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MOTYWACJA PRACOWNICZY VEZENSKY PERSONEL PODSTAWLENNNA DO NAUKY FREDERIKA HERZBERGA

WORK MOTIVATION OF PRISON PERSONNEL BASED ON FREDERICK I. HERZBERG'S THEORY

POKLEK Robert *

ABSTRACT: A uniformed prison personnel belongs to disposable groups of a society which are responsible for homeland security. Specific character of work done for a total institution requires specific psycho-physical features. The question to be asked refers to work motivation of prison personnel. Although there are a lot of theories of work motivation, the one which has been used for research is the two-factor Herzberg's motivation theory. This paper is of empirical character and presents the findings of the study of 242 officers who underwent a psychological test of Herzberg's work motivation. The findings show a motivation framework of prison personnel. While doing statistical analyses the researcher also took into consideration variables which are gender and ranking within officer corps (non-commissioned officers, warrant officers and officers).

KEY WORDS: prison personnel, prison service, disposable group officers, work motivation, Herzberg's motivation theory

INTRODUCTION

Prison service belongs to so called disposable groups which are responsible for homeland security. Members of such groups make for a living by obeying orders, organisational ranking, discipline, wearing uniform and other restrictions in family life¹. People working for uniformed organisations are a specific social group because their freedom is partly limited, e.g. the freedom of spending their free time. They must be aware of the fact that they must be available for service purposes which influences their everyday life². The question is what is the motivation of people working in disposable groups, particularly for prison service.

There are a lot of theories of motivation. However in his thesis I used the two-factor Motivation-Hygiene Theory by Frederick I. Herzberg. It is a popular but a bit controversial theory of motivation³. The main objection to the theory is the fact that it was introduced in a completely different market system of 1950s, it regards mainly white-collar workers and business area, which cannot be directly applied to current economic conditions and other professional groups⁴. Nevertheless the theory has its supporters and it can be confirmed in practice, particularly with reference to positive psychology when the assumptions of the theory are interpreted in a proper way⁵.

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¹ Z. Zagórski, Grupy dyspozycyjno – mundurowe w toku transformacji. Struktura segmentacyjna a kondycja społeczeństwa Trzeciej Rzeczypospolitej [in:] Leczykiewicz T., Zagórski Z. (ed) Wojsko i inne grupy dyspozycyjne w perspektywie socjologicznej, „Zeszyty Naukowe. Poglądy i Doświadczenia”, Wrocław 2000, p. 25.

² E. Gnieciak, Kobiety jako zawodowi żołnierze – wybrane aspekty socjologiczne [in:] Dojwa K., Maciejewski J. (ed) Kobiety w grupach dyspozycyjnych społeczeństwa. Socjologiczna analiza udziału i roli kobiet w wojsku, policji oraz innych grupach dyspozycyjnych, Wrocław 2007, p. 140.

³ C.C. Pinder, Work motivation in organizational behavior. Simon & Schuster, New York 1998, 26; J.J. Foster, Motywacja w miejscu pracy [in:] N. Chmiel (ed) Psychologia pracy i organizacji, Gdańsk 2003, 349.

⁴ J.E. Gawel, Herzberg's theory of motivation and Maslow's hierarchy of needs. Practical Assessment, “Research & Evaluation”, 1997, 5(11).<<http://PAREonline.net/getvn.asp?v=5&n=11> 25.05.2010>

⁵ E.J. Nussel, W. Wiersma, Ph.J. Rusche. Work Satisfaction of Education Professors, “Journal of Teacher Education” 1988; 39; p. 45-50; D.A. Sachau, Resurrecting the Motivation-Hygiene Theory: Herzberg and the Positive Psychology Movement, “Human Resource Development Review” 2007; 6; p. 377-393.

The fundamental paradigm of Herzberg's theory is the thesis stating that job satisfaction or dissatisfaction (satisfaction *versus* lack of satisfaction) is caused by two different groups of factors¹. There are factors called motivators by Herzberg which must be present to assure a worker's satisfaction. These include: feedback on the results of work done, recognition of job achievements, opportunities to be promoted and make personal growth, interesting job duties, the sense of autonomy and responsibility for results. Another group of factors, called hygiene factors, include: salary, other fringe benefits (a bonus, a trip etc.), comfortable working conditions, stability of employment, position within the group of colleagues, the status of job, interpersonal relations between co-workers, good relations with senior officers or company's policy. These factors must be on adequate level so as to avoid the feeling of discomfort and dissatisfaction². Motivators are required for intrinsic motivation, which is long-lasting and stronger one. On the other hand hygiene factors are of extrinsic character. They are intensive when a person cannot satisfy their needs but their influence on effectiveness of work is of transient character³.

