

**Akadémia ozbrojených síl gen. M. R. Štefánika L. Mikuláš**  
katedra spoločenských vied a jazykov

**Personálny úrad**

oddelenie psychologických a sociologických činností  
a

**Europska asociácia pre bezpečnosť**

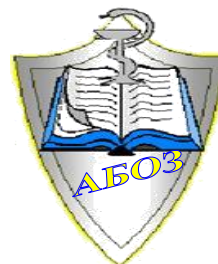
organizovala pod záštitou  
povereného rektora Akadémie ozbrojených síl gen. M. R. Štefánika  
**doc. Ing. Pavla NEČASA, PhD.**

v dňoch

**20. – 21. októbra 2011**

medzinárodný vedecko-odborný seminár po názvom

**PSYCHOLOGICKÉ A SOCIOLOGICKÉ  
ASPEKTY PODPORY A POMOCI  
PERSONÁLU V NASADENÍ**



**Liptovský Mikuláš**

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**ISBN: 978-80-8040-430-7**

# MOTYWACJA OSIĄGNIĘĆ ŻOŁNIERZY WOJSKA POLSKIEGO I FUNKCJONARIUSZY GRUP DYSPOZYCYJNO- MUNDUROWYCH

(ACHIEVEMENT MOTIVATION OF THE POLISH ARMED FORCES AND  
OFFICERS OF THE DISPOSITION-UNIFORMED GROUPS)

**POKLEK Robert \***

**ABSTRACT:** *This paper compares achievement motivation of soldiers of the Polish Armed Forces and representatives of other disposition-uniformed groups – a mental feature responsible for aspiration after perfect performance of duties, reaching goals and being promoted. The study involved 670 candidates for officers representing armed forces, border guard, fire service, police, prison service. Independent variables were: group affiliation and gender while a dependent variable was the level of achievement motivation measured by means of a standardized psychological test. I used the diagnostic poll method and test technique using a tool which was the Questionnaire of Measuring Achievement Motivation by Widerszal – Bazyl. The findings of the survey show that the highest level of achievement motivation is manifested by soldiers. The results of representatives of fire service and police officers are significantly different. Representatives of border guard got similar results to soldiers. Prison service officers are not significantly different from other groups. As far as achievement motivation is concerned, differences between women and men only occur in the group of prison service officers. Women working for prison service have the highest level of achievement motivation when compared to all other groups. The research was of a pilot character because the groups of respondents were not representative for the whole population of disposition groups.*

**KEY WORDS:** *achievement motivation, work motivation, disposition groups, uniformed service officers, soldiers of the Polish Armed Forces.*

## INTRODUCTION

Working for uniformed groups requires readiness to constant improvement of one's qualifications and striving for perfection. Traits of character such as ambition and aspirations have a great influence on professional activity, self-improvement and the feeling of self-realisation. The high level of these traits is reflected in quality of performance of one's duties and service for the benefit of society. Due to formal organisational structure of the armed forces and other disposition groups, the rank in the hierarchy and position are dependent on the affiliation to the corps of non-commissioned officers and officers which (Sidorowicz, 2009). It is likely that the job for uniformed groups is more frequently chosen by people who prefer clear rules of promotion (external marks which show the position in the uniformed formation are grader worn on epaulets). Shifting up the position depends on raising qualifications and professional improvement. Consequently, the opportunity to get promoted may waken perfectionist aspirations.

A mental feature responsible for aspiration after meeting higher and higher standards of excellence and success is achievement motivation, one of the three categories of motivation designated by D. McClelland (1961) in his motivational concept of needs which determine a person to function in an organization.

The reason for awakening achievement motivation is a desire for doing something, performing one's duties well, succeeding and being the best. People with strong need of achievement prefer jobs in which their responsibility for finding solutions to problems is clearly stated. From cognitive point of view, such people are able to calculate risk and sometimes set risky but feasible goals (Atkinson, Feather, 1966).

