

## EFFICIENCY OF FACTORS MOTIVATING PROFESSIONAL ACTIVITY: STUDY OF POLICE OFFICERS' ATTITUDE

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**Annotation.** The article examines efficiency of system of stimulation of police officers' motivation for work. Based on analysis of the results of empirical research there is examined efficiency of factors motivating activity of officers – work organization, work conditions, wage, and stimulation.

The conclusion is made in the article that the means of motivation applied in the police institution do not allow creation of united system connecting all fundamental aspects of personnel motivation, and factors related to employees expectations to feel satisfaction in profession and work performed do not motivate the activity of officers properly.

**Keywords:** motivation system; police organization; motivating factors.

### INTRODUCTION

Motivation is the mean with help of which managers can settle work relationship in an organization. When managers know what stimulates officers for work, they can adapt different motivating factors insomuch that to stimulate people working more effectively. In order to improve administration of activity of police institution it is topical to know what factors are important personally to officers in professional activity.

In *Strategic plan of police activity for 2012 -2014* there is an obligation „to create assumptions for creation of attractive, motivated and efficient police system“.<sup>1</sup> However implementation of these objectives is impeded by few ingrained problems. One of them is that after restoration of Lithuanian independence, for a long time more attention were given to detection of criminal acts than to management of human resources and development of factors motivating police activity. Also the situation was impeded by incoming economical crisis that influenced budgeting of judicial system institutions and personnel policy. At the end of 2008 police leaders acknowledged that „there is no common operative and efficient system of employees' motivation created, wage, stimulation means are not related to evaluation of employees and career planning, therefore big part of investigators of public

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<sup>1</sup> Policijos departamento prie vidaus reikalų ministerijos 2012-2014 metų strateginis veiklos planas.<http://www.policija.lt/get.php?f.9343> [žiūrėta 2013-01-12].

police, patrols are transiting to other positions or leaving police system at all<sup>2</sup>. The **objectives** determined to police institution and problems mentioned stimulate examination of motivation system of statutory services by revealing efficiency of factors motivating activity of officers. Perception of motivating factors and motivation process make presumptions for prediction and satisfaction of the main needs of working people; research of employees' motivation, suitable institutional motivating means can stimulate professionalism and efficiency of the service.

**The goal of the study:** based on empirical research to reveal efficiency of factors motivating police officers. To this end there are analyzed groups of officers' activity motivators – wage, work content and conditions, social guaranties, stimulation systems. By this article the author is striving to give information to administrations of Lithuanian statutory services how to create a system motivating officers in accordance to employees needs more properly.

In the article there was applied **method** of analysis of scientific literature, normative documents. Also it was based on the results of the questionnaire performed in May of 2012 by the author and intended for determining of importance of motivating factors to officers' work. The research was attended by police officers of Kaunas County. Population of the research was 1730 officers, 160 of them answered the questionnaire. Respondents had to evaluate the statements presented in the questionnaire, every one of which was intended to reveal a single possibly motivating aspect. Respondents had to mark the importance of the statement in scale of 10 points. In the scale, 1 means the statements mentioned are absolutely non-important, 10 means very important. Summarized results of this scale had to reveal officers' expectations related to motivation aspects expressed in the statements. Analogically, officers had to evaluate how the aspects mentioned in the statements are corresponding real situation. All the statements presented in the questionnaire were divided into thematic dimensions. The questionnaire was analyzed by contrasting the importance of the statement (officer's expectation) to practical correspondence (reality) and conditionally evaluating the difference between them as a reserve of possibilities of development of officers' activity motivating factors application. The article presents the **results** of the questionnaire related to this study only.

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<sup>2</sup> Lietuvos policijos generalinio komisaro 2008 m. gruodžio 31 d. įsakymas Nr. 5 –V -823 Dėl viešosios tvarkos palaikymo ir nusikalstamų veikų prevencijos funkcijų decentralizavimo ir nusikalstamų veikų atskleidimo ir tyrimo funkcijų persikirstymo programos patvirtinimo. [www.policija.lt/index.php?id=2796](http://www.policija.lt/index.php?id=2796) [žiūrėta 2012.05.15].

