

Employee Motivation in the Uniformed Services – A Bibliometric Analysis

Joanna Szydło

Białystok University of Technology

e-mail: joanna.szydlo@pb.edu.pl

ORCID: [0000-0002-2114-4770](https://orcid.org/0000-0002-2114-4770)

Zuzanna Sara Moczydłowska

Białystok University of Technology

e-mail: zuzanna.moczydlowska@sd.pb.edu.pl

ORCID: [0009-0002-7788-6607](https://orcid.org/0009-0002-7788-6607)

© 2025 Joanna Szydło, Zuzanna Sara Moczydłowska

This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.
To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/4.0/>

Quote as: Szydło, J. & Moczydłowska, Z. S. (2025). Employee Motivation in the Uniformed Services – A Bibliometric Analysis. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu*, 69(2), 124-139.

DOI: [10.15611/pn.2025.2.11](https://doi.org/10.15611/pn.2025.2.11)

JEL: H55, M54

Abstract

Aim: This article aimed to systematise knowledge of motivation in the uniformed services and identify directions for future research.

Methodology: The bibliometric analysis was conducted using Web of Science and Scopus, focusing on publications from 2004-2024 in English, containing terms like “motivation” and “uniformed services,” “police,” “military,” “border guard,” “fire brigade,” and “prison service.”

Results: Motivation in the uniformed services is shaped by structure, hierarchy, brand, legal regulations, salary, and organizational mission. Structure and hierarchy support internal motivation through clear roles, promotions, and training. External motivation is enhanced by health protection, psychological support, and rewards. A strong organizational brand fosters pride and identification, boosting both internal and external motivation. Salary serves as a key external motivator and can also reinforce internal motivation when perceived as fair.

Implications and recommendations: While adequate pay remains the main motivator, promotion, development, and training also play vital roles. Motivation strategies must align with the organization’s

culture and operational specifics to be effective. Customising motivational systems increases engagement, satisfaction, and alignment with organizational goals.

Originality/value: The article contains original findings. They are of cognitive and utilitarian value.

Keywords: motivation, uniformed services, theoretical model

1. Introduction

Issues related to employee motivation have been of interest to researchers of human resource management in organizations for many years. The study of employee motivation is important from the organization's point of view (Uka & Prendi, 2021, pp. 268-285). In modern organizations it is important to create such working conditions to attract and retain the best employees (Piontek, 2017, p. 269). Employees, along with owners, customers, business partners, local and national communities, form an important group of company's stakeholders constituting one of its basic capitals (Moczydłowska, 2012, pp. 432-438). Job motivation has direct and indirect effects on job satisfaction (Demirkol & Nalla, 2018, pp. 1903-1917). Labour motivation in the uniformed services is an issue that has been poorly studied by management science and quality researchers. It is worth considering what are the motives of those who decide to become an officer, and above all, what factors motivate them to serve. The mission to ensure and protect public safety and order imposes a number of powers and requirements on the uniformed formations responsible for carrying out this activity (Szymańska, 2017, p. 177). Only a properly motivated officer is able to uphold the safety of citizens. This article is of a review nature and is aimed to systematise knowledge on the motivation for taking up work in the uniformed services. It describes the basic concepts and presents the results of studies by both Polish and international researchers on the subject. For the purposes of the research, a literature review based on bibliometric analysis of the Scopus and Web of Science databases was conducted. The motivation for opting for a military career is a complex phenomenon of inter-related factors, and is compounded by societal changes and rapidly altering socio-psychological needs under a competitive environment (Nazia & Shoain, 2021, pp. 1346-1350).

2. Literature Review

The phenomenon of motivation accompanies every aspect of human life. Motivation is of interest to representatives of sciences such as management and quality sciences, psychology and economics (Forner et al., 2020, pp. 76-94). It is now one of the possibly most important functions of management. Employee motivation is crucial for a successful organization (Pârjoleanu, 2020, pp. 293-309). It is a meaningful construct and an important workplace mechanism, hence motivating employees constitutes a noticeable challenge in contemporary organizations (Reizer et al., 2019, pp. 415-428). According to Moczydłowska and Kowalewski (2014, p. 94), motivation is a psychological mechanism, the essence of which is to set in motion, organize and direct human behaviour in such a way that it achieves a set goal. Motivation is the driving force that induces an individual to do something (Ihensekien & Joel, 2023, p. 34), and causes a person to want to know, act, understand, believe, or gain particular knowledge, skills, attitude, and values (Filgona et al., 2020, pp. 16-37). According to Indahingwati, motivation is the force that allows someone to act toward a specific goal (Indahingwati et al., 2019, pp. 25-34). The study of motivation is greatly concerned with the different reasons why people behave in a particular manner, and how such behaviour impacts on their attitude and performance in various areas of life (Kalogiannidis, 2021, p. 985). Motivation is a process of the need to satisfy, which means that when specific factors meet a person's needs, people will exert every effort towards achieving the goals of the organization with maximum work results (Pancasila et al., 2020). Work motivation is an inner strength that encourages employees to achieve personal and organizational goals (Guterresa et al., 2020, p. 1499), being an employee's desire to make an effort, which can be triggered internally by the pleasure of doing the work for its own sake, or externally – by another

expected result as a result of the successful performance of certain activities (Marczak & Yawson, 2021, p. 4). According to Basalamah and As'ad, work motivation is a process that directs and sustains performance. Motivation encourages employees internally to help them achieve specific goals or tasks that have been assigned to them (Basalamah & As'ad, 2021, p. 97).

The theoretical and practical interest in motivation is supported by a constantly confirmed conclusion in practice: in any activity, weak motivation leads to the use of 20-30% of human capacities, while a strong motivation leads to the use of 80-90% of those. Not properly motivating an individual involved in an activity is like using a low-skilled person for a job that requires complex skills by its nature (Dragomir et al., 2018, p. 462). Motivation is a compilation of three components: direction taken, effort made and persistence. The first component of motivation concerns the direction or giving power or energy to behaviour including environmental indicators, memories and emotional reactions that lead individuals to a particular form of behaviour. The second component of motivation concerns the intensity that influences or controls an individual's behaviour, whilst the third component deals with the persistence of their behaviour (Khoshnevis & Tahmasebi, 2016, p. 214). The process of motivation can be intrinsic or extrinsic to the individual, which arouses enthusiasm and perseverance to pursue a particular course of action (Sitopu et al., 2021, pp. 73-74). The intrinsic and extrinsic theory of motivation assumes that motivation is driven by internal and external forces. When a person performs an activity only for self-satisfaction and pleasure, his/her motivation is shaped intrinsically, whereas when an individual's motivation and pursuit of a task is for external reward or evaluation, he/she is considered to be externally motivated (Zheng, 2021, p. 4). Motivation is divided into four types: intrinsic, extrinsic, positive and negative. No legal act defines the term "uniformed service".

Thus "uniformed service", in colloquial language, is understood as a specialised group of persons performing special tasks, most often on behalf of the state, during which they wear characteristic and distinctive outfits (Krzewiński, 2018, p. 99). Uniformed services like police officers play a vital role in maintaining the disciplinary and legislative homeostasis of society (Liu et al., 2015, pp. 15088-15099). The employment of uniformed services officers is shaped by law, so the service relationship is not a contractual, but of an administrative-legal nature, based on an arrangement of organizational dependence, established through appointment and subordination to a superior. As a rule, employment is established by an act of appointment, in some cases by an act of appointment, hence the employing authority unilaterally and powerfully shapes the essential elements of this relationship (Jaworski, 2019, p. 105). The tasks posed to the uniformed services mean that there is a much more developed element of strict service subordination than in labour law relations, moreover, a person on duty must be ready to sacrifice his/her health and even life to protect security of values and goods (Szustakiewicz, 2019, p. 84). Motivation in the uniformed services requires separate research. Motivation systems in the Polish services consist in such elements as basic salary and allowances, social privileges, distinctions, opportunities for professional promotion, opportunities to improve qualifications through participation in training, courses, access to shooting ranges, sports halls, gyms, provision of protection for service in a particular uniformed formation, and stability of employment. The opinion of officers can also be considered a motivational element.