To motivate employees in a successful way, it is important to realise the fact that high level of hygiene factors, which helps to avoid discomfort, does not raise work motivation on its own. Although employees do not feel dissatisfied, their commitment in work does not necessarily have to be higher. On the other hand when the level of hygiene factors is low, the effectiveness of work falls down⁴. Consequently, effective management requires not only optimum level of hygiene factors but also motivators which will stimulate intrinsic work motivation⁵.

The research project aimed at determining motivation structure and exploitation of factors which motivate Prison Service officers to take up a job in special work conditions. The questions asked during the research were:

1. What is the dominating factor of prison service officers' motivation?
2. What is the motivation structure of the surveyed officers?
3. Is gender a differentiating factor as far as the structure of motivation factors is concerned?
4. Are there any differences between non-commissioned officers, warrant officers and officers as far as the structure of motivation factors is concerned?

The answers to the questions presented above help to design a list of priorities connected to work and to determine which factors are the most important and influence the level of work motivation and satisfaction in prison service corps.

MATERIAL AND METHODOLOGY

The research covered prison personnel who participated in the training organised by The Central Training Centre of the Prison Service for non-commissioned officers, warrant officers and officers. 114 non-commissioned officers constituted 47, 11% of the surveyed group, 52 warrant officers constituted 21, 49% of the surveyed group and 76 officers constituted 31, 40% of the surveyed group. The structure of the surveyed group in relation to gender is presented in chart 1. The researchers examined 242 prison service officers. The research was carried out between January 2007 and May 2009.

¹ F.I. Herzberg, B. Mausner, R. Peterson, D Capwell, Job attitudes: Review of research and opinion, Pittsburgh 1957; F.I. Herzberg, B. Mausner, B. Snyderman, The Motivation to Work, New York 1959; J.L. Crompton, Adapting Herzberg: A Conceptualization of the Effects of Hygiene and Motivator Attributes on Perceptions of Event Quality, "Journal of Travel Research" 2003; 41; 305-310.

² F.I. Herzberg, Work and nature of man, New York 1966, 57-70; F.I. Herzberg, R.M., Hamlin, A motivation-hygiene concept of mental health, "Mental Hygiene", 1961, vol. 45, 394-401

³ R. L. Oliver, Satisfaction: A Behavioral Perspective on the Consumer, New York 1997

⁴ F.I. Herzberg, E. Rafalko, Efficiency in the military: Cutting costs with orthodox job enrichment, „Personnel”, 1975, 52(5), 38-48

⁵ F.I. Herzberg, The managerial choice: To be efficient and to be human, Salt Lake City 1982, 286

Chart 1. Numerical and proportional structure of the surveyed group in relation to gender and type of school

Type of school for Prison Service Officers	Male		Female	
	N[m]	%[m]	N[k]	%[k]
for non-commissioned officers	75	42,86	39	58,21
for warrant officers	49	28,00	3	4,48
for officers	51	29,14	25	37,31
Total:	175	100	67	100

Source: (the author's own research)

An independent variable was the type of school. A dependent variable was the level of motivation factors measured by a psychological test. Researchers applied the diagnostic poll method and the technique of psychological test and Herzberg's Motivation Test as tools. The test consists of 8 scales (A-H) incorporated in 28 pairs of contradictory statements. The surveyed person is expected to choose one of the statements and mark a letter next to the preferred statement. The results obtained in each scale range from 0 to 7 and the total sum of all scales equals to 28.

Individual scales of motivation mean¹: **A** Scale – financial instruments of motivation (salary, a bonus, a pay rise); **B** Scale – non-financial instruments of motivation (a praise, recognition); **C** Scale – responsibility (the opportunity to make independent decisions); **D** Scale – interpersonal relations with senior officers; **E** Scale – promotion (aspirations, career); **F** Scale – reaching goals (proving that I am able to do the task); **G** Scale – type of work (flexibility – non-flexibility); **H** Scale – group work (relations with co-workers). The results of the test reflect work motivation structure of the surveyed person. On the basis of the results obtained one can design a rating list of values connected to work and determine which elements are the most important ones and have positive influence on the level of work motivation and satisfaction (salary, non-financial instruments, relations with senior officers, promotion, a praise and recognition, the opportunity to do ambitious tasks)².

A descriptive interpretation of results was done after average results in all scales had been rounded. While choosing the methods of statistical analysis for quantitative analysis the researchers used the algorithm of optimal statistical test designed by Jerzy Brzeziński³. They used the test of significant differences (t) and one-factor variation analysis (F). To be precise in identifying differences between each group Duncan's new multiple range test was used as a tool for *post hoc* analysis.