## FACTORS IMPORTANT WHILE WORKING IN INTERNAL SERVICE

Individual perception and evaluation of factors stimulating professional activity reflects the values of working people and influence their decisions and actions. Such values are important to work of institutions; therefore in order to improve administration of the office it is desirable to pay attention to them. On the other side, institutional values which are revealed through organizational structures, behavior, management and stimulation systems are influencing the values of individuals working in these institutions as well.<sup>3</sup> Inconsistency of organizational and employees' values stimulates formation of vague values and environment of ambiguity, makes the presumptions for administrative corruption, nepotism, breach of the rules incompetency.<sup>4</sup>

To determine the relation between personal and organizational values, the intention was in the research to find out what factors officers are relating to the expectations to feel satisfaction in profession and work performed and, contrary, what factors are demotivating employees.

The research results (see Table 1) show that the most important to officers are wage, work content and social guarantees, and the least important is a factor of *public status*.

**Table. 1.** Distribution of averages of respondents' answers to the question „Let evaluate how important to you personally the following factors are while working in internal service“ in points and distribution of answers to the question „Which three factors affect your activity negatively?“ (percentage)

Motivating factors	Importance (points)	Demotivating factors	Importance (percent)
Wage	9, 1	Inadequate wage	68,2,
Interesting work (work content)	8, 82	Bad work conditions	42, 6
Social guarantees	8, 80	No response on work performed	32, 7
Work conditions	8, 7	Constant tension at work	28, 4
Good relationship with leaders and colleagues	7, 8	Vague, inexact orders of leaders	18, 5
System of employees' stimulation	7, 7	Negative public opinion	16, 0,
Desire for development	7, 4	Unqualified management	14, 8
Security of work place	7, 25	Features of leader's character	12, 6
Career possibilities	7, 2	Frequently changing legislation	5, 4
Public status	6, 1	Relationship with colleagues	4, 3

For some time past there are about 28, 9 percent women working in Lithuanian police (in 1995 there were only 3,4 percent), therefore it is purposeful to mention the factors important to female officers separately. For women in professional activity the most

<sup>3</sup> Quinn, R. E., Rohrbaugh, J. A competing values approach to organizational effectiveness. *Public productivity review*, 1981, No. 5, p. 122 -140.

<sup>4</sup> Denhardt, R.B. *Viešųjų organizacijų teorijos*. Vilnius: Algarvė, 2001, p. 238.

important are *work content* (9,2 points), *work conditions* (8,95), *security of work place* (8, 8 points), *desire for development* (8,78). Wage is only on the 4th place (8,15 points). Despite the social status is indicated in the last place by women also, it is more important to women than to men – 6,8 points. Thus, in summarizing it could be stated that factors important to officers are related to work content and satisfaction of personal interests.

During the research the respondents indicated 3 main factors that affect their working activity negatively. The factor affecting activity of officers most negatively (82,4 percent of them men) is inadequate wage. This factor is especially topical for younger officers. Bad work conditions affect negatively more than 40 percent of officers (63 percent of them women). It should be noted, that the employees having longer experience are more disappointed in bad work conditions. The attention should be paid to the fact that many officers are disappointed in factors related to management aspects and personal characteristics of leaders. Comparing these factors to the factors important for state career officials, a particular difference of valuables is noticed. The most important factors to career officials are *desire for development* (9, 0 points), *interesting work* (8, 9 points) and *good relationship with managers and colleagues* (8,8 points). While *wage* is only on the 5th place (8, 7 points). Also, *social guarantees* (8, 2 points) and *work conditions* (8, 1) are not that important to them. It is interesting that importance of *public status* (5, 8 points) is evaluated by career officials even less than by police officers. Career officials as the most demotivating factors indicate *inadequate wage* (48 percent), *too high bureaucracy* (44 percent) and *constantly changing legislation* (29 percent).<sup>5</sup> Unambiguous evaluation of differences of valuables of both groups of officials without additional researches is difficult, however it is presumable that they can be determined by variety of functions performed by state service institutions, work conditions, career possibilities and other factors.

Perception of factors underlying to officers as their expectations, related to satisfaction in professional activity, the difference between different factors (expectations) and their congruence in reality can be evaluated conditionally as expression of inconsistency of personal and organizational values and a reserve for development of these factors in organizations.<sup>6</sup>

<sup>5</sup> Palidaukaitė J., Segalovičienė I. Valstybės tarnautojų motyvacijos profilis Lietuvoje: empirinio tyrimo rezultatų analizė. *Organizacijų vadyba: sisteminiai tyrimai*, 2008, Nr. 47, p.73 – 90.

