

DETERMINANTS SHAPING THE SENSE OF WORK SATISFACTION IN UNIFORMED SERVICES

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Purpose: The aim of the study was to determine the factors that shape the sense of work satisfaction for selected uniformed services and to learn the level of satisfaction of servicepersons in terms of working in their respective services covered in this study.

Design/methodology/approach: The research utilized the diagnostic survey method, a survey technique using a questionnaire addressed to employees of selected uniformed services based in the Silesian Voivodeship. Intentional-random selection was used, taking into consideration gender, age, service seniority, education, and corps, resulting in the inclusion of 174 employees of selected uniformed services in total. The survey included 22 statements. Assessments were made by granting points on the Likert scale, where 1 means "strongly disagree" and 5 means "strongly agree". The study was carried out over a period of five months (February-June) 2022.

Findings: The conducted research allowed to identify key areas that require corrective action. The most significant gaps between the assessment and the expectations of the members of the examined uniformed services were identified in such areas as: fair treatment, perspective of professional development, the value of performed tasks, or interpersonal relations.

Research limitations/implications: Due to the fact that the survey only included uniformed services, the biggest challenge was the access to respondents. That is why, this study is a pilot one and it is recommended to carry out extended studies in order to verify the results presented here.

Practical implications: The study allowed to obtain an initial assessment of the sense of satisfaction among the members of the uniformed services covered.

Social implications: The analysis of factors determining the sense of satisfaction with the work performed in uniformed services constitutes an important element impacting the potential improvement of the management of officers in the studied services.

Originality/value: Due to the specific character of work in the uniformed services that includes numerous threats to health and life, as well as working under stress, it is important to study the factors affecting the sense of satisfaction with the performed work in order to improve the management of human potential.

Keywords: satisfaction, satisfaction determinants, uniformed services, employee potential management.

Category of the paper: empirical research paper.

1. Introduction

Protection of the state's internal security is ensured by a large group of entities, most of which belong to the public administration system. These units are referred to as uniformed services. In the literature, the term "uniformed services" is used to describe public entities, organized on the model of the army and implementing statutory determined goals of a special kind, regarding security and order (Liwo, 2015, pp. 9-21). Therefore, the uniformed services include such formations as: the Army, Police, Government Protection Bureau, civil and military special forces, State Fire Service, Border Guard, Customs Service, Prison Service, as well as municipal guards, personal and property protection services, Forest Guard, State Hunting Guard, State Fisheries Guard, National Park Guard, Railway Security Guard, Road Transport Inspection, Marshal Guard, and Military Gendarmerie (Maciejko, Rojewski, and Sulawko-Karetko, 2011, pp. 133-238). The term "uniformed services" is often used interchangeably with the term "militarized services" and classification of a given formation into a specific service category is based on both external criteria (for example: uniform, possession of weapons, etc.) and internal criteria (concerning the tasks and functioning of a given formation) (Szustakiewicz, 2012, pp. 22-23).

The 21st century brings various threats to public security, which in turn requires uniformed services to constantly adapt to ongoing changes and improve their skills, because they have an impact on the effectiveness and efficiency of the state's actions to protect security, especially in crisis situations, such as e.g., COVID-19 pandemic. Therefore, it is important to create working conditions that allow to attract and retain the best employees, as well as to maintain a good atmosphere in the organization.

The interest in work satisfaction only began at the beginning of the 20th century, leading to a significant impact on areas related to management systems, leadership styles, development of personnel policy, and human management procedures. When reviewing the literature concerning work satisfaction, one can notice that the vast majority of scientific considerations concern state and private enterprises, while relatively little interest is shown in relation to uniformed services, what was an incentive to write this paper.

Due to the role played by the uniformed services in ensuring a sense of public security, an attempt was made to examine the factors affecting the satisfaction with the performed work in relation to the representatives of selected uniformed services: the Police, the Armed Forces, the State Fire Service, and the Border Guard. Despite the fact that these formations differ, the determinants affecting the satisfaction of the surveyed soldiers and officers are similar. The aim of the theoretical part of this article is to define the determinants shaping the employee satisfaction, while the empirical part constitutes a presentation of the results of my own research concerning the level of satisfaction with the work among servicepersons of selected uniformed services.