Nowadays, motivational knowledge is sought in the uniformed services. Its deficiency manifests itself in the top-down imposition of solutions that have no basis neither in representative opinions nor in the preferences of their addressees. The consequences of such an approach include frustration at the lack of opportunities for development and promotion, as well as a sense of unfair reward and subjective treatment. Growing dissatisfaction affects the increase in resignations from the service of some soldiers and officers, as well as reducing the willingness and readiness to make sacrifices of the remaining individuals, which ultimately reduces the level of national security (Wiśniewski, 2019, p. 100). Soldiers and officers in the uniformed services (armed forces, police, border guards, prison service), compared to private sector employees, usually have privileges, which include, above all, greater job security and sometimes certain pension privileges. At the same time, these uniformed services form an organization characterised by the high degree of formalisation and hierarchisation. A feature that distinguishes uniformed services from other groups found in society is also the high level of discipline (Knopp, 2021, p. 51). Research findings by Grigorov and Spiridonov (2018, pp. 302-307)

showed that interest in a military career is directly linked to the relationship between society and army, and if it is stronger, then the interest will be greater. The motivation process in the uniformed services should be based on an analysis of the personal needs of soldiers and officers. Needs (expectations) will vary at different stages of service (Moczydłowska, 2023, pp. 23-39). Knopp noted that in the case of soldiers who are just beginning their military careers, two distinct groups can be distinguished, one of which is formed by those who care about security. When choosing a military career, they are guided by extrinsic motivations (e.g. secure life, secure job, good income and its predictability, early retirement). Such individuals are more likely to bind themselves to the formation for many years. The second group includes those seeking challenges. They join the military for internal reasons (challenges, tests, missions, curiosity) and are unlikely to plan long-term service (Knopp, 2021, pp. 45-59). A similar situation can be observed in the case of uniformed service officers. Osterberg, Nilsson and Hellum suggested that motivation to serve can be understood based on three overarching themes. First, the military as a springboard, which may be related to changes in values among young people, which some described as increased individualisation. Some members of the uniformed services made it clear that they went into the military with the express purpose of not ending a long career in the organization, but instead benefiting from military experience in their future jobs. International missions also have an impact on the motivation to serve (see Osterberg et al., 2020, p. 40). Research conducted by Beška among young police officers showed that the main motivators for joining the service include protecting one's family, family tradition, and the desire to help others. An important motivation was also to serve 25 years, provided they turn 55 (officers hired before 2013 can also apply for a pension after 15 years of service). This motivation is important because a young person can obtain a pension as early as aged 45 and take on new employment (Beška, 2020, p. 17). In turn, Poklek's research among prison officers revealed that the dominant direction of motivation was social recognition. This means that the respondents' decision to join the prison service was accompanied by a sense of prestige of service, respect and social recognition, they had a positive image of the formation and a sense of the importance of service and civic work for society.

Directions related to the influence of others and pro-social motivation also have relatively high pro-social indicators. Thus, an important motive for joining the ranks of the prison service was the persuasion of colleagues and friends, the financial situation of the family, and perhaps the support of those working in the service. An important role in prison employment was also played by a sense of mission to fulfil, and a desire to fight social pathology, a belief in rehabilitation, the opportunity to help and improve prisoners, and an awareness of service to society associated with ensuring public safety and the rule of law in the state (Poklek, 2020, p. 238). When analysing the motivational factors of officers in the uniformed services, it was necessary to take into account aspects such as, first of all, gender. The study conducted by Poklek (2021, p. 96), where the respondents were prison officers, also showed that gender differentiates prison officers in terms of their professional motivation. Female officers placed less importance on material incentives, in favour of non-financial motivation, and were more likely to pay attention to the possibility of highly specialised and challenging work. Participation in missions, working with military technology or in the field, interest in history and warfare had a more essential role in motivation to join the army for men than for women, while female soldiers proved to be motivated by interpersonal relations (Binková & Štěpánková, 2023, pp. 37-46). Intrinsic motivation, which occurs when a person performs activities independent of possible rewards or control (Deci & Ryan, 1985, p. 34) in the actions of uniformed services officers or soldiers of the Polish Army, is of particular importance. Lack of intrinsic motivation in officers can result in certain consequences.

3. Methodology

Bibliometric analysis is often used by researchers, especially when they are studying a research topic. The large number of publications available facilitates the identification, synthesis, analysis, and critical evaluation of their content (Szpilko et. al, 2023; Czerniawska & Szydło, 2020; Cichowicz & Rollnik-

-Sadowska, 2018; Glińska & Siemieniako, 2018; Siderska & Jadaa, 2018; Bornmann & Haunschild, 2017; Gudanowska, 2017; Keathley-Herring et al., 2016; Lenert-Gansiniec, 2021). The aim of the bibliometric analysis is to provide knowledge about the main research directions in a field, research trends, changes in the number of publications over the years, the most productive authors, journals, countries, or research units (Szum, 2021; Niñerola et al., 2019). The research process was conducted following a methodology comprising seven distinct phases (Szpilko et. al, 2023, pp. 53-75). These phases encompassed: (1) selection of bibliographic databases, (2) the choice of keywords, and (3) the criteria to narrow down the search for publications. Subsequently (4), data extraction and selection were performed, followed by the analysis of the selected publications (5). The last two phases involved identifying research areas (6), and defining thematic clusters (7) (see Figure 1).