<sup>6</sup> Adamonienė R., Seniutienė D., Vitkauskas K. Compatibility of the Values of the Institution and its Employees: Case of the Lithuanian Police. *Human Resources Management & Ergonomics*, 2012, Volume.7, p. 1 – 12.

## MOTIVATING EFFECT OF FACTORS IMPORTANT IN ACTIVITY OF POLICE OFFICERS

In striving to reveal better the aspects which mostly influence formation of police officers' attitude towards the activity performed, in the research there was detailed evaluation of single factors – wage, work conditions and organization, social guarantees, stimulation system.

**Wage.** One of the most universal factors motivating people for work is wage.<sup>7</sup> Wage reflects not only the value of professional activity in broader context, but also is a part of image of profession, and referring to this the opinion is being formed on status of profession.<sup>8</sup> The structure of the wage of state officials is established in *the Law on state service*: basic salary, premiums and allowances, of which the basic salary is the most important, determining the size of all other components. It is determined by multiplying an appropriate coefficient of basic salary by the size of basic salary.

In the research there was a striving to find out how the wage and system of wage determination motivates officers for professional activity (see Table 1).

**Table 1.** Evaluation of wage as factor motivating for work

Expectation	Wage as factor motivating for work	Congruence	Difference
9,17		4,44	4,73
9,1	My wage corresponds my work load	4,94	4,16
9,8	Wage received allows satisfaction of my material needs	4,22	5,58
9,08	My wage allows me feeling that my profession is valued in the state.	3,6	5,48
8,66	My wage allows me to feel social respectability and independence	3,7	4,96
9,18	Wage received stimulates me to endeavor to perform my functions well.	5,5	3,68
9,2	Categories of police positions and coefficients of basic salary correspond work load and work character of officers	4,72	4,48

The research results reveal that police officers evaluate the wage first as the source of satisfaction of their existential needs (expectation - 9,8 points). The wage is evaluated little bit less (8,66 points) as guarantee of consolidation of social status and prestige in society. On the other hand, respondents clearly relate the wage with both prestige of police profession and state's attitude towards their work (9,08 points). Evaluation of men and women while comparing statistical data does not differ significantly. While evaluating attitude of officers towards the wage in these aspects, we see, that for many officers the wage limits a satisfaction of material needs and this does not allow them to feel respectably in a society (difference

<sup>7</sup> Bučiūnienė I. *Personalo motyvavimas*. Kaunas: Technologija, 1996.

<sup>8</sup> Riley D. *Public Personnel Administration*. Harper Collins college Publisher. 2001, p. 68.

between expectations and congruence makes even 5,58 points). Perception that low wages partially reflect state's attitude towards their profession can debase significance of professional activity. Conviction of officers that the wage does not correspond work load (difference 4,16 points), referring to J.S. Adams' theory of justice, allows considering such wage as „wrong“ and influencing quality of activity of officers.<sup>9</sup> Besides, it should be highlighted that disappointment of employees in the wage, however, is not a very demotivating factor because the difference between expectations and congruence of the statement „*Wage received stimulates me to endeavor to perform my functions well*“ (3,68 points) is the least between all the dimensions which allows assumption that officers' attitude towards their work is affected by other factors as well.

Attention should be paid on the fact that many officers are skeptically evaluating principle of determination of basic salary,<sup>10</sup> stating that categories of police positions and coefficients of basic salary are not corresponding exactly the work load and character, despite, in their opinion, such conformity is very important. Analysis of basic salaries shows that their differences are determined by abundance of special non military ranks (11 ranks) and non-proportional distribution of coefficients of basic salaries. For example, coefficients of the basic salaries of the categories 1 to 10 increase very insignificantly, from 3 to 4, 8, i.e. only within the pale of two points, and for the categories 11 to 20 the coefficients are changing within the pale of almost 8 points, from 5,2 to 13. This means, that in case of vertical career (promotion), when officers of lower pack are given higher category, their basic salary would increase in about 100 Lt, and for officers with higher categories the increase would be about 350 - 400 Lt. The assumption can be made, that existing system of salary determination legitimates illogical gap between the officers of highest and lowest positions. It is assumed, that such principle of determination of basic salary to the officers of lower pack does not increases the motivation for endeavor to work well and seek for higher category, because after increase of category the wage increases very insignificantly. It is presumable, that decrease of the number of position categories by increasing the coefficients of salaries accordingly would soften differentiation of the wage and better motivate officers for work.