2. Work Satisfaction Determinants

The success of an organization constitutes the result of the work of all of its employees, regardless of the held position, which is why it is so important to create the correct atmosphere facilitating effective work and influencing the level of employee satisfaction. The term "satisfaction" is derived from Latin (*satis* – sufficient, and *facere* – to do) and means "a sense of pleasure and fulfilment with something" as well as "compensation for harm or offence done to someone". Therefore, job satisfaction can be defined in a highly simplified manner as a degree to which an organization satisfies the needs and expectations of its employees. According to M. Dobrowolska, the concept of satisfaction is perceived as a constant disposition, a tendency for an employee to treat activities and working conditions in a specific manner, or as a process of processing information coming from the environment, announcing satisfying needs or positions, which is the effect of integrating information concerning events occurring within the organization and everything that is related to the operation of an individual in a specific professional role (Dobrowolska, 2010, pp. 229-248).

The concept of "satisfaction" is closely related to both the needs and expectations of employees, which is why it can be treated as a function of balance between human resources invested in work, such as: time, education, experience, commitment, and what is received in return, e.g. remuneration, promotion, training opportunities or relations with co-workers (Robak, 2013, pp 73-83). According to S. Borkowska, satisfaction and dissatisfaction are related to "what" motivates an employee and "how" it motivates that person. Having different dimensions, they can constitute an expression of satisfying a need, the consequences of comparing the achieved effect to an actual behaviour, a factor controlling and correcting human behaviour, or the cause and causative force of a behaviour (Borkowska, 2008, pp. 317-353). K.N. Wexley and G.A. Youkl treat satisfaction as a certain set of sensations, as well as the employee's attitude towards work (Lewicka, 2010, p. 52).

The terms "satisfaction" and "contentment" are often used interchangeably in the subject literature. Most researchers treat them as synonyms, although they are sometimes differentiated by the time of their occurrence. Contentment can be temporary, while satisfaction is usually experienced after a long period of the former. According to E.A. Locke, work satisfaction is the result of perceiving one's own work as one that allows achieving important values, while these values are consistent with the needs or help in meeting basic human needs. In other words, what the employee perceives as valuable at work constitutes a result of that person's internal needs. Therefore, the more important a given expectation is, the stronger the assessment of its fulfilment affects job satisfaction (Sowińska, 2012, pp. 45-56). Whereas, L. Berry defines job satisfaction as an assessment expressed in the form of affective reactions and cognitive judgements regarding the extent to which the performed work is beneficial (or not) for a given person (Rostkowska, 2008, p. 44).

There is a rightful belief that a satisfied employee is more effective and committed, which translates into that person's positive behaviours expected by the employer, such as: fewer absences, greater loyalty, or an increase in the number of pro-social behaviours. The relation between job satisfaction and the level of performed work bases on three notions. The first one assumes that job satisfaction is associated with an increased effectiveness of task performance, which leads to increased productivity, and thus to the profit of the organization. The second notion indicates many variables mediating in the relation between satisfaction and performed work. The third one suggests that properly performed work leads to satisfaction.

Depending on the theory, the definition of work satisfaction will include slightly different categories (which an employee assesses when thinking about own work), which are a source of satisfaction. Most of them are repeated in different concepts. The most frequently mentioned ones include: economic aspects of work, working conditions, interpersonal relations, as well as tasks performed as part of duties (Czerw, Bajcar, Borkowska, 2011, p. 31).

In many theories, employee satisfaction becomes a condition for positive motivation to work or is treated as one of the components affecting motivation. Undoubtedly, satisfaction is most strongly associated with F. Herzberg's two-factor concept that divides the factors of influencing an employee into hygiene factors and motivators. The first group only reduces employee dissatisfaction, while the second one increases motivation, contributing to productivity. According to F. Herzberg's theory, in order for the motivation process to be effective, managers should initially provide their employees with proper hygiene factors (Heller, 2000, p. 11). In turn, U. Gros proposes dividing factors affecting job satisfaction into three main groups: organizational factors, social factors, and personal factors. The first group contains factors that are directly related to work, such as the type of tasks performed by an employee, remuneration, perspective for promotion, work safety, company functioning and development policies. The second group contains social factors referring to the organizational atmosphere, mutual respect at work, arrangements with superiors and colleagues, as well as relations with customers. The third group of work satisfaction determinants consists of personal factors, i.e., individual features of employees over which the organization has no influence, but which nevertheless are very significant in terms of shaping the level of satisfaction (Gros, 2003, p. 115).