THE RESULTS

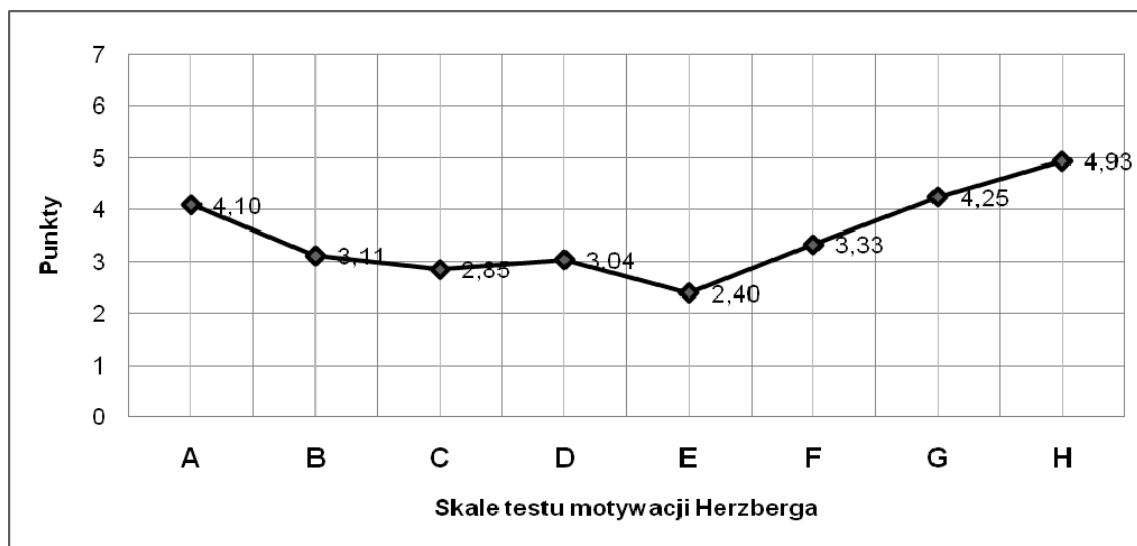
A dominant motivation factor of the surveyed group of officers is group work (H scale). They tend to enjoy group work and good interpersonal relations are of key significance for them. They are ready to give up their personal goals in favour of working in a group as well as to submit to a group.

As far as financial motivation factors are concerned (A scale) officers realise that financial incentives are required but they do not determine their activity at work. Similar opinion applies to non-financial motifs (B scale). The surveyed officers expect senior officers to praise them and show recognition to them but this does not determine their work motivation. Responsibility for one's own decisions (C scale) is a neutral area for work motivation. Interpersonal relations with senior officers (D scale) as a motivation factor are placed on average level, which means that the surveyed officers appreciate good relations with senior officers but this does not determine their activity at work.

¹ <http://new-arch.rp.pl/artukul/345428_Co_cie_motywuje_do_pracy.html> 02.05.2010.

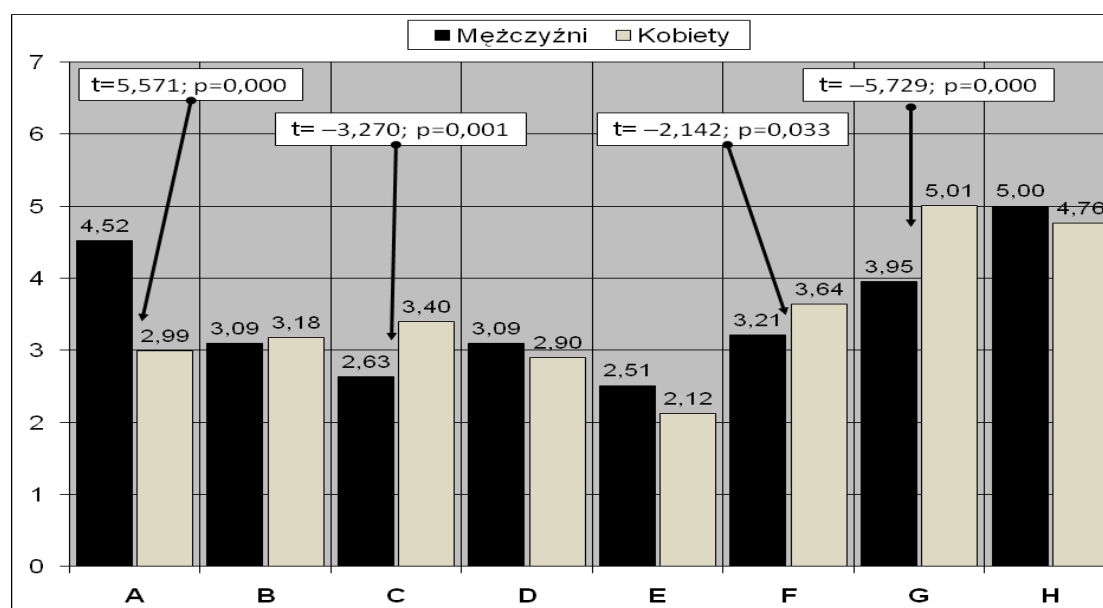
² <http://new-arch.rp.pl/artukul/345541_Wyniki_testow-Komentarz_specjalistki.html> 02.05.2010.