<sup>9</sup> Targamadžė V. *Švietimo organizacijų elgsena*. Kaunas: Technologija, 1996, p.88.

<sup>10</sup> Basic salary is determined in accordance to position's category (20 categories) and is the same for all positions of the same category. The size of basic salary is calculated by applying coefficient of basic salary (its variation from 2,35 to 13,0). The unit of coefficient of basic salary is of the size of minimal monthly salary established by the Government (further –MMA). The size of basic salary is calculated by multiplying corresponding coefficient of basic salary by MMA. Categories of particular position in accordance to the groups of institutions and a post held are determined with reference to the decision No.684 dated 20 May 2002 of Government of Lithuanian Republic

The research of officers' attitude towards components composing the wage – premium for rank and experience – revealed that these premium are not very motivating for staying in the service as long as possible, especially to work better. The statements „*Premium received for experience obliges for striving to perform functions as well as possible* “ and „*Size of premium for service experience motivates to stay working in service* “ have expectations 5,8 and 6,5 point accordingly, and their congruence – 4,2 and 6,3 points. On the other hand, the order of determination of premium for experience is very topical to employees (8,1 points), however, its congruence (3,5 points) shows, that it does not satisfy the officers. It should be assumed that the order of determination of these premium, when premium of 3 percent is given every three years, contravenes the principle of growth of consistent wage, therefore it is more purposefully to increase the premium by 1 percent every year.

The research results show that premium for qualification category is evaluated by officers as a strong motivating factor (see Table 2).

**Table 2.** Qualification category of officers as factor motivating for work

<b>Expectation</b>	<b>Qualification category of officers as factor motivating for work</b>	<b>Congruence</b>	<b>Difference</b>
<b>9,28</b>		<b>5,97</b>	<b>3,31</b>
9,2	Premium for qualification category is a factor motivating for raise of professional qualification.	6,56	2,64
9,06	Premium for qualification category objectively corresponds professional preparation of the officer	5,78	3,28
9,5	Premium for qualification category is always transparent and objective	5,88	3,62
9,36	I think that the officer always can expect getting higher qualification for the work well done	5,68	3,68

Difference between expectation and congruence of the first statement in the Table (2, 64 points) allows the statement, that premium for categories influences officers reasonably. On the other hand, proportion of all other statements' expectations and congruencies (differences exceed 3 points) reveals the problems of conferring of categories related to transparency of their conferring, objectivity and so on. This is confirmed by conviction of respondents that reception of higher category not always can be expected for qualified work (difference – 3,68). It is assumed that concern of officers regarding the objectivity of conferring of categories is increased by the fact that premium for them depends on financial situation of offices – when lacking resources, confer of higher qualification categories is limited.

In summarizing we could state that system of the payment for work has to play stimulating role: the wage has to be paid in time and ensure feedback to work performed, leaders have to understand stages and benefit of management of human resources, perceive

peculiarities of forms of the wages and the necessity for employees' motivation in the office in order to establish the most efficient wage system.

**Social guarantees of officers.** Decision of many people to choose a profession of policeman is determined by the expectation to use social guarantees warranted by the state.<sup>11</sup> Officers are confident that peculiarities of their professional activity requires exceptional social guarantees as well (expectation - 9, 02 points). However, in opinion of many officers, existing system of social guarantees as motivator is inefficient (reality – 5, 2 points). Disappointment in this system is increased by inability to use even the means of social security given by the state. The conclusion should be made that many privileges established in legislation are not applied properly (see Table 3).