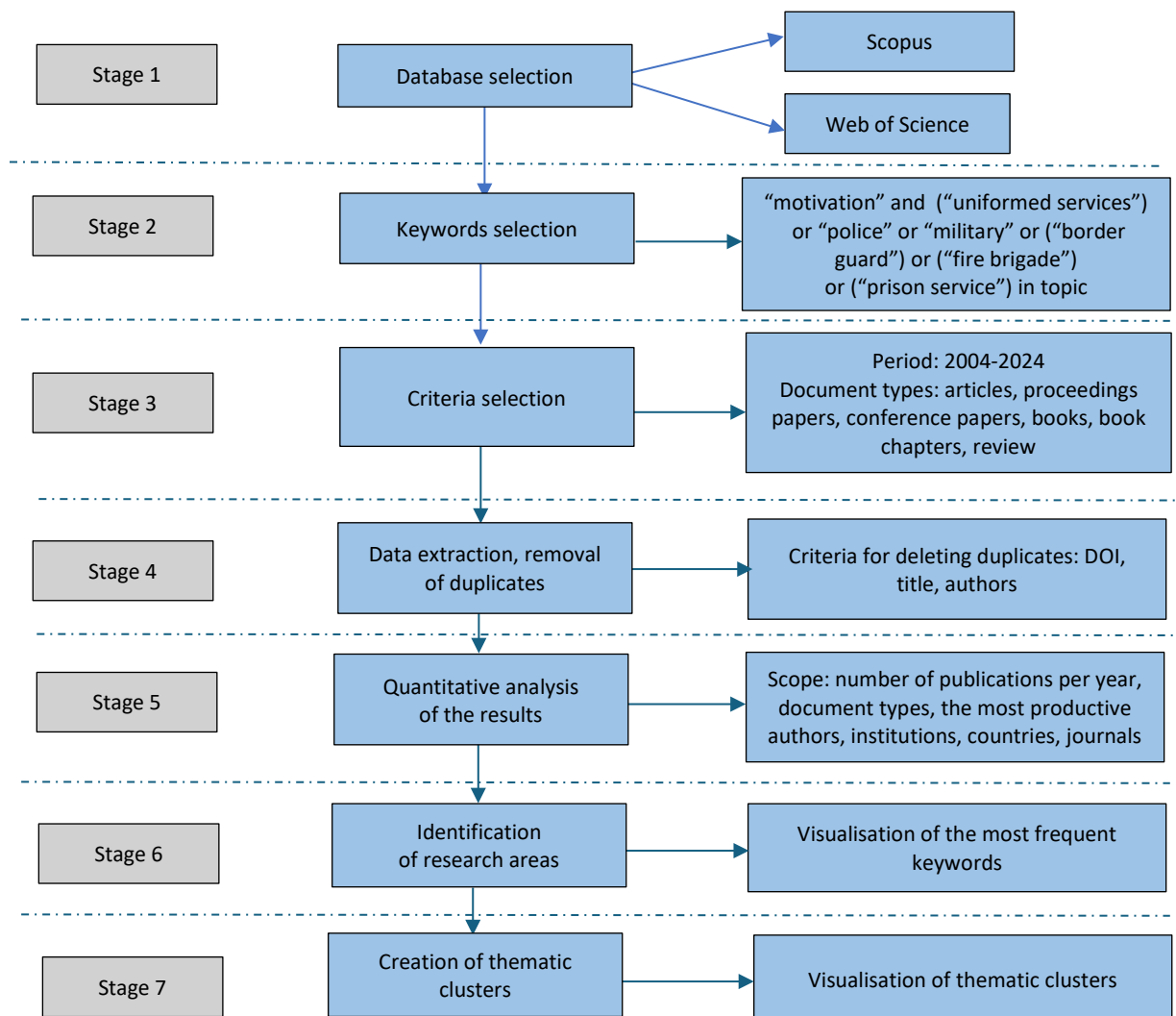


Figure 1. Methodology of bibliometric analysis

Source: elaborated by the authors.

The bibliometric analysis was performed based on publications available in the Web of Science and Scopus databases. It covers publications containing the phrases “motivation” and “uniformed services”, “police”, “military”, “border guard”, “fire brigade” and “prison service”. The search was conducted for materials published in English between 2004 and 2024. Articles, conference proceedings and papers, books, book chapters and reviews were considered. Other publication types (early access, editorial materials, retracted publications, notes) were rejected. The results of the first search are presented in Table 1.

Table 1. Search results

Stage	Web of Science	Scopus
First search		
Research query	ALL: “motivation” and “uniformed services”, “police” and “military”, “border guard”, “fire brigade” and “prison service”	ALL: “motivation” and “uniformed services”, “police” and “military”, “border guard”, “fire brigade” and “prison service”
Number of articles before inclusion criteria	594 059	72 285
Number of articles after inclusion criteria	6 643	11 446
Second search		
Research query	TOPIC: “motivation” and “uniformed services”, “police” and “military”, “border guard”, “fire brigade” and “prison service”	TITLE-ABS-KEY: “motivation” and “uniformed services”, “police” and “military”, “border guard”, “fire brigade” and “prison service”
Number of articles before inclusion criteria	4 473	4 343
Number of articles after inclusion criteria	671	234
Content evaluation and final selection of articles	344	

Source: elaborated by the authors based on the Scopus and Web of Science databases.

An initial search for the term “motivation” and “uniformed services”, “police” and “military”, “border guard”, “fire brigade” and “prison service” across the entire set of articles in the first sample yielded 72 285 records in Scopus and 594 059 records in the Web of Science. However, after the initial analysis, it became apparent that many of these publications were not directly related to the study area. Only after narrowing the search criteria did the number of publications decrease. Ultimately, there were 234 records from the Scopus database and 671 from the Web of Science database.

In the next stage, the files were downloaded in CSV format. Subsequently, data from the two databases were merged, and duplicates were removed. Finally, after reviewing all the records, 344 publications were selected for assessment. From the authors’ perspective, it was important to explore the interest in the topic over the years and as well as the most frequently cited articles. The next step involved using the VOSviewer program to generate a map that reflects the co-occurrence of keywords in the analysed set of publications. The next step involved using the VOSviewer program to generate a map showing the co-occurrence of keywords in the analysed set of publications.

4. Results

First, the authors noted the interest in the topic over the years (Figure 2), and that issues related to motivation in the uniformed services were more explored after 2013. From 2015 onward, interest in the subject decreased, but after 2016 it began to increase again. Significantly more publications were recorded in the Web of Science database than in Scopus.

Another question concerned the most cited publications. It can be seen that high citations were recorded in both databases. Noteworthy are articles published in *Leadership Quarterly*, *Organization Studies* and *Journal of Management* (Table 2).

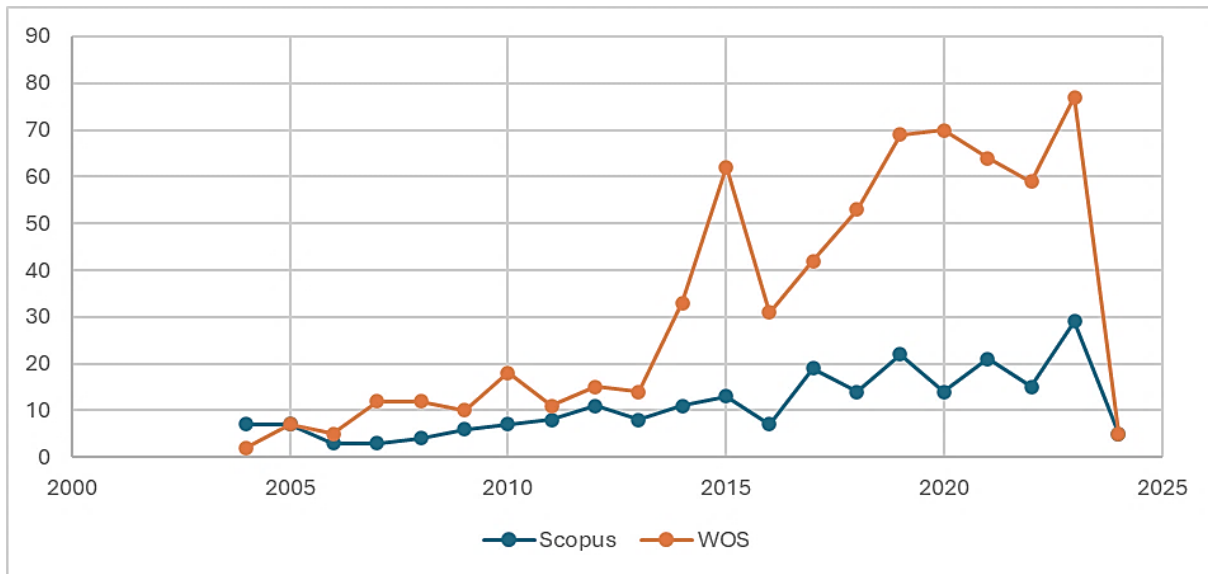


Figure 2. Number of publications in the field of motivation in the uniformed services in the Scopus and Web of Science (indexed from January 2004 to March 2024)

Source: elaborated by the authors based on the Web of Science and Scopus.