³ J. Brzeziński, Metodologia badań psychologicznych, Warszawa 1996, p. 267.



Graph 1. Motivation structure of prison service officers (Source: the author's own research)

An opportunity to be promoted (E scale) does not motivate surveyed officers to work. They also do not aspire to hold a formal leadership. Reaching goals (F scale), which includes completing tasks, is of average significance for surveyed officers and does not influence their work activity. The type of work (G scale) is on the level which shows flexibility of officers who are ready to change the type of work if needed. Nevertheless they realise that specialisation is very important and they need fixed duties assigned to their job.



Graph 2. Ranges of motivation structure of prison service officers in relation to gender (Source: the author's own research)

Gender is a significant statistical variation factor as far as 4 motivation factors are concerned (compare Graph 2). The dominant motivation factor for women is the type of work they do which is connected to narrow specialisation and high professionalism (G scale). Men prefer motivation to group work (H scale). In comparison with women, men attach much greater importance to financial motivation stimuli (A scale).

They are also motivated by work which requires responsibility and deep analysis before making a decision (C scale). For women far more important motivation factor is the opportunity to complete tasks and to reach ambitious goals (F scale).

Chart 2. Average results obtained in (A – H) scale of Herzberg's motivation test in particular types of schools for Prison Service and the results of one-factor variation analysis (F) and level of relevance (p).

	A	B	C	D	E	F	G	H
School for non-commissioned officers	4,965	2,754	2,851	2,842	2,526	2,772	4,175	5,114
School for warrant officers	3,442	3,404	2,731	3,212	2,288	3,885	4,327	4,712
School for officers	3,237	3,447	2,921	3,211	2,289	3,776	4,303	4,816
variation analysis (F)	23,599	6,026	0,200	2,299	0,753	18,755	0,304	0,743
Level of relevance (p)	0,0000	0,0028	0,8190	0,1026	0,4721	0,0000	0,7379	0,4770

(Source: the author's own research)

The surveyed groups selected according to the type of school are statistically different as far as 3 motivation factors are concerned (Chart 2). Deep analysis done by means of Duncan's test proved no relevant statistical differences between candidates for warrant officers and officers. Nevertheless these two groups are different than a group of non-commissioned officers. Non-commissioned officers attach much greater importance to salary, a bonus, a pay rise (A scale). The range between this group and the groups of warrant officers and officers equals to $p=0,00001$. Warrant officers and officers attach much greater importance to non-financial motivators connected to praising and recognition (B scale). The statistical range equals to $p=0,00953$ in the group of warrant officers and $p=0,00785$ in the group of officers. For non-commissioned officers completing job duties is on the higher level whereas the willingness to prove self-esteem is lower than in the group of warrant officers and officers (F scale). The range between these groups equals to $p=0,00001$.

CONCLUSIONS

On the basis of the research one can draw the following conclusions:

1. The dominant motivation factor for the surveyed officers is group work. Good interpersonal relations at work are the most important for them. It mostly applies to men than women whose motivation is boosted by professionalism and narrow specialization.
2. The surveyed officers have an average level of the majority of motivation factors. On one hand, this shows that they are universal and able to adapt to job duties. On the other hand their attitude to job is based on professionalism and sense.
3. There are significant differences between work motivation of men and women, which is a common phenomenon. Women pay less attention to financial issues. They care about reaching ambitious goals which are concordant to their job specialisation. On the other hand, men prefer responsible and well-paid job.
4. Service corps, which determines the type of a position occupied by a person, has an influence on the structure of motivation of prison personnel. Personnel occupying the lowest level in officer's hierarchy (non-commissioned officers) are more likely to be motivated by financial factors when compared to warrant officers and officers for whom non-financial stimuli and opportunity to show their best side at work are much more important.

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