**Table 3.** Social guarantees as factor motivating for work

Expectation	Social guarantees	Congruence	Difference
<b>8,68</b>		<b>5,47</b>	<b>3,21</b>
9,02	System of social guarantees strongly motivates for work;	5,2	3,82
9,6	I can use really all the guarantees given by the state.	4,2	5,4
7,1	Vacation of police officers are exceptional and motivating work of officers.	5,56	1,54
7,32	Dependence of duration of vacation on experience stimulates to stay working in police;	7,26	0,06
9,32	I can always get vacations on time I chose;	6,3	3,02
8,5	I'm satisfied in provided health services;	4,06	4,44
9,16	Knowing that in case of illness or trauma I will be cared properly stimulates me for intensive work.	4,28	4,88
9,1	Mechanism of officer's pension determining objectively evaluates activity of officers;	4,92	4,18
9,08	Waiting for pension makes me stay in service and don't look for another job.	7,5	1,58

In striving for detailed evaluation of efficiency of social guarantees, separate components comprising system of guarantees were discussed in the research (table represents summarized statements).

*Vacation of officers.* With reference to peculiarities of activity of statutory officers, they are given the right for longer vacation than other state officials, which allows treating it as a form of the social guarantees. The fundamental characteristic of vacation of statutory officers is the right of the leader to recall the officer from the vacation without his/her agreement.<sup>12</sup> The research results show that police officers do not value the vacation as somehow exceptional and therefore they do not consider it as important social guarantee and factor

<sup>11</sup> Vitkauskas K. Policijos pareigūnų teisės į didesnę socialinę apsaugą pagrįstumas//Jurisprudencija. 2003.T.49(41).

<sup>12</sup> Lietuvos Respublikos vidaus tarnybos statuto patvirtinimo įstatymas. *Valstybės žinios*, 2003, Nr. [42-1927](#) ;

motivating for better work (expectation – 7, 1 points). We have to agree to this opinion because while comparing vacations of statutory officials and those of career, it should be stated that duration of vacations practically is the same. Dependence of duration of vacation on experience is well valued by the officers (especially elder), this is confirmed by small difference between expectations and reality (0, 06 point). On the other hand, officers often can't choose a desirable time for vacation and this becomes a particular problem to them (difference between expectation and congruence -3, 02 points). This situation is especially negatively valued by women and elder officers.

*Health security.* Health security is the area which is topical and important to officers, however it raises a big disappointment (common difference of dimension of expectations and reality – 4, 45 points). It is topical to officers to get qualified medical care (expectation - 8, 5 points), but in reality they are lacking it very much (difference - 4, 44 points). Very important factor demotivating activity of officers is their disbelief in state's help in case of misfortune (difference between expectations and congruence - 4, 88 points). These are the highest differences between expectations and congruencies, revealing disappointment of officers in medical services. It is supposed that negative attitude of officers is determined by changes of legal regulation of health security of statutory officers, liquidation of special medical institutions and paid services.

*Pension of officers.* Redundancy pay and pensions are between the most important social guarantees for officers. They should be evaluated not only in aspect of economical influence but in moral as well – this is the evaluation of employee's activity during the all period of his/her service. The research results show that pension to police officers is a very important motive to stay in service (expectation – 9,08 points). Many officers, especially elder ones, are tended not to leave the service because of this reason. However it is needed to be acknowledged, that the order of pension coefficient when it makes only 20 percent of the wage is not acceptable for working people and this does not allow them to identify pension as very important motivator. In that case, waiting for pension may become passive and demotivating, non-indulging in work.

**Work organization and work conditions.** Work content, its organization, definition of functions performed, stability are forming officers inner attitude towards work performed most of all. The research results allow stating that activity of officers is not clearly regulated and stabile, performance of additional tasks increases workloads which influences quality of activity (see Table 4).

Legitimacy of functions performed by police, i.e. how their performance is based on financial and human resources remains the subject of different discussions for few years.<sup>13</sup> The opinion is imparted that police stations are given many functions unrelated to their activity.<sup>14</sup> Without enough resources or new positions for performance of additional functions, work loads and input of human resources are increasing. For example, implementation of the *Law on Security against violence in the close environment* without additional budgeting requires redistribution of resources available and tasks of employees.