Table 2. The most cited articles related to the topic of uniformed services

No.	Authors	Article title	Journal	Number of citations	
				Scopus	Web of Science
1.	Van Knippenberg et al., 2004	Leadership, self, and identity: A review and research agenda	Leadership Quarterly	601	549
2.	Thomas & Davies, 2005	Theorizing the micro-politics of resistance: New public management and managerial identities in the UK public services	Organization Studies	551	488
3.	Cortina et al., 2013	Selective Incivility as Modern Discrimination in Organizations: Evidence and Impact	Journal of Management	360	331
4.	Fry et al., 2005	Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline	Leadership Quarterly	383	300
5.	Brunetto et al., 2012	Emotional intelligence, job satisfaction, well-being and engagement: explaining organisational commitment and turnover intentions in policing	Human Resources Management Journal	285	234
6.	Thornborrow & Brown, 2009	'Being Regimented': Aspiration, Discipline and Identity Work in the British Parachute Regiment	Organization Studies	266	239
7.	Lim & Ployhart, 2004	Transformational leadership: Relations to the five-factor model and team performance in typical and maximum contexts	Journal of Applied Psychology	261	217
8.	Van den Heuvel et al., 2015	The job crafting intervention: Effects on job resources, self-efficacy, and affective well-being	Journal of Occupational and Organizational Psychology	233	196
9.	Bedwell et al., 2012	Collaboration at work: An integrative multilevel conceptualization	Human Resources Management Review	210	167
10.	Boies & Howell, 2006	Leader-member exchange in teams: An examination of the interaction between relationship differentiation and mean LMX in explaining team-level outcomes	Leadership Quarterly	194	175

11.	Cole et al., 2010	Organizational Justice and Individuals' Withdrawal: Unlocking the Influence of Emotional Exhaustion	Journal of Management Studies	186	169
12.	McCarthy et al., 2016	Are Anxious Workers Less Productive Workers? It Depends on the Quality of Social Exchange	Journal of Applied Psychology	N/A	154
13.	White et al., 2010	Motivations for becoming a police officer: Re-assessing officer attitudes and job satisfaction after six years on the street	Journal of Criminal Justice	106	98
14.	Hardy et al., 2010	The relationship between transformational leadership behaviors, psychological, and training outcomes in elite military recruits	Leadership Quarterly	103	88

Note: N/A – not applicable.

Source: elaborated by the authors based on the Scopus and Web of Science databases.

In the context of bibliometric analysis, keywords repeatedly related to the topic of motivation in the uniformed services were extracted. VOSviewer software was used in the analytical process. The resulting set consisted of 158 words or phrases that occurred at least twice in the keywords of the 344 articles studied. The collection also included words that were synonymous with abbreviations or repetitions (such as “motivation,” “leadership,” “uniformed services”) and terms unrelated to the main topic of the analysis (e.g. “article”, “analysis,” “survey,” “literature review”). In order to systematise the set of words, redundant terms (unrelated to the topic of analysis) were deliberately excluded. The nomenclature of terms and abbreviations with similar meaning was standardised. The refined collection contained 105 keywords. The most common terms and their interrelationships are shown in Figure 3. The names of each cluster are shown in Figure 4.

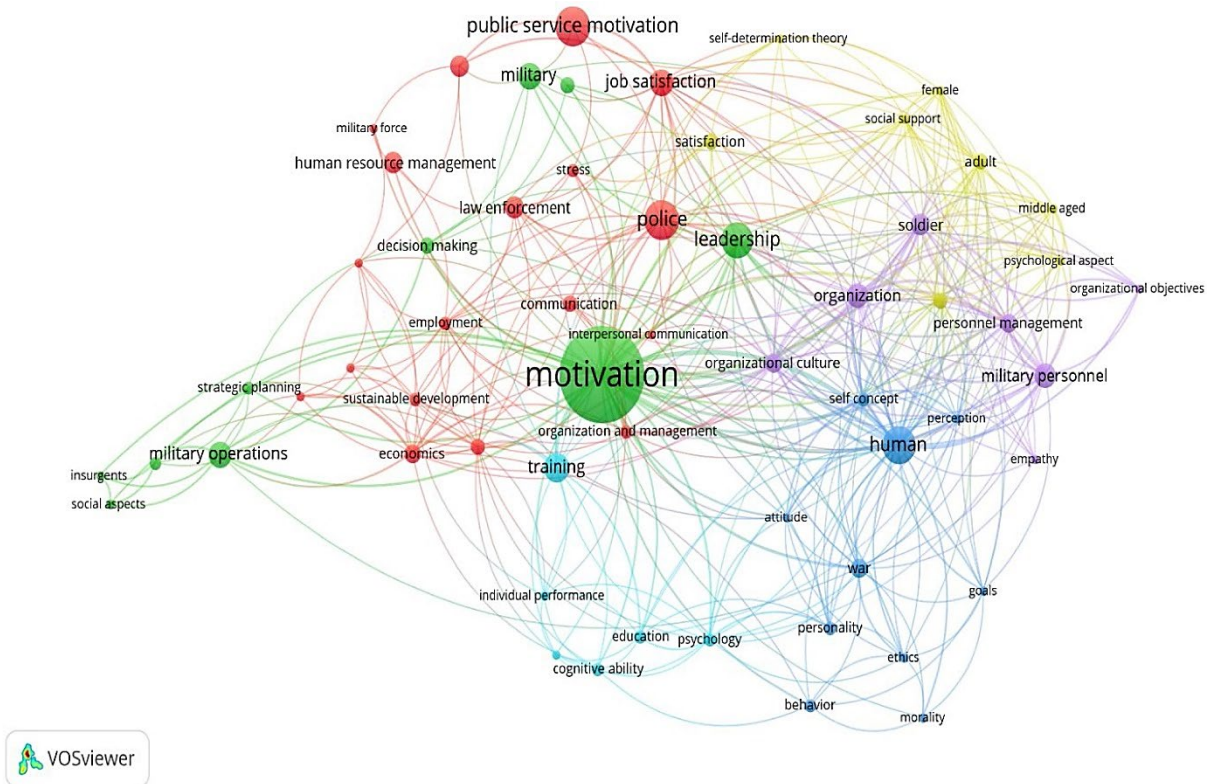


Figure 3. Keyword co-occurrence map of motivation in uniformed services

Source: elaborated by the authors using VOSviewer software.

The analysis generated six clusters containing keywords:

- blue cluster: values, attitudes and behaviour (e.g. Brunetto et al., 2012; Gillet et al., 2013; Gomes & Afonso, 2016; Ritz et al., 2016; Alves et al., 2017; Abdelnour et al., 2017; Martin et al., 2020; Mróz-Gorgon et al. 2020; Bodziany et al., 2021; Frohlich et al., 2022; Robinson et al., 2022; Dos Santos et al., 2023);
- light blue cluster: salary (e.g. Paarlberg & Lavigna, 2010; Turkalj et al., 2016; Miroshnichenko et al., 2019; Demirkol, 2021; Fialho et al., 2023);
- green cluster: safety (Brussen & Sanders, 2014; Scholarios et al., 2017; Torichnyi & Bhinder, 2019; Kornberger & Vaara, 2022; Hudson et al., 2024);
- red cluster: legal regulations (e.g. Cole et al., 2010; Halpenny, 2010; Roach, 2011; Kirchner & Akdere, 2017);
- yellow cluster: organization's brand (e.g. Lievens et al., 2007; Klein et al., 2015; Ceribeli et al., 2020; Saudelli et al., 2022; Kioulepoglou et al., 2024);
- purple cluster: structure and hierarchy (e.g. Van Knippenberg et al., 2004; Dick & Metcalfe, 2007; Ribeiro & Garcia, 2015; Orlovic, 2018; Radchenko et al., 2020; Nissinen et al., 2022; Kim & Vandenberghe, 2023; Holmberg & Alvinus, 2024).

Based on the literature review, factors influencing motivation to work in the uniformed services were generated:

1. Organization's image
2. Transparency of regulations
3. Level of salary
4. Level of job security
5. Level of acceptance of the organizational structure
6. Level of understanding of the mission
7. Level of acceptance of hierarchy
8. Level of alignment of personal and organizational values
9. Leadership style
10. Distribution of roles and responsibilities
11. Opportunities for training and development
12. Opportunities for advancement
13. Access to psychological support
14. Health protection
15. Access to rewards
16. Level of employment stability
17. Level of commitment
18. Level of sense of belonging

These factors should be subjected to expert assessment in order to determine their impact strength and dependencies. This will allow for the verification of the presented theoretical model (Figure 5).