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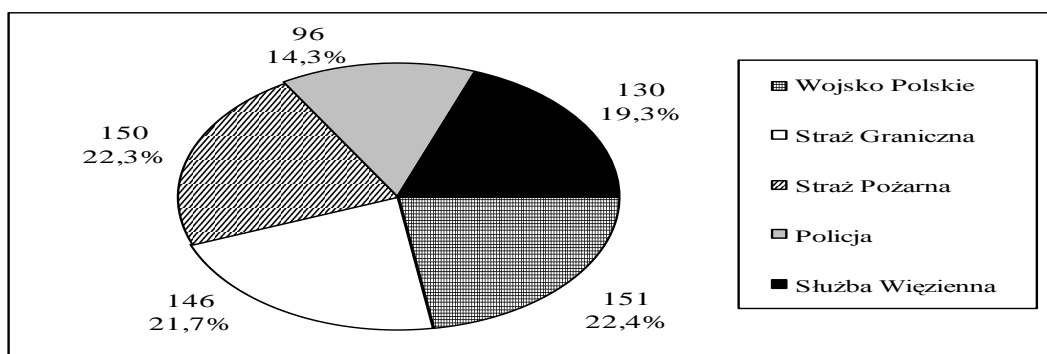
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In his model McClelland distinguishes, apart from achievement motivation, the aspiration for power and control as well as affiliation and the need for being accepted by the others. Mutual configuration and intensity of these needs are usually reflected in individual characteristics of the manner in which a person behaves as an employee, in his/her relations with colleagues or subordinates as well as his/her expectations toward superiors (McClelland, 1987).

## MATERIAL AND METHOD

The scope of the study was to answer the question if there are any differences with reference to achievement motivation between the groups of people responsible for public security. Two research questions were formed before the research: 1. *Are there any differences between soldiers and offices of other disposition groups with reference to achievement motivation?* 2. *Is gender the differentiating factor for achievement motivation of disposition groups?*

Belonging to a particular disposition group was an independent variable while an independent accessory variable was gender. A dependent variable was achievement motivation which manifested in the desire to meet higher and higher standards of perfection and aspiration to succeed (McClelland, 1975). The research was conducted among the candidates to officers of the uniformed units. Consequently, it was a pilot programme due to untypicality of the groups of respondents (non-commissioned officers and warrant officers were omitted). The research was conducted between May 2007 and May 2009. The following institutions were involved – Military Academy of Technology in Warsaw, the Centre of Border Guard in Kętrzyn and the Centre of Border Guard Training in Koszalin, the Fire Service Academy in Warsaw, Police Academy in Szczytno and in the Centre for Prison Service Training in Kalisz. The diagnostic poll method and test technique were used. A research tool was the Questionnaire of Measuring Achievement Motivation by Widerszal – Bazyl (1978). Thanks to his tool it was possible to determine the level of this mental feature, regardless of the sphere in which motivation occurs. The questionnaire consisted of 20 statements. Respondents were allowed to choose one, two or several answers given. Fixed number of points is assigned to each answer, then the points are added and the level of achievement motivation is calculated.

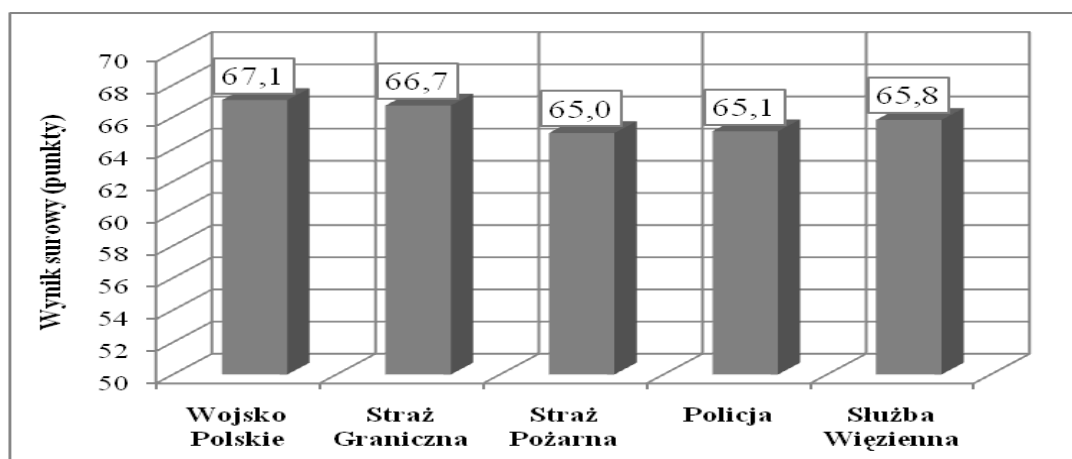


**Fig. 1.** Numerical and proportional structure of respondents.  
Source: own studies N=673

During the research respondents (members of disposition groups) were expected to fill in a psychological test for participants of officers' training. The participation in the test was voluntary and anonymous. 673 respondents took part in the survey. Detailed data is presented in Fig. 1.