According to the conducted research, the impact on the achieved level of satisfaction depends most often on the following factors: remuneration, the possibility of promotion, the perspective of professional development, the value of performed tasks, occupational safety, stress, labour standards, fair treatment of all employees in terms of remuneration, and interpersonal relations (Gruszczyńska-Malec, Rutkowska, 2005, p. 59).

For the purposes of this article, work satisfaction will be understood as the difference between expectations and work experiences of a given person (Drenth, Thierry, Wolff, 1998, p. 278).

3. Methodology of own research

The survey was conducted among the servicepersons of four selected uniformed services: Police, Armed Forces, State Fire Service, and Border Guard. The professional specificity of the selected services makes it particularly valuable to conduct empirical research with the participation of uniformed personnel, who have tied their professional development with an implementation of a specific social mission. Uniformed services are organizations with a strict hierarchy of service, in which decisions are made and communicated in the form of commands and orders, and work is also associated with a constant readiness to act. The aim of the study was to determine the factors shaping satisfaction with the work in selected uniformed services and actual the level of work satisfaction among the personnel included in the study. The survey was conducted using the diagnostic survey method, with a survey technique utilizing a questionnaire, which was addressed to employees of selected uniformed services in the Silesian Voivodeship. Intentional-random selection was used, taking into consideration gender, age, service seniority, education, and corps. The survey included 22 statements. Assessments were made by assigning points on the Likert scale, where 1 means "strongly disagree" and 5 "strongly agree". A scale with odd number of possible answers also allows the respondent to indicate a neutral position. Due to the number of researched persons, the survey was conducted over a period of five months (February-June) in 2022. The research was carried out on a sample of 212 uniformed workers from police stations, military units, Polish Fire Service units, and Border Guard units in the Silesian Voivodeship. After eliminating incorrectly completed surveys, 174 responses were subjected to statistical analysis as 100% of the research sample. Due to the number of respondents, the presented results cannot be treated as representative for the entire researched uniformed services in the Silesian Voivodeship, nevertheless they still constitute an interesting empirical material. The research has a pilot character.

4. Research results

4.1. Characteristics of the study group

The research analyzed survey results obtained from 174 servicepersons of selected uniformed services. The respondents included 52 police officers, 39 firefighters, 46 border guards, and 37 soldiers. In the surveyed group, the vast majority (151 people) were men, which constitutes 87% of all respondents. There were 23 women in the study, forming just 13% of the study group. Tertiary education was declared by 95 respondents (55%), secondary education was indicated by 67 people (38% of the respondents), while primary education was indicated

by 12 respondents, representing 7% of the group. The largest group of respondents consisted of officers in the 34-41 age range (76 respondents or 43%), followed by those over 42 years (58 respondents), and those in the 25-33 age range (40 respondents or 24%).

Taking into consideration work seniority, the largest group consisted of people who have remained in the service for 11-15 years – 59 people (34%), followed by people declaring 4-10 years of service (44 people or 25%), and those who have worked for 1-3 years (35 people or 20%). 30 respondents, which constitutes 17% of the sample, declared work seniority of more than 15 years. On the other hand, the least numerous group of respondents (6 people, which constitutes only 4% of respondents) were servicepersons just beginning their work in uniformed services. The final criterion used in the metric concerned the corps. The majority of respondents – 78 people (45%) are part of the non-commissioned officer corps (korpus podoficerski), the second group in the study, consisting of 49 people (28%), was part of the officer corps (korpus oficerski). The last group consisting of 47 people (27%) belonged to private corps (korpus szeregowych) (Figure 1).