Motivation in the uniformed services is driven by structure and hierarchy, the organization's brand, legal regulations, salary and mission and values as its core pillars. Structure and hierarchy lead to clear roles and responsibilities which are the basis for promotions and advancements as well as training and development. The organization's brand is an indicator of the prestige of working there. Legal regulations ensure work safety and accountability, which underpin health protection and psychological support. Salary is a determinant of the attractiveness of a place of employment. Mission and values inspire engagement and sense of belonging, which in turn motivates the achievement of awards and rewards.

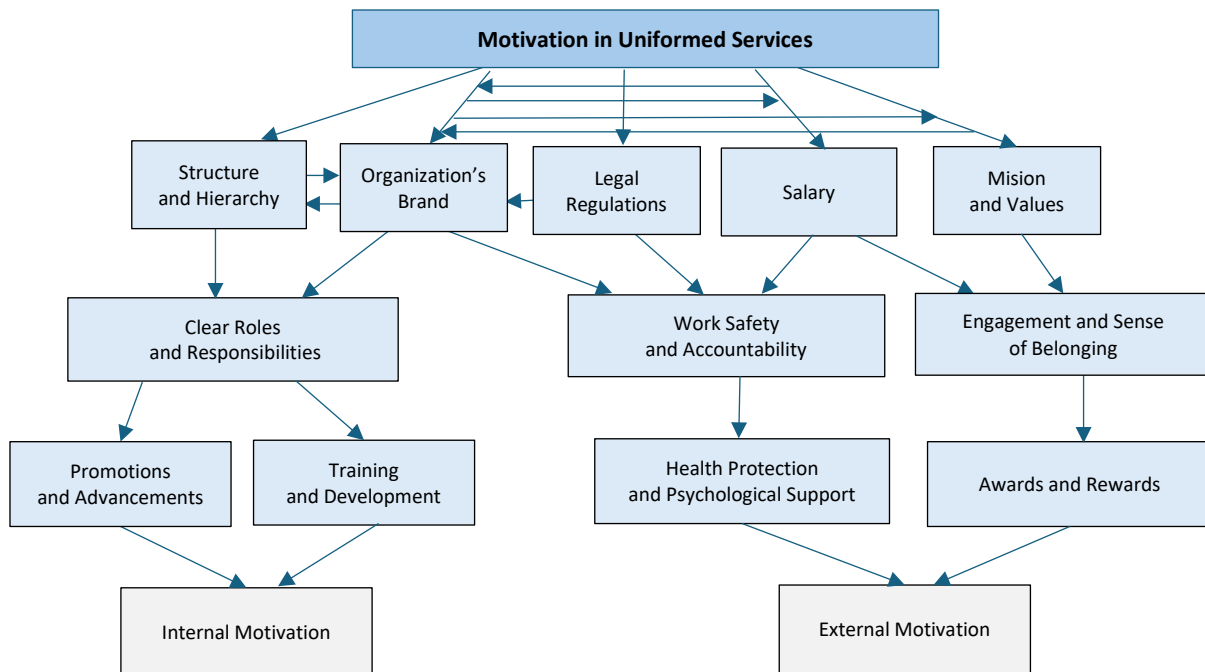


Figure 5. The model of motivation in the uniformed services

Source: own elaboration based on literature analysis.

Promotion, professional advancement, training, and development contribute to internal motivation. Health protection, psychological support, and awards and rewards are key elements of external motivation. An organization's brand is a factor that enhances internal motivation through a sense of pride and identification with the organization. It can also affect external motivation, as a strong brand can increase the prestige of working for an organization and influence public perception. Salary is a key component of external motivation, as it is a direct, material reward for work. However, adequate remuneration can also contribute to internal motivation through a sense of being properly evaluated and valued for one's contribution to the organization.

5. Discussion and Conclusions

Employee motivation is of paramount importance for organizational outcomes due to its correlation with their engagement. By understanding employees' needs it is possible to effectively identify stimuli to which they are susceptible, and based on this knowledge, select appropriate motivators. Subsequently, it allows for the construction and selection of the most optimal tools, techniques, or, in a longer-term perspective, methods of motivation, not only for stimulating individual employees but also for the efficient operation of the entire company's motivational system. The literature review has contributed to the identification of factors that may play a significant role in the motivation process within uniformed services. Consequently, the generation of these factors and the creation of a motivation model for uniformed services have set the further direction for research. The research results generated by bibliometric analysis in subsequent research phases should be subjected to expert evaluation. Motivation in the uniformed services is driven by structure and hierarchy, the organization's brand, legal regulations, compensation, and mission and values as its main pillars. Adequate remuneration is the primary motivator for working in the uniformed services. Factors such as promotion, professional advancement, and training play an important role. It must be emphasised that the selection of methods, techniques, and approaches to employee motivation cannot be arbitrary. For a motivational system to be effective and encourage employees to engage in their work and identify with the goals of the organization, while simultaneously satisfying both parties, its

elements should be tailored to the specifics of the organization and the processes carried out within it. This customisation ensures that the motivational strategies are congruent with the organizational culture, values, and operational dynamics, thereby maximising their efficacy and relevance to the employees' motivations and the organization's objectives.

References

- Abdelnour, S., Hasselbladh, H., & Kallinikos, J. (2017). Agency and Institutions in Organization Studies. *Organization Studies*, 38(12), 1775-1792. <https://doi.org/10.1177/0170840617708007>
- Alves, J. S. C., Bendassolli, P. F., & Gondim, S. M. G. (2017). Emotional Labor and Burnout: A Study with the Military Police. *Avances en Psicologia Latinoamericana*, 35(5), 459-472, <https://doi.org/10.12804/revistas.urosario.edu.co/apl/a.4505>
- Basalamah, M. S. A., & As'ad A. (2021). The Role of Work Motivation and Work Environment in Improving Job Satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94-103, <https://doi.org/10.52970/grhmr.v1i2.54>
- Bedwell, W. L., Wildman, J. L., Diaz Granados, D., Salazar, M., Kramer, W. S., & Salas, E. (2012). Collaboration at Work: An Integrative Multilevel Conceptualization. *Human Resource Management Review*, 2(92), 128-145. <https://doi.org/10.1016/j.hrmr.2011.11.007>
- Beška, B. (2020). Motivation – Definitions, Types and Motivations of Young People Joining the Police. *Family Pedagogy*, 3(10), 5-20.
- Binková, K., & Štěpánková, E. (2023). Motivation of Men and Women to Join the Armed Forces. *Proceedings of the 6th International Conference on Gender Research*, 6(1), 37-46, <https://doi.org/10.34190/icgr.6.1.1011>
- Bodziany, M., Ścibiorek, Z., & Ślusarczyk, S. (2021). Motivating in Theory and Practice of Command – Case Study of the Polish Armed Forces, the Police and the Fire Service. *International Journal of Organizational Analysis*, 29(2), 474-492. <https://doi.org/10.1108/IJOA-02-2020-2044>
- Boies, K., & Howell, J. M. (2006). Leader–Member Exchange in Teams: An Examination of the Interaction between Relationship Differentiation and Mean LMX in Explaining Team-Level Outcomes. *Leadership Quarterly*, 17(3) 246-257. <https://doi.org/10.1016/j.leaqua.2006.02.004>
- Bornmann, L., & Haunschild, R. (2017). Quality and Impact Considerations in Bibliometrics: A Reply to Ricker. *Scientometrics*, 111(3), 1857-1859. <https://doi.org/10.1007/s11192-017-2373-3>
- Brunetto, Y., Teo, S., Shacklock, K., & Farr-Wharton, R. (2012). Emotional Intelligence, Job satisfaction, Well-Being and Engagement: Explaining Organisational Commitment and Turnover Intentions in Policing. *Human Resource Management Journal*, 22(4), 428-441. <https://doi.org/10.1111/j.1748-8583.2012.00198.x>
- Brussen, M., & Sanders, K. (2014). The Relationship between Reflection and Innovative Behavior of Dutch Fire Brigade Leaders: Considering the Influence of Self-Efficacy, Time for Reflection and Autonomy. *Gedrag & Organisatie*, 27(3), 269-289.
- Ceribeli, H. B., De Freitas, V. F., Rezende, A. F., & Sabin, K. L. C. (2020). Perceived Organizational Prestige, Organizational Identification and Emotional Exhaustion of Military Police Officers. *Revista Gestao Organizacional*, 13(2), 26-47.
- Cichowicz, E., & Rollnik-Sadowska, E. (2018). Inclusive Growth in CEE Countries as a Determinant of Sustainable Development. *Sustainability*, 10(11), <https://doi.org/10.3390/su10113973>
- Cole, M. S., Bernerth, J. B., Walter, F., & Holt, D. T. (2010). Organizational Justice and Individuals' Withdrawal: Unlocking the Influence of Emotional Exhaustion. *Journal of Management Studies*, 47(3), 367-390. <https://doi.org/10.1111/j.1467-6486.2009.00864.x>
- Cortina, L. M., Kabat-Farr, D., Leskinen, E. A., Huerta, M., & Magley, V. J. (2013). Selective Incivility as Modern Discrimination in Organizations: Evidence and Impact. *Journal of Management*, 39(6), 1579-1605. <https://doi.org/10.1177/0149206311418835>
- Czerniawska, M., & Szydło, J. (2020). The Worldview and Values – Analysing Relations. *WSEAS Transactions on Business and Economics*, 17, 594-607. <https://doi.org/10.37394/23207.2020.17.58>
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. Plenum Press.
- Demirkol, I. C. (2021). The Role of Police Occupational Culture on Officers' Job Satisfaction and Work Motivation. *International Journal of Comparative and Applied Criminal Justice*, 45(4), 357-375. <https://doi.org/10.1080/01924036.2020.1742173>
- Demirkol, I. C., & Nalla, M. K. (2018). Enhancing Motivation and Job Satisfaction of Police Officers: A Test of High Performance Cycle Theory. *Criminal Justice and Behavior*, 45(12), 1903-1917. <https://doi.org/10.1177/0093854818796873>
- Dick, G., & Metcalfe, B. (2007). The Progress of Female Police Officers: An Empirical Analysis of Organisational Commitment and Tenure Explanations in Two UK Police Forces. *The International Journal of Public Sector Management*, 20(2), 81-100. <https://doi.org/10.1108/09513550710731463>
- Dos Santos, R. C., Rodrigues, A. L., de Lima, T. C. B., & Araújo, R. de A. (2023). Identidade profissional e estigma: um estudo com policiais militares. *Revista De Gestão E Secretariado*, 14(5), 6877-6893. <https://doi.org/10.7769/gesec.v14i5.2086>