**Table 4.** Work organization and conditions as factor motivating for work

Expectation	Functions performed and work organization.	Congruence	Difference
<b>9,23</b>		<b>6,86</b>	<b>2,37</b>
9,1	My functions are clearly regulated in description of the position;	5,46	3,64
9,24	Leaders do not stint us with indirect tasks;	6,66	2,58
9,7	Work loads allow qualitative performance of all tasks;	6,44	3,26
9,2	Lucidity and definition of tasks stimulates good performance of work;	5,24	3,96
9,28	Work conditions in police office positively placate for work;	6,1	3,18
9,28	Leaders care of improvement of work conditions of officers;	5,52	3,76
8,86	There are enough technical means in police office that are needed for qualitative performance of my functions;	6,32	2,54
9,2	Work conditions have improved in police station in the last 5 years.	6,29	2,91

Attitude of officers towards activity is also influenced by work conditions, which are related to physical, psychological environment and level of autonomy of working person. Security of work conditions depends on the size of assignments, their rational use, efficient management of human resources and implementation of the means foreseen. Police budget of 2012 in comparison with 2008 decreased by very 24,9 percent, therefore accordingly less resources are given to improvement of physical work environment as well. For renovation of police offices in 2011 investment of 14,8 million Litas were given (about 2,3 percent of budget).<sup>15</sup> In 2012 similar sum was given for renovation of buildings, however it are not enough, therefore the shape of many police offices and stations is unsatisfactory. It is important to officers that work conditions placate positively for work (expectation - 9,28 points), however in practice this expectation remains unrealized (congruence - 6,1 points): work conditions in police offices was not improved much in the last 5 years, officers are not

<sup>13</sup> Vitkauskas K. Lietuvos policijos pareigūnų motyvacinių veiksmų analizė. *Viešoji politika ir administravimas*. 2012, t. 11, Nr. 3, p. 380

<sup>14</sup> Mečkauskas V. Policijos veiklos kontrolės turinio problemos: struktūrinis aspektas. *Jurisprudencija*, 2005, t. 76 (68), p. 77 -89.

<sup>15</sup> Policijos departamento prie Vidaus reiklų ministerijos. Pažyma apie policijos įstaigų veiklą ir nusikalstamumą per 2011 metus. <http://www.policija.lt/index.php?id=2875> [žiūrėta 2012-02-17]

properly equipped by technical means. In motivation point of view it is important that employees do not see significant efforts of leaders to improve work environment, which would be evaluated as human factor related to the striving to satisfy needs of officers. Thus, the conclusion could be made that physical environment of officers is low motivating for work and does not form positive attitude towards work per se.

**Stimulation of officers.** Stimulation is a concurrent element of evaluation of every officer work and external motivator to work in service as well. In the Article 23 of the *Statute* there are consolidated two legal principles of officers' stimulation: 1) for perfect and exemplary service, and 2) for participation in disclosure of criminal activity which harms state's property. In aspect of stimulation system as factor motivating for work, a variety of stimulation means, their correspondence to merits and size of cash awards are topical to the officer. Functionality of stimulation system is partially represented by the fact that total number of officers awarded decreased almost twice in period of 5 years.<sup>16</sup> Police officers are practically stimulated in the framework of the institution – by testimonials of leaders and general commissar, awards of higher institutions are exceptionally rare.<sup>17</sup> The results of the study reveal that expectation of officers to be awarded for good work pro rata is high, however, the stimulation and awarding system applied in the institutions of internal affairs does not satisfy officers (see Table 5).

**Table 5.** Stimulation of police officers as factor motivating for wor.

<b>Expectation</b>	<b>Stimulation of police officers.</b>	<b>Congruence</b>	<b>Difference</b>
<b>9, 42</b>		<b>5, 94</b>	<b>3,48</b>
9,38	It is very important to be stimulated for work well done;	6,54	2,84
9,2	Existing forms of stimulation (award) - acknowledgement, cash prizes, memorial gift – motivates for good work;	6,36	2,84
9,2	Leader's acknowledgement is awarded to officers not formally but for the endeavors to perform their work qualitatively;	6,1	3,1
9,5	Studying and vacation for studying are paid by employer in full or partially;	4,2	5,3
9,7	I'm satisfied in stimulation system applied in my work;	4,1	5,6
9,58	It is needed to try working good because functions well performed can be positively evaluated by leaders;	7,1	2,48
9,22	Leaders of police station are always stimulating for work well done;	5,08	4,14
9,6	While working I can always expect some help and advice from my leaders.	8,1	1,5

<sup>16</sup> Lietuvos policijos veikla 2011 metais. [http://pd.policija.lt/images/pd/2011\\_ataskaita\\_visuomenei.pdf](http://pd.policija.lt/images/pd/2011_ataskaita_visuomenei.pdf) [2012.05.21]

<sup>17</sup> Vitkauskas K. Lietuvos policijos pareigūnų motyvacinių veiksmų analizė. *Viešoji politika ir administravimas*. 2012, t. 11, Nr. 3, p. 388.

