducted in 2012 with the participation of 10,120 police officers and employees on job satisfaction of police officers and employees shows that they are most motivated to work by financial rewards for performance - 74.6% of indications. Every second respondent declares that they are encouraged to work by the good opinion of their superiors - 50.1% of indications. Next, the factors that most motivate to work are early promotion and better working conditions - indicated by 26.2% and 25.4% of respondents respectively\(^{34}\). A detailed breakdown of the factors that most motivate people to serve/work is presented in Figure 1.

![Factors that most motivate to serve/work (%)](image)

**Source:** Brzeziak A, Chmielewska A, Lesiak M (opr.), *Satysfakcja z pracy policjantów..., op. cit.*, p. 13

The authors of the above-mentioned study, within the framework of recommendations referring to motivation, indicate that the most expected form of motivation by police officers and police employees is a financial reward. According to the authors of the report, non-financial forms of recognition should also be used, such as reward leave, presentation of awards personally by commanders, early promotion. Furthermore, it is equally important to disseminate the principles of the reward system among police officers and employees\(^{35}\).

On the basis of the post-audit report concerning “Functioning of motivation systems in formations subordinate to the Minister of Internal Affairs in the Regional Police Headquarters in Wrocław” it can be assumed, that the existing system of motivation in the Police offers a wide range of opportunities to develop and implement mechanisms that can


\(^{35}\) Brzeziak A, Chmielewska A, Lesiak M (opr.), *Satysfakcja z pracy..., op. cit.*, p. 254.
serve to retain qualified, committed officers, raise and develop their potential, objective evaluation and rewards for results and achievements, as well as ensuring equal opportunities for all employees. For this purpose, a system for measuring work effectiveness is necessary - this system should be connected with the police strategy as a force, which has priorities defined by the Commander-in-Chief of the Police, the tasks of individual units and organizational units, and the expected results measured with appropriate performance indicators. Moreover, entities that will be responsible for monitoring the degree of their implementation should be identified. Research on needs, expectations and preferences of police officers with regard to job satisfaction, working conditions and organisation, motivation, professional career and material situation should be an equally important activity.

Conclusions

The main intention of the author was to present in a synthetic form the structure and functions of the formal system of motivation in the Police. To sum up - it should be assumed that the elements of the motivation system in the Police presented in this article give superiors the possibility of a wide range of influencing the motivation of officers and seem to be adjusted to the specificity of the service, which does not mean that they cannot be modified or extended by new elements, as in the case of the incentive benefit. The number of elements that make up the police motivation system is relatively large, and the individual elements of the system have different functions. The most important ones include: encouraging to join the service, binding an officer for as long as possible to the organisation, encouraging to achieve results on possibly high level, raising qualifications and developing competences, creating desired attitudes and behaviours. However, in order for the discussed system to fulfil its function, superiors – heads of units and organisational divisions - should develop concrete and comprehensible for everyone criteria and rules of assessing the work of subordinate police officers, as well as criteria and rules of rewarding and honouring them. The system should, among other things, promote a style of police work based on rewarding results and activity demonstrated on a daily basis. The lack of precise, understandable and widely known criteria and rules may bring about the opposite of the intended results – instead of motivating it will demotivate. Moreover, one should not forget that the basis for the effective motivation by means

36 Ministerstwo Spraw Wewnętrznych, wystąpienie pokontrolne na temat: Funkcjonowanie systemów motywacyjnych w formacjach podległych Ministrowi Spraw Wewnętrznych w Komendzie Wojewódzkiej Policji we Wrocławiu, (Ministry of Internal Affairs, post-audit paper on Functioning of motivational systems in police forces subordinate to the Minister of Internal Affairs in the Regional Police HQ in Wrocław) Warsaw 2014, p. 4.
of non-salary motivating factors is to know the needs and expectations of employees. It is worth quoting Peter Drucker’s thought at this point: “as it has long been known, people in organisations are influenced by the ways in which others are rewarded. And when rewards are given to those who achieve little, when flattery and craftiness are rewarded, the company becomes based on mediocrity, flattery and craftiness”37.

References

Literature

Drozdowski G, Motywowanie pracowników w organizacjach publicznych, Sulechów 2013.
Penc J, Motywowanie w zarządzaniu, Krakow 2000.

Legal acts


Rozporządzenie ministra spraw wewnętrznych i administracji z 4 lipca 2000 r. w sprawie wzorów odznak policyjnych oraz szczegółowych zasad i trybu ich nadawania policjantom (Dz.U., 2000, item 804 as amended).

Rozporządzenie ministra spraw wewnętrznych i administracji z 6 grudnia 2001 r. w sprawie szczegółowych zasad otrzymywania i wysokości uposażenia zasadniczego policjantów, dodatków do uposażenia oraz ustawiania wstępu lat, od której jest uzależniony wzrost uposażenia zasadniczego (consolidated text, Dz.U., 2015, item 1236 as amended).

Rozporządzenie ministra spraw wewnętrznych i administracji z 4 marca 2002 r. w sprawie rodzaju i zakresu świadczeń socjalnych i bytowych przysługujących policjantom oraz członkom ich rodzin (Dz.U. No. 23, item 236 as amended).

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Keywords: Police, incentive, motivating, motivating factors, motivation system

Summary: The purpose of this article is to present the elements of a formalised system of motivation in the Police, to determine the role of individual elements of this system in the process of motivating officers and to determine the degree of adjustment of the system’s structure to the specificity of the service functioning. The article is based on the literature in the field of human resources management and legal acts in the field of the police law. The study also used the results of surveys on job satisfaction among police officers and police employees from 2012, as well as the post-audit report of the Supreme Chamber of Control on the functioning of motivation system in the Police.