- Dragomir, C., Bina, M. V., & Mititelu, L. (2018). Motivation of Personnel – Essential Part of Leadership in the Military Organization. *Scientific Research and Education in the Air Force*. <https://doi.org/10.19062/2247-3173.2018.20.63>
- Fialho, L. M. F., Pereira, E. M. S., & Sousa, F. G. A. (2023). Training Course for CEAR. Military Police Officials from the Police Perspective, *HOLOS*, 39(3).
- Filgona, J., Sakiyo, J., Gwany, D. M., & Okoronka, A. U. (2020). Motivation in Learning. *Asian Journal of Education and Social Studies*, 10(4), 16-37. <https://doi.org/10.9734/AJESS/2020/v10i430273>
- Forner, V. W., Jones, M., Berry, Y., & Eidenfalk, J. (2020). Motivating Workers: How Leaders Apply Self-Determination Theory in Organizations. *Organization Management Journal*, 18(2), 76-94. <https://doi.org/10.1108/OMJ-03-2020-0891>
- Frohlich, S., Fernandes, C., Rosalia Ribeiro Silva, M., & Lemos Lourenço, M. (2022). Work Passion in the Military Career: A Study on Military Policies and Firefighters in Peacekeeping Missions. *Teoria E Prática Em Administração*, 12(1), <https://doi.org/10.22478/ufpb.2238-104X.2022v12n1.59503>
- Fry, L., Vitucci, S., & Cedillo, M. (2005). Spiritual Leadership and Army Transformation: Theory, Measurement, and Establishing a Baseline. *Leadership Quarterly*, 16(5), 835-862. <https://doi.org/10.1016/j.leaqua.2005.07.012>
- Gillet, N., Huart, I., Colombat, P., & Fouquereau, E. (2013). Perceived Organizational Support, Motivation, and Engagement among Police Officers. *Professional Psychology: Research and Practice*, 44(1), 46-55. <https://doi.org/10.1037/a0030066>
- Glińska, E., & Siemieniako, D. (2018). Binge Drinking in Relation to Services – Bibliometric Analysis of Scientific Research Directions. *Engineering Management in Production and Services*, 10(1), 45-54. <https://doi.org/10.1515/emj-2018-0004>
- Gomes, A.R. & Afonso, J. M. P. (2016). Occupational Stress and Coping among Portuguese Military Police Officers. *Avances en Psicología Latinoamericana*, 34(1), 47-65. <https://doi.org/10.12804/apl34.1.2016.04>
- Grigorov, G., & Spiridonov, S. (2018). Research on the Motivation for Choosing the Military Career. *Conference Proceedings of the 24th International Conference the Knowledge-Based Organization*, 24(1), 302-307. <https://doi.org/10.1515/kbo-2018-0048>
- Gudanowska, A. E. (2017). Modern Research Trends within Technology Management in the Light of Selected Publications. *Procedia Engineering*, 182, 247-254. <https://doi.org/10.1016/j.proeng.2017.03.185>
- Guterres, L., Armanu, A., & Rofiaty, R. (2020). The Role of Work Motivation as a Mediator on the Influence of Education-Training and Leadership Style on Employee Performance. *Management Science Letters*, 10(7), 497-1504. <https://doi.org/10.5267/j.msl.2019.12.017>
- Halpenny, A. (2010). The Governance of Military Police in Canada. *Osgoode Hall Law Journal*, 48(1).
- Hardy, L., Calum, A. A, Jones, G., Shariff, A., Munnoch, K., Isaacs, I., & Allsopp, A. J. (2010). The Relationship between Transformational Leadership Behaviors, Psychological, and Training Outcomes in Elite Military Recruits. *Leadership Quarterly*, 21(1), 20-32. <https://doi.org/10.1016/j.leaqua.2009.10.002>
- Holmberg, A., & Alvinus, A. (2024). Organizational Resistance through Organizing Principles: The Case of Gender Equality in the Military. *Gender in Management*, 39(3), 313-327. <https://doi.org/10.1108/GM-05-2022-0180>
- Hudson, S., Ridland, L., Blackburn, J., Monchuk, L., & Ousey, K. (2024). The Comfort and Functional Performance of Personal Protective Equipment for Police Officers: A Systematic Scoping Review. *Ergonomics*, 67(10), 1317-1337. <https://doi.org/10.1080/00140139.2024.2302957>
- Ihensekien, O. A., & Joel, A. C. (2023). Abraham Maslow's Hierarchy of Needs and Frederick Herzberg's Two-Factor Motivation Theories: Implications for Organizational Performance. *Romanian Economic Journal*, 85, 32-49. <https://doi.org/10.24818/REJ/2023/85/04>
- Indahingwati, A., Launtu, A., Tamsah, H., Firman, A., Putra, A. H. P. K., & Aswari, A. (2019). How Digital Technology Driven Millennial Consumer Behaviour in Indonesia. *Journal of Distribution Science*, 17(8), 25-34. <https://doi.org/10.15722/jds.17.8.201908.25>
- Jaworski, B. (2019). Appraisal of Officers. *Acta Universitatis Lodzianis. Folia Iuridica*, 87, 105-117. <https://doi.org/10.18778/0208-6069.87.07>
- Kalogiannidis, S. (2021). Impact of Employee Motivation on Organizational Performance. A Scoping Review Paper for the Public Sector. *The Strategic Journal of Business & Change Management*, 8(3), 984-996. <https://doi.org/10.61426/sjbc.m.v8i3.2064>
- Keathley-Herring, H., Van Aken, E., Gonzalez-Aleu, F., Deschamps, F., Letens, G., & Orlandini, P.C. (2016). Assessing the Maturity of a Research Area: Bibliometric Review and Proposed Framework. *Scientometrics*, 109(2), 927-951. <https://doi.org/10.1007/s11192-016-2096-x>
- Khoshnevis, H., & Tahmasebi, A. (2016). The Motivation System in a Governmental Organization. *Procedia – Social and Behavioral Sciences*, 230, 212-218. <https://doi.org/10.1016/j.sbspro.2016.09.027>
- Kim, D., & Vandenberghe, C. (2023). Social Exchange Relationships with Peer Leaders and Ethical Leadership: A Study among Male Military Team Leaders. *Canadian Journal of Administrative Sciences*, 40(3), 294-308. <https://doi.org/10.1002/cjas.1701>
- Kioulpoglou, P., Chazapis, S., & Blundell J. (2024). A Comparative Analysis of Job Satisfaction among Military and Airline Pilots: During, and Post COVID-19. *Research in Transportation Business & Management*, 53. <https://doi.org/10.1016/j.rtbm.2024.101103>
- Kirchner, M., & Akdere, M. (2017). Military Leadership Development Strategies: Implications for Training in Non-Military Organizations. *Industrial and Commercial Training*, 49(7-8), 357-364. <https://doi.org/10.1108/ICT-06-2017-0047>