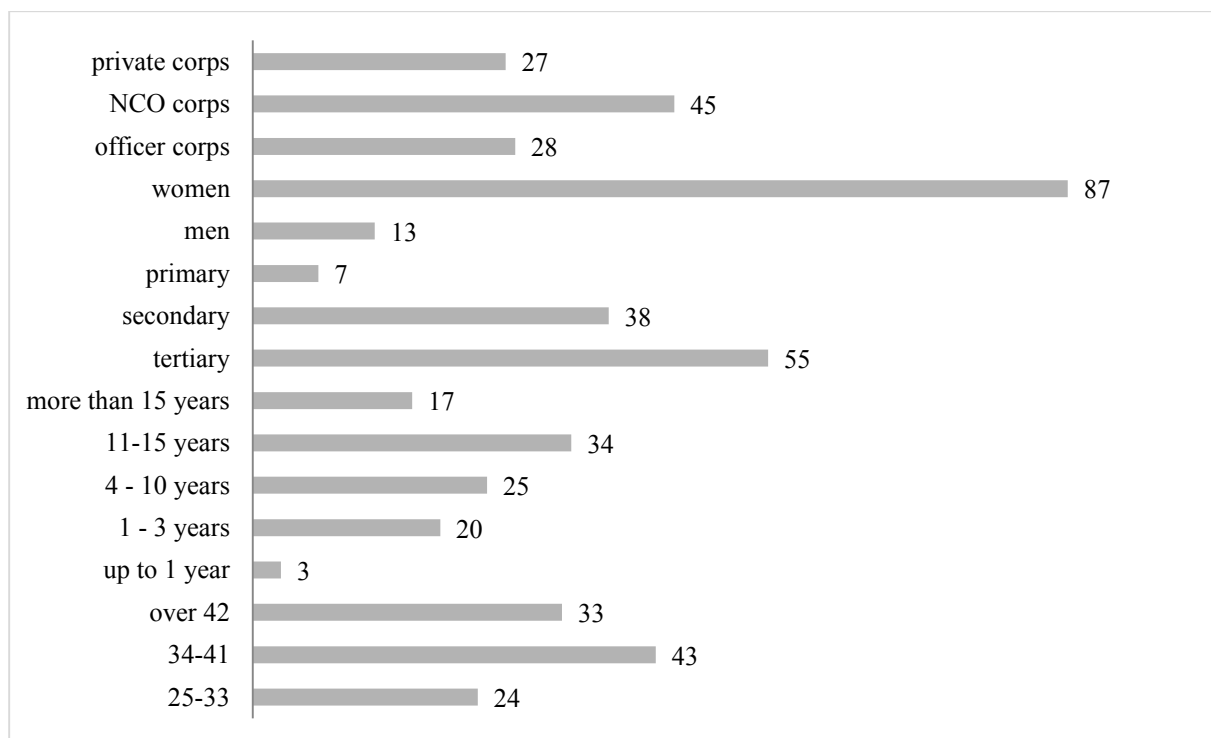


Figure 1. Structure of people participating in the work satisfaction survey due to: gender, age, education, seniority, and corps (%).

Source: own study.

Table 1. presents the characteristics of the examined group of officers with a distinction between individual examined uniformed services. Taking into account the age criterion, in the conducted survey, the highest percentage of young officers up to 33 years of age worked in the Border Guard (30%), the age group of 34-41 was best represented in both the Fire Service and the Border Guard (46%), and respondents over 42 years were most common in in the Police (42%), followed by Armed Forces (38%), State Fire Service (28%) and Border Guard (24%).

The second criterion taken into consideration in the study was seniority, which in the surveyed group looked as follows: respondents working in a given service for a period shorter than 1 year formed 7% of BG personnel, 5% of SFS personnel, and 2% of the Police and Military personnel taking part in the study. The largest percentage of respondents with work seniority between 1 and 3 years was found in the Police (36%) and SFS (31%), and the smallest one was found in the Armed Forces (3%). The work seniority in the range of 2-10 years in the studied group has been reported as follows: 31% for the Police, 33% for SFS, 21% for BG, and 14% for the Armed Forces. Work seniority in the range of 11-15 years was most often represented in terms of the Army (51%) and BG (41%), followed by SFS (26%), and the Police (21%). The longest work seniority in the surveyed group has been found in the Armed Forces (32%), followed by BG (24%), the Police (10%), and SFS (5%).