Summarizing it could be stated that the system of stimulation and award of police officers is inefficient and does not create assumptions for increase of officers' motivation to work. In striving for development of this system, it is purposeful to foresee by the law the possibilities of officers' loyalty and stimulation, to complement the means of stimulation by more individualized mechanisms of compensation, that are possessed by police systems of other countries: financing of studies; reduced banking credits for accommodation; reimbursement of insurance services; support to family members, for example, free vouchers to camps, holiday homes, buying of school supplies and so on.

**Evaluation of motivation system.** The results of the research allow stating that expectations of police officers to have efficient motivating system in internal service are high (see Table 6). It is supposed that this provision is determined by intuitive desire of employees to work in the organization where the work of the officers would be both evaluated and stimulated properly.

**Table 6.** Evaluation of efficiency of police officers motivation system

Expectation	Efficiency of police officers motivating system	Congruence	Difference
9,17		4,91	4,26
9,2	Efficient motivating system in internal service is a warranty of qualitative work of officers.	5,8	3,4
9,6	Efficient system of motivation is functioning in police office	4,58	5,02
8,86	Officers' motivation system is well understandable and known to me	5,1	3,74
9,04	Employees motivation is given enough attention in the police office where I'm working	4,18	4,86

Motivation efficiency in their station is more actual to officers (9,6 points), than in the internal system generally. This is understandable because motivation system applied in own organization directly concerns the activity of the officer and due to this it is more actual to the person. It is important for police officers (expectation - 8,86 points) to understand motivation system and possibilities of application of separate means of stimulation, however this expectation is not implemented in full (difference - 3,74 points). The assumption should be made that police offices are still lacking open and public discussion of methods of officers' stimulation, not enough information on peculiarities of motivation system in statutory service. Big difference between expectation to have efficient motivation system in police institution and reality (general difference of dimension - 4,26 points) shows disappointment of officers in existing motivation system. The fact that motivation of officers is valued more critically in stations than in police institution generally allows assumption, that leaders of the offices do not avail to the end all possibilities of stimulation given to them.

## Conclusions

The research performed showed that officers of Lithuanian police consider as important in professional activity such factors as wage, job content, social guarantees, work conditions and other. The most demotivating factors to officers are inadequate wage, bad work conditions, absence of the response on the work performed. Factors important to officers should be evaluated as their expectations related to satisfaction in professional activity, and difference between expectations and reality should be evaluated as expression of inconsistency of personal and organizational values and a reserve of development of these factors in organizations.

Analysis of officers' attitude towards the factors important to them showed that the means of motivation applied in the police institution does not allow creation of united stimulation system connecting all fundamental aspects of personnel motivation, and factors related to employees expectations to feel satisfaction in profession and the work performed (wage, social guarantees, work conditions and other) do not motivate the activity of officers properly.

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## PROFESINĘ VEIKLĄ MOTYVUOJANČIŲ VEIKSNIŲ EFEKTYVUMAS: POLICIJOS PAREIGŪNŲ POŽIŪRIO TYRIMAS

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### Santrauka

Straipsnyje nagrinėjamas policijos pareigūnų motyvacijos dirbti skatinimo sistemos efektyvumas. Empirinio tyrimo rezultatų analizės pagrindu nagrinėjama pareigūnų veiklą motyvuojančių veiksnių – darbo organizavimo, darbo sąlygų, darbo užmokesčio, paskatinimo - efektyvumas.

Tyrime daroma išvada, kad policijos institucijoje taikomos motyvavimo priemonės neleidžia sukurti vieningos sistemos, jungiančios visus pagrindinius personalo motyvavimo aspektus, o su darbuotojų lūkesčiais jausti pasitenkinimą profesija ir atliekamu darbu susiję veiksniai tinkamai nemotyvuoja pareigūnų veiklos.

**Pagrindinės sąvokos:** motyvacijos sistema, policijos organizacija, motyvuojantys veiksniai.

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