- Klein, G., Klein, H. A., Lande, B., Borders, J., & Whitarc, J. C. (2015). Police and Military as Good Strangers. *Journal of Occupational and Organizational Psychology*, 88(2), 231-250. <https://doi.org/10.1111/joop.12110>
- Knopp, D. (2021). Motivational Factors in Uniformed Services. *The Bellona Quarterly*, 1, 45-59. <https://doi.org/10.5604/01.3001.0014.8639>
- Kornberger, M., & Vaara, E. (2022). Strategy as Engagement: What Organization Strategy Can Learn from Military Strategy. *Long Range Planning*, 55(4). <https://doi.org/10.1016/j.lrp.2021.102125>
- Krzewiński, T. (2018). Selected Aspects of Human Resource Management in Uniformed Services. *International Journal of Synergy and Research*, 7, 97-109. <http://dx.doi.org/10.17951/ijsr.2018.7.0.97-109>
- Lenert Gansiniec, R. (2021). *Systematyczny przegląd literatury w naukach społecznych. Przewodnik dla studentów, doktorantów i nie tylko*. WN Scholar.
- Lievens, F., Van Hove, G., & Anseel F. (2007). Organizational Identity and Employer Image: Towards a Unifying Framework. *British Journal Management*, 18, 45-55. <https://doi.org/10.1111/j.1467-8551.2007.00525.x>
- Lim, B.-C., & Ployhart, R. E. (2004). Transformational Leadership: Relations to the Five-Factor Model and Team Performance in Typical and Maximum Contexts. *Journal of Applied Psychology*, 89(4), 610-621. <https://doi.org/10.1037/0021-9010.89.4.610>
- Lu, L., Liu, L., Sui, G., & Wang, L. (2015). The Associations of Job Stress and Organizational Identification with Job Satisfaction among Chinese Police Officers: The Mediating Role of Psychological Capital. *International Journal of Environmental Research and Public Health*, 12(12), 15088-15099. <https://doi.org/10.3390/ijerph121214973>
- Marczak, E., & Yawson, R. (2021). Understanding the Theories and Interventions of Motivation in Organization Development, Responsible Management: Opportunities and Challenges. *Proceedings of 58th Annual Conference of the Eastern Academy of Management*. Virtual. <https://doi.org/10.2139/ssrn.3849393>
- Martin, K., Périard, J., Rattray, B., & Pyne, D. B. (2020). Physiological Factors Which Influence Cognitive Performance in Military Personnel. *Human Factors*, 62(1), 93-123. <https://doi.org/10.1177/0018720819841757>
- McCarthy, J.M., Trougakos, J. P., & Cheng, B. H. (2016). Are Anxious Workers Less Productive Workers? It Depends on the Quality of Social Exchange. *Journal of Applied Psychology*, 101(2), 279-291. <https://doi.org/10.1037/apl0000044>
- Miroshnichenko, V., Mashtaler, A., Stavtyskyi, O., Bloshchynskyi, I., Pochekalin, I., & Shevchuk, V. (2019). Professional Vocation Development in the Future Border Guard Officers' Activity. *Revista Romaneasca pentru Educatie Multidimensionala*, 11(4), 164-174. <https://doi.org/10.18662/rrem/164>
- Moczyłowska, J. M. (2012). Talent Management: Theory and Practice of Management. The Polish Experience. *International Journal of Business Economic Research*, 3(1), 432-438.
- Moczyłowska, J. M., & Kowalewski, K. (2014). *Nowe koncepcje zarządzania ludźmi*. Difin.
- Moczyłowska, Z. S. (2023). Incentive System in the Uniformed Services on the Example of the Marshal Guard. *Academy of Management*, 7(4), 23-39. <https://doi.org/10.24427/az-2023-0053>
- Mróz-Gorgon, B., Martusewicz, J., & Michaluk, A. (2020). Effective Leadership in The Organization – A Current Challenge in The Military Service. *Education Excellence And Innovation Management: A 2025 Vision To Sustain Economic Development During Global Challenges*. Proceedings Paper, 17926-17930.
- Nazia, M., & Shoain, K. (2021). What Drives Young Women to Join the Pakistan Armed Forces? An Exploratory Study of Motivational Factors. *Pakistan Armed Forces Medical Journal*, 71(71), 1346-1350, <https://doi.org/10.51253/pafmj.v71i4.6274>
- Niñerola, A., Sánchez-Rebull, M.-V., & Hernández-Lara, A.-B. (2019). Tourism Research on Sustainability: A Bibliometric Analysis. *Sustainability*, 11(5), <https://doi.org/10.3390/su11051377>
- Nissinen, V., Dormantaitė, A., & Dungeveckis, L. (2022). Transformational Leadership in Military Education: Lithuanian Case Study. *Management Theory and Studies for Rural Business and Infrastructure Development*, 44(1), 103-116. <https://doi.org/10.15544/mts.2022.11>
- Orlovic, A. (2018). Police management – Police Officers' Perception of the Status (Qualitative Level) of Fundamental Functions of Management in the Police Organization. *Interdisciplinary Management Research*, 14, 286-305.
- Osterberg, J., Nilsson, J., & Hellum, N. (2020). The Motivation to Serve in the Military among Swedish and Norwegian Soldiers. A Comparative Study. *Journal of Defense Resources Management*, 1(20), 30-42.
- Paarlberg, L. E., & Lavigna, B. (2010). Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance. *Public Administration Review*, 70(5), 710-718. <https://doi.org/10.1111/j.1540-6210.2010.02199.x>
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 7(6), 387-397. <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Pârjoleanu, R. (2020). Work Motivation Efficiency in the Workplace. *Postmodern Openings*, 11(4), 293-309. <https://doi.org/10.18662/po/11.4/236>
- Piontek, A. (2017). Factors Shaping the Satisfaction of Employees of a Selected Dispatch Group on the Example of the Police. *Studies and Works WNEIZ US*, 48(2), 269-279. <https://doi.org/10.18276/sip.2017.48/2-23>