The next criterion consisted in the education of the surveyed representatives of uniformed services. In all the studied services, most servicepersons had tertiary education, amounting to 65% in BG, 57% in the Armed Forces, 50% in the Police, and 46% in SFS. Servicepersons declaring only secondary education formed 54% of respondents from FS, 37% from the Police, 35% from the Armed Forces and 30% from SFS. In the conducted study, the largest percentage of women was represented by BG (24%) followed by the Police (15%), and the Armed Forces and State Fire Service (5% each). Men constituted 95% of the respondents from the Armed Forces, and SFS, 85% from the Police and 76% from BG. The final criterion characterizing the surveyed uniformed services was the corps, which includes the officer corps, (korpus oficerski), NCO corps (korpus podoficerski), and private corps (korpus szeregowych) and their equivalents. The largest percentage of the officer corps members was represented by the Border Guard and Armed Forces (35%), followed by the State Fire Service (23%), and the Police (21%). The NCO corps was also most numerously represented by Armed Forces (51%), followed by SFS (46%), Police (43%), and BG (41%). The private corps and its equivalents were most commonly represented in the Police (36%), followed by SFS (32%), BG (24%), and the Armed Forces (14%).

Table 1.

Characteristics of the examined group of servicepersons divided by the specific uniformed services

Criteria		Police		Armed Forces		State Fire Service		Border Guard	
		n	%	n	%	n	%	n	%
		52	100	37	100	39	100	46	100
Age	25-33	14	27	2	5	10	26	14	30
	34-41	16	31	21	57	18	46	21	46
	over 42	22	42	14	38	11	28	11	24
Work seniority	up to 1 year	1	2	0	0	2	5	3	7
	1-3 years	19	36.5	1	3	12	31	3	7
	4-10 years	16	31	5	13.5	13	33	10	21
	11-15 years	11	21	19	51	10	26	19	41
	more than 15 years	5	9.5	12	32.5	2	5	11	24

Cont. table 1.

Education	tertiary	26	50	21	57	18	46	30	65
	secondary	19	37	11	30	21	54	16	35
	primary	7	13	5	13	0	0	0	0
Gender	Female	8	15	2	5	2	5	11	24
	Male	44	85	35	95	37	95	35	76
Corps	officer	11	21	13	35	9	23	16	35
	NCO	22	43	19	51	18	46	19	41
	private	19	36	5	14	12	31	11	24

Source: own study.

4.2. Work satisfaction research in selected uniformed services

The research proper was initiated by the examination of the preferences of the surveyed members of selected uniformed services, related to the factors affecting their satisfaction with the performed work. Respondents were asked to assess how important each of these factors is for them and what impact they have on their job satisfaction level. For this purpose, Herzberg's two-factor theory was adopted. The possible choices included hygiene factors such as working conditions, remuneration, interpersonal relations, safety, job security, standards, organizational policy, job position and stress, as well as motivational factors such as recognition, promotion opportunities, perspective of professional development, the value of the performed tasks, and fair treatment of employees.

The respondents considered the following factors to be important or very important, as they have a significant impact on their satisfaction level: remuneration and work safety (100%), the possibility of promotion and perspective of development (98%), work standards (97%), employment stability and stress (97% each), the value of performed tasks (96%), interpersonal relations (94%), and fair treatment (93%) (Figure 2).