## RESULTS

The results were presented according to rough results (points) obtained by the groups of respondents in Widerszal – Bazyl questionnaire. The highest level of achievement motivation is manifested by soldiers of The Polish armed forces. A bit lower level of appears at officers of the Border Guard, yet in other groups this level is comparable while the lowest level of achievement motivation is manifested by Fire Service. The diversity between particular disposition groups were counted by means of Kruskal – Wallis test and amounted to  $H=10,892$  which is statistically significant level  $p=0,028$ .



**Fig. 2.** Arithmetic means referring to achievement motivation of particular disposition groups. Source: own studies N=673

To identify precisely diversities between the groups of respondents, the author compared all groups in pairs and used U Manna – Whitney test. The results are presented in the table below:

**Table 1.** Diversities (Z) and the level of significance (p=) with reference to achievement motivation between disposition groups, measured with U Manna – Whitney test of significance of diversities

| Disposition groups being compared        | Achievement motivation |              |
|--|------------------------|--------------|
|  | Z                      | p=           |
| The Polish armed forces – Border Guard   | 0,389                  | 0,697        |
| The Polish armed forces – Fire Service   | <b>2,774</b>           | <b>0,006</b> |
| The Polish armed forces – The Police     | <b>2,325</b>           | <b>0,020</b> |
| The Polish armed forces – Prison Service | 1,459                  | 0,145        |
| Border Guard – Fire Service              | <b>2,134</b>           | <b>0,033</b> |
| Border Guard – The Police                | 1,904                  | 0,057        |
| Border Guard – Prison Service            | 1,046                  | 0,295        |
| Fire Service – The Police                | 0,009                  | 0,993        |
| Fire Service – Prison Service            | 1,080                  | 0,280        |
| The Police – Prison Service              | 0,835                  | 0,404        |

Source: own studies N=673

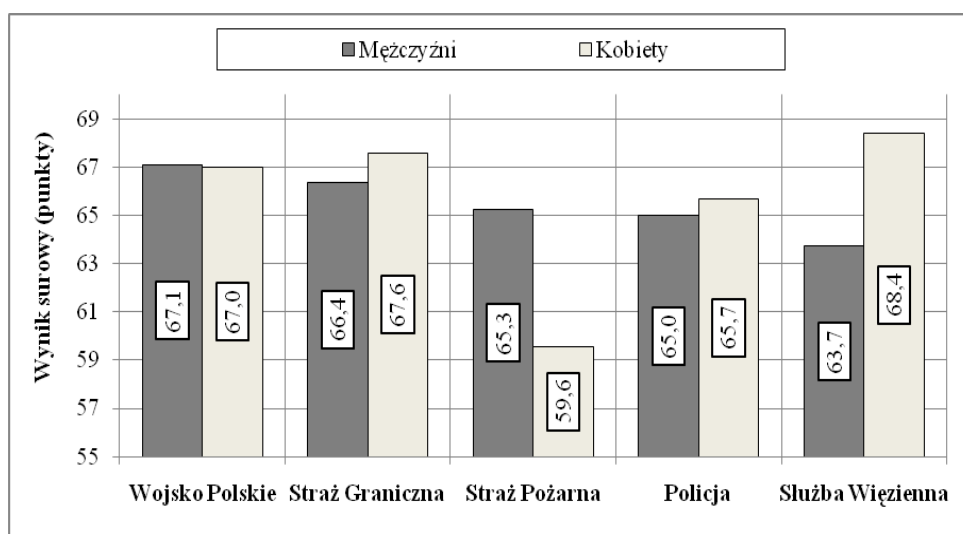
With reference to achievement motivation there is a significant diversity between soldiers of the Polish armed forces and officers of Fire Service (at the level of 0,006) or the Police (at the level of 0,02). There are also differences between officers of the Border Guard and Fire Service ( $p=0,033$ ). Moreover, the diversity between officers of the Border Guard and Police officers reaches the level of trend ( $p=0,057$ ). In case of representatives of Prison Service, their level of achievement motivation is not considerably different than representatives of the other disposition groups.