- Poklek, R. (2020). Professional Motivation of Officers Starting Work in Prison. *Sociology Forum*, 10, 229-242. <https://doi.org/10.19195/2083-7763.10.17>
- Poklek, R. (2021). Professional Motivation of Prison Staff. *Polish Prison Review*, 70, 77-100.
- Radchenko, E., Kozin, M. & Pyrchenkova G. (2020). *Innovative Technologies In Science And Education* (Itse-2020), (210). <https://doi.org/10.1051/e3sconf/202021002004>
- Reizer, A., Brender-Ilan, Y., & Sheaffer, Z. (2019). Employee Motivation, Emotions and Performance: A Longitudinal Diary Study. *Journal of Managerial Psychology*, 34(6), 415-428. <https://doi.org/10.1108/JMP-07-2018-0299>
- Ribeiro, A. D., & Garcia, F. C. (2015). Power and Gender Relations in the High Command of the Military Police of Minas Gerais: An Analysis of Perception of Women Police. *Teoria E Prática Em Administração*, 5(1), 53-79.
- Ritz, A., Brewer, G. A., & Neumann, O. (2016). Public Service Motivation: A Systematic Literature Review and Outlook. *Public Administration Review*, 76(3), 414-426. <https://doi.org/10.1111/puar.12505>
- Roach, K. (2011). Police Independence and the Military Police. *Osgoode Hall Law Journal*, 49(1), 117-149.
- Robinson, K., McKenna, B., & Rooney, D. (2022). The Relationship of Risk to Rules, Values, Virtues, and Moral Complexity: What We can Learn from the Moral Struggles of Military Leaders. *Journal of Business Ethics*, 149, 749-766. <https://doi.org/10.1007/s10551-021-04874-5>
- Saudelli, I., De Kimpe, S., & Christiaens, J. (2022). Police Stops, Suspicion and the Influence of Police Department Cultures: A Look into the Belgian Context. *Journal of Organizational Ethnography*, 11(2), 98-115. <https://doi.org/10.1108/JOE-02-2021-0008>
- Scholarios, D., Hesselgreaves, H., & Pratt, R. (2017). Unpredictable Working Time, Well-Being and Health in the Police Service. *International Journal of Human Resource Management*, 28(16), 2275-2298. <https://doi.org/10.1080/09585192.2017.1314314>
- Siderska, J., & Jadaa, K. S. (2018). Cloud Manufacturing: A Service-Oriented Manufacturing Paradigm. A Review Paper. *Engineering Management in Production and Services*, 10(1), 22-31. <https://doi.org/10.1515/emj-2018-0002>
- Sitopu, Y. B., Sitingjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72-83. <https://doi.org/10.52970/grhrm.v1i2.79>
- Szpilko, D., Jimenez Naharro, F., Lăzăroiu, G., Nica, E., & De la Torre Gallegos, A. (2023). Artificial Intelligence in the Smart City — a Literature Review. *Engineering Management in Production and Services*, 15(4), 53-75. <https://doi.org/10.2478/emj-2023-0028>
- Szum, K. (2021). IoT-based Smart Cities: A Bibliometric Analysis and Literature Review. *Engineering Management in Production and Services*, 13(2), 115-136. <https://doi.org/10.2478/emj-2021-0017>
- Szustakiewicz, P. (2019). The Issue of Unification of Regulations Governing the Service Relationship of Uniformed Officers. *Internal Security Review*, 11(21), 82-95.
- Szymańska, E. (2017). Theoretical Aspects of Motivating Police Officers. *Defense-Scientific Journals of the Faculty of Management and Command of the Academy of Military Arts*, 4(24), 177-191.
- Thomas, R., & Davies A. (2005). Theorizing the Micro-politics of Resistance: New Public Management and Managerial Identities in the UK Public Services. *Organization Studies*, 26(5), 683-706. <https://doi.org/10.1177/0170840605051821>
- Thornborrow, T., & Brown, A. D. (2009). 'Being Regimented': Aspiration, Discipline and Identity Work in the British Parachute Regiment. *Organization Studies*, 30(4), 355-376. <https://doi.org/10.1177/0170840608101140>
- Torichnyi, O., & Bhinder, N. (2019). Organizational Methods of Formation of Military and Special Competence in Future Border Guard Officers in the Continuing Education Process. *Revista Romaneasca pentru Educatie Multidimensionala*, 4(1), 278-301. <https://doi.org/10.18662/rrem/190>
- Turkalj, Z., Orlovic, A., & Milkovic, I. (2016). Motivation for Work – Perceived Sources of Work Motivation of Police Officers (Profession, Organisation, Management). *Interdisciplinary Management Research*, 12, 404-415.
- Uka, A., & Prendi, A. (2021). Motivation as an Indicator of Performance and Productivity from the Perspective of Employees. *Management & Marketing*, 16(3), 268-285. <https://doi.org/10.2478/mmcks-2021-0016>
- Van den Heuvel, M., Demerouti, E., & Peeters, M. C. W. (2015). The Job Crafting Intervention: Effects on Job Resources, Self-Efficacy, and Affective Well-Being. *Journal of Occupational and Organizational Psychology*, 88(2), 1-22. <https://doi.org/10.1111/joop.12128>
- Van Knippenberg, D., Van Knippenberg, B., De Cremer, D., & Hogg, M. A. (2004). Leadership, Self, and Identity: A Review and Research Agenda. *Leadership Quarterly*, 15(6), 825-856. <https://doi.org/10.1016/j.leaqua.2004.09.002>
- White, M. D., Cooper, J. A., Saunders, J., & Raganella, A. J. (2010). Motivations for Becoming a Police Officer: Re-Assessing Officer Attitudes and Job Satisfaction after Six Years on the Street. *Journal of Criminal Justice*, 38(4), 520-530. <https://doi.org/10.1016/j.jcrimjus.2010.04.022>
- Wiśniewski, R. (2019). The Role of Incentive Systems of the Uniformed Services in the Formation of State Security. *Internal Security Review*, 11(20), 92-112.
- Zheng, J. (2021). A Functional Review of Research on Clarity, Immediacy, and Credibility of Teachers and Their Impacts on Motivation and Engagement of Students. *Frontiers of Psychology*, 12, 1-10. <https://doi.org/10.3389/fpsyg.2021.712419>

Motywacja pracowników w służbach mundurowych – analiza bibliometryczna

Streszczenie

Cel: Niniejszy artykuł ma na celu usystematyzowanie wiedzy na temat motywacji w służbach mundurowych i określenie kierunków przyszłych badań.

Metodyka: Przeprowadzono analizę bibliometryczną, opierając się na publikacjach dostępnych w bazach Web of Science i Scopus. Objęła ona publikacje zawierające frazy „motywacja” i „służby mundurowe” lub „policja” lub „wojsko” lub „straż graniczna” lub „straż pożarna” lub „służba więzienna” w temacie. Wyszukiwanie zostało przeprowadzone dla materiałów opublikowanych w latach 2004-2024 w języku angielskim.

Wyniki: Na motywację w służbach mundurowych wpływają struktura, hierarchia, marka organizacji, regulacje prawne, wynagrodzenie oraz misja. Struktura i hierarchia wspierają motywację wewnętrzną poprzez jasny podział ról, możliwości awansu i szkolenia. Motywację zewnętrzną wzmacniają opieka zdrowotna, wsparcie psychologiczne i system nagród. Silna marka organizacji buduje dumę i identyfikację, co wpływa na obie formy motywacji. Wynagrodzenie jest kluczowym czynnikiem zewnętrznym, ale może też wzmacniać motywację wewnętrzną, jeśli jest postrzegane jako sprawiedliwe.

Implikacje i rekomendacje: Chociaż wynagrodzenie jest głównym motywatorem, ważną rolę odgrywają także awans, rozwój i szkolenia. Systemy motywacyjne powinny być dopasowane do kultury i specyfiki organizacji, aby skutecznie zwiększać zaangażowanie i realizację celów.

Oryginalność/wartość: Artykuł zawiera oryginalne wyniki badań. Mają one walory poznawcze i użyteczne.

Słowa kluczowe: motywacja, służby mundurowe, model teoretyczny