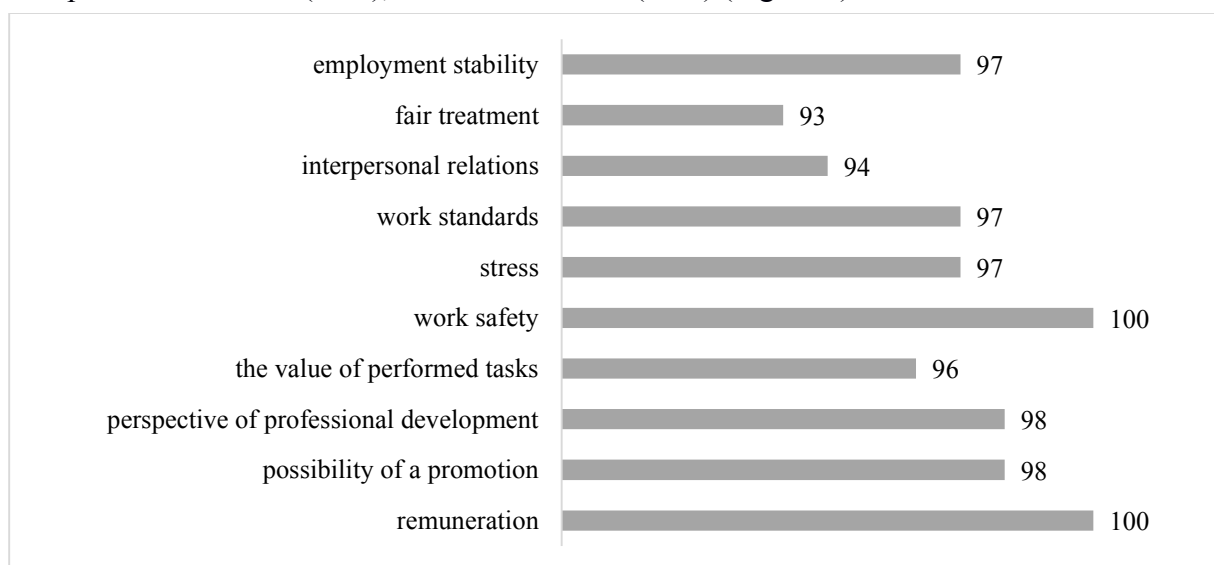


Figure 2. Work satisfaction factors recognized by members of uniformed services to be important or very important.

Source: own study.

Table 2 presents the factors of work satisfaction recognized by uniformed personnel as important or very important in individual uniformed services. Members of all four services participating in the study reported that the most important factors having an impact on their work satisfaction are remuneration and work safety (100%). Similarly important for all the studied uniformed services are labour standards, perspective of professional development, stability of employment, and possibility of promotion. The biggest discrepancies were observed in the assessment of the issues such as stress, fair treatment, interpersonal relations, and the value of the performed tasks.

Table 2.

Work satisfaction factors recognized by uniformed personnel as important and very important in the individual uniformed services

Criteria	Police	Armed Forces	State Fire Service	Border Guard
remuneration	100	100	100	100
possibility of a promotion	97	98	98	100
perspective of professional development	98	99	99	98
the value of performed tasks	96	92	99	97
work safety	100	100	100	100
stress	100	92	100	97
work standards	96	98	100	96
interpersonal relations	93	91	98	94
fair treatment	97	91	91	93
employment stability	98	97	99	96

Source: own study.

In the following part of the study, an attempt was made to determine how the factors indicated by respondents in the first part of the study as important and very important are assessed by the members of the respective uniformed services. For this purpose, a five-point Likert scale was used. In the conducted survey, the respondents had to respond to statements regarding the following issues:

1. Remuneration: My unit offers me good employment conditions.
2. Possibility of promotion: In my unit, selected candidates are prepared to take up higher positions.
3. Perspectives of professional development: In my unit, great importance is attached to employee development.
4. Values of the performed tasks: I consider my work and performed tasks as my mission.
5. Occupational safety: Applicable procedures are known to all employed persons.
6. Stress: Performed work is associated with a high degree of occupational stress.
7. Work standards: I am convinced that my unit complies with the applicable standards.
8. Interpersonal relations: I am satisfied with the relations and cooperation with colleagues. Cooperation, mutual trust, and responsibility are important at my work.
9. Sense of fairness: I am convinced that officers are treated fairly.
10. Employment stability: My job provides me with a sense of job security and a sense of security in general.

Table 3. presents the results of research concerning the experienced level of satisfaction with the performed work in the examined uniformed services.

Table 3.

Research results concerning the perceived level of satisfaction with the performed work in the examined uniformed services (%)

I definitely agree	I rather agree	I neither agree nor disagree	I rather disagree	I definitely disagree
22	30	20	8	20
18	31	24	11	16
14	28	25	14	19
17	25	28	9	21
23	28	29	9	11
30	31	19	8	12
23	29	23	11	14
19	24	28	11	18
11	20	25	18	26
27	33	12	15	13

Source: own study.

The conducted research shows that 52% of respondents are satisfied with the received remuneration, and 28% of respondents disagreed with that statement. It can be assumed that this result can be attributed to the fact that the 73% consists of members of the officer and NCO corps, and only 27% of respondents belong to the private corps. Respondents with a seniority of more than 10 years declared the greatest satisfaction with their remuneration with this percentage increasing along with work seniority. It should also be noted that members of the uniformed services usually enjoy certain privileges not available to employees in the private sector. They also receive various salary bonuses, which can amount to up to 50% of the basic remuneration resulting from their respective paygrade.