**Table 2.** Diversities (Z ) and the level of significance (p=) with reference to achievement motivation of members of particular disposition groups dependent on the gender, measured dependent on gender with U Manna – Whitney test of significance of diversities.

| Disposition group       | Male             |                  | Female           |                  | Z             | p=           |
|-------------------------|------------------|------------------|------------------|------------------|---------------|--------------|
|                         | N <sub>(m)</sub> | M <sub>(m)</sub> | N <sub>(k)</sub> | M <sub>(k)</sub> |               |              |
| The Polish armed forces | 90               | 67,11            | 61               | 67,00            | 0,392         | 0,695        |
| Border Guard            | 97               | 66,38            | 45               | 67,58            | -0,603        | 0,547        |
| Fire Service            | <b>140</b>       | <b>65,26</b>     | <b>7</b>         | <b>59,57</b>     | <b>2,369</b>  | <b>0,018</b> |
| The Police              | 68               | 65,00            | 27               | 65,70            | -0,520        | 0,603        |
| Prison Service          | <b>72</b>        | <b>63,74</b>     | <b>58</b>        | <b>68,43</b>     | <b>-3,679</b> | <b>0,000</b> |

Source: own studies N=665

The results show that there are no significant differences between men and women working for the army, the Border Guard and the Police. There is a statistically significant difference between female and officers of prison service. Women working for prison service manifest the highest level of achievement motivation from among all surveyed groups. In the table there are also results of representatives of the Fire Service, but because of a small number of female representatives the result is not reliable and therefore has not been commented on in conclusions.



**Fig. 3.** Arithmetic means referring to achievement motivation of particular disposition groups dependent on the gender.

Source: own studies N=665

## Conclusions

When compared to other disposition groups, soldiers of the Polish armed forces manifest the higher level of achievement motivation. They manifest such features as ambition and readiness to raise their own qualifications and abilities. It is likely that such result is due to the fact that in the society, the position of a soldier is widely approved and perceived as prestigious, requiring a lot of effort and aspirations. Consequently, people who choose a career in the army have such traits of character that influence their achievement motivation. Comparable level of achievement motivation is also manifested officers of the Border Guard – whose origins reach to military traditions (Border Defence Army) but which is currently a separate disposition group in the system of national security.

Considerably lower index of achievement motivation manifested by the Fire Service or the Police may result either from employment policy and procedures of promotion in these institutions or the training system which is not favourable in wakening aspirations but is rather requires officers to be conservative and keep *status quo*. Level of achievement motivation manifested by members of all disposition group is higher than the one manifested by representatives of education (the arithmetic mean of female teachers M=64,9) and civil servants (the arithmetic mean of female servants M=63,5 – published by Poklek 2008). There are no significant statistic diversities between men and women representing candidates for officers of disposition groups, except prison service. Female candidates for officers of prison service manifest a very high level of achievement motivation, which is an interesting phenomenon because the above-cited studies of the author show no diversities between women and men representing the corps of non-commissioned officers of prison service (Poklek, 2008). All things considered, it is worth emphasising that the above-presented research refers to candidates for officers – people who intend to occupy posts which are higher in official hierarchy than most posts in other corps. Therefore, further research should be done so as to compare particular disposition groups, taking into account other variables such as the rank, seniority, specialization etc.

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Polish Arm Forces have participated in missions all over the world for nearly sixty years. By this day there are about fifty thousand Polish<sup>239</sup> soldiers who participated in this missions and 3% of Arm Forces adherents do their stint abroad.

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<sup>239</sup> DZIEDZIC, J. (2010). Wpływ udziału w misjach na sytuację społeczno-zawodową żołnierzy WP – wybrane aspekty. [in:] A. Orzyłowska (ed.) *Społeczne aspekty zawodu wojskowego w wybranych badaniach empirycznych Wojskowego Biura Badań Społecznych* s. 57-68. Warszawa, Wojskowe centrum Edukacji Obywatelskiej.