Almost half (49%) of the respondents agree with the opinion that in their units people are selected for promotion, and are subsequently properly prepared for a higher position, while 42% of respondents positively assess the activities of their employers in terms of professional development planning opportunities. Respectively 27% and 33% of military and non-military servicepersons who took part in the study disagree with these statements. When discussing issues related to both promotion and career planning in uniformed services, one should take into account their specific character and the fact that the career path in the discussed groups is highly formalised. In these groups, horizontal movements involve the transfer of staff within posts at the same management level, whereas vertical movement involves both transferring employees to lower levels of the organizational structure (demotion), as well as promotions associated with movement to higher levels. In the case of uniformed services, promotion is literal, as it means progress through the formally arranged ranks. In such services, appointment of an individual to an official position, transfer and dismissal from a position is decided by a superior, i.e., Chief of Police, Chief of the General Staff of the Polish Army, Chief of the Border Guard, or Chief of the State Fire Service and takes the form of a personnel order, which

is an administrative decision and is therefore based on the general principles of the Code of Administrative Procedure. Moreover, appointing an individual for a position depends on the education, professional qualifications (basic course, specialist course, and higher vocational training), as well as job seniority within the selected uniformed service. The set of the above-mentioned employee movements (and above all horizontal movements and promotions) creates the so-called employee career path, i.e., a specific path that the employee follows from the moment of taking the first position, through successive functions, performed roles, as well as duties and rights, to the intended position, constituting that person's career goal. There is also a third type of movement, i.e., one outside the organization, what creates the so-called problem of employees leaving the company (Suchodolski 2004, p. 152). Planning professional development is therefore closely related to the development of the members of uniformed services, with motivating, and planning human resources. It is also the result of the strong need for the officer and the service in which that person serves. On the other hand, planning an individual career path means tightening relations between the organization and an employee, extending the time perspective of the relation with the organization, commitment to shaping the competences in accordance with the model expected in the organization, as well as the time horizon of increasing competences and promotion. (Fryczyńska, Jabłońska-Wołoszyn, 2008, p. 136).

A feature distinguishing uniformed services from other social groups also consists in a high level of discipline (Liberacki, 2018, p. 106). It seems that the role played today by members of the uniformed services cannot be overestimated. In the face of dynamically emerging threats, no country is able to function smoothly without bodies that uphold the law, order, and public security. The task of the uniformed services is to protect citizens, defend national borders, combat natural disasters, and conduct rescue operations. The service, as the name implies, is not only a simple paid job, but also a kind of mission or vocation. In the conducted study, 42% of the surveyed servicepersons positively assessed the value of the performed tasks and 30% of respondents disagreed with this statement. It can therefore be assumed that the majority of servicepersons chose their professional path guided by the desire to help the persons in need. On the other hand, it should be remembered that the consequence of such an approach to work in the studied services means significant sacrifice of one's own privileges and personal way of life, which may explain the 30% of negative responses.

The threat to health and life of servicepersons performing their duties constitutes an integral part of their work. A high sense of danger and work under stress can lead to mistakes, shortcomings, crimes committed when performing official tasks, as well as tragic effects of the impact on personal life. That is why following and understanding the applicable procedures is necessary in the work of uniformed services. 51% of respondents agree with this statement, while 20% believe that the enforced procedures are not always known and followed by their colleagues.

Due to the specific character of work, members of uniformed services belong to professional groups particularly exposed to stressors. The type of performed service, the shift nature of the work, and the psychological and emotional cost they incur promote fatigue and, as a result, also burnout. During the service, and especially during interventions, military and non-military personnel of the uniformed formations are often forced to quickly adapt to a situation that can change rapidly. Often acting in extreme situations, uniformed services must be aware of the real danger associated with the need to act in an unpredictable and difficult environment. Immediate threat is considered to be one of the most serious stressors of working in uniformed services. 61% of respondents agree with the statement that the performed work is permanently associated with severe stress and only 20% of respondents disagree with this statement.

Another issue researched in terms of the uniformed services consisted in compliance with the standards determining their work. These standards are aimed not so much at organizing, disciplining, and regulating, but at cultivating traditions, building bonds and strengthening a positive image of a given service. In other words, it can be said that the standards determine the functioning of a given uniformed service and shape relations with other people who are not members of a given group. Majority of respondents (52%) positively assessed compliance with standards in their services, while 25% voiced the opposite opinion. The results reflect the transformation of Polish uniformed services as compared with their operation in the 1990s. This is related to both better equipment and education of the servicepersons included in this study.

When examining the relations of soldiers and officers with their co-workers, 43% assessed this aspect positively, while 29% granted it low ratings.

Uniformed services, characterized by hermetic, hierarchical structures of vertical subordination, have not yet developed effective mechanisms to protect against unfair treatment of their members, manifestations of discrimination, mobbing or harassment. Despite many positive changes in the uniformed services in Poland, there has been no change in the mentality of some superiors who believe that "superiors have rights, and subordinates have only duties". Among the surveyed servicepersons, only 31% believe that they are treated fairly and 44% declared experiences of unequal treatment. This issue was most commonly related to the assignment of responsibilities and workload.

Work stability is important because it translates into many areas of life, including making investment decisions or a general sense of security and satisfaction. In the conducted research, 60% of respondents believe that their sense of professional satisfaction is highly influenced by stable employment, and almost half (46%) believes that employment stability gives them a chance to advance in the hierarchy and allows them to utilize various privileges (Table 4).

Table 4.

Work satisfaction factors considered by uniformed personnel as important and very important, and the assessment of these factors in the examined uniformed services

Work satisfaction factor	Factors affecting job satisfaction		Assessment of important and very important factors in the services included in this study	
	Very important and important factor	Insignificant and rather insignificant factor	Very important and rather important factor	Insignificant and rather insignificant factor
remuneration	100	0	52	28
possibility of a promotion	98	2	49	27
perspective of a professional development	98	2	42	33
the value of performed tasks	96	4	42	30
work safety	100	0	51	20
stress	97	3	61	20
work standards	97	3	52	25
interpersonal relations	94	6	43	29
fair treatment	93	7	31	44
employment stability	97	3	60	28

Source: Own study based on the results of own research.

5. Research conclusions

The quality of tasks performed by members of uniformed services to ensure state security and public security depends, among others, on their sense of satisfaction with the performed work. This concept refers to the field of employee expectations, and therefore is highly subjective and might not reflect reality. Employees use their own life experience, observations and the value system to assess job satisfaction in a given organization (Knopp, 2021, p. 66). In the milieu of uniformed services, it was confirmed that less satisfaction with official duties translates into lower employee motivation, and vice versa – higher work satisfaction results in higher motivation to work (Pietras, 2012, p. 181).

Comparing the expectations of employees in terms job satisfaction factors with their actual occurrence, it can be seen that there are significant gaps (Table 4). The greatest gap in terms of satisfaction occurs in relation to such factors as: fair treatment, perspective of professional development, the value of performed tasks or interpersonal relations. In turn, there is a small gap in terms of issues such as job stability, stress, labour standards, and wages. The conducted research presents the discrepancies between factors that are declared and those that actually occur in the studied service, indicating a certain lack of consistency. This also indicates that positively assessed factors to a large extent compensate for those factors that are assessed

negatively, what probably results from the age of the respondents, their seniority, or the awareness of the current situation on the labour market.

Summing all the above, it can be concluded that the factors of job satisfaction considered by uniformed personnel to be informed or very important coincide with the assessments of a significant part of members of the examined uniformed services. Despite the discrepancies between expectation and actual assessment, the surveyed servicepersons are satisfied with their work. 58% of respondents stated that their work was satisfying, while 42% of respondents did not feel satisfied with their work.

6. Summary

Soldiers and officers who are satisfied with the performed work are extremely valuable for their superiors because they identify with the goals of the unit they serve in, are motivated, loyal and, most importantly, they have a positive impact on the attitudes of other co-workers. Listing the research results and their analysis confirmed that in the case of the examined uniformed services, the most important factors shaping job satisfaction include such determinants as remuneration, occupational safety, the possibility of promotion, and a perspective of professional development, followed by the value of the performed tasks, the level of stress, work standards, interpersonal relations, and fair treatment by superiors. More than half of the servicepersons experience satisfaction with the performed work and is attached to a given service. Summing the above considerations up, it can be stated that despite the existing discrepancies affecting the sense of satisfaction with the performed work, representatives of the uniformed services included in this study do not consider changing jobs and are satisfied with their work. An analysis of the factors determining the sense of satisfaction with the work performed in uniformed services constitutes an important element facilitating the improvement of the management of the members of examined services.

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