

Motivation to Serve in the Marshal's Guard and the Generational Affiliation of Officers

ABSTRACT

This doctoral thesis examines the issue of motivation to serve in the Marshal's Guard in the context of officers' generational affiliation. The specific nature of uniformed services, operating within a highly hierarchical organisational structure and bearing particular responsibility for the performance of public duties, means that effectively motivating officers is one of the key factors determining the operational efficiency of the force and its staff stability. At the same time, modern organisations, including uniformed services, operate in an environment of increasing generational diversity among staff, which implies the need to take into account the varied expectations and needs of representatives of different generations in the motivation process.

The aim of the study was to investigate the relationship between the reasons for joining and leaving the Marshal's Guard and the officers' generational affiliation. Another key research objective was to assess the level and determinants of motivation to serve among officers representing different age groups, as well as to identify the motivation management tools used by the command staff of the Marshal's Guard and to evaluate their suitability in relation to the expectations of representatives of individual generations. Due to the specific nature of the organisation under study, a research methodology appropriate for a case study was adopted. The study employed a triangulation of research methods and techniques, including surveys, in-depth interviews, an expert panel, document analysis and logical analysis.

The following research questions were formulated:

1. Is there a relationship, and if so, what is the relationship between the motives for joining and serving in the Marshal's Guard and the officers' generational affiliation?
2. Is there a relationship, and if so, what is the relationship between the motives for leaving the Marshal's Guard and the officers' generational affiliation?
3. What instruments for managing officers' motivation does the command staff of the Marshal's Guard use, and to what extent are they appropriate to the expectations of individual generational groups?

The research procedure adopted comprised five stages. The first stage involved a critical review of the relevant literature and an analysis of legal acts concerning incentive schemes and generational diversity in the labour market, with particular emphasis on the uniformed services.

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This stage concluded with the identification of a research gap and the definition of the thesis's objectives. In the second stage, research questions and hypotheses were formulated, research methods and tools were selected, and pilot research was conducted on a group of five officers of the Marshal's Guard and five former officers of that formation. This allowed for the preliminary identification of the determinants of motivation for service and the refinement of the research assumptions. In the third stage, an expert panel was convened and a structural analysis was carried out using the MICMAC programme, the aim of which was to identify the determinants of the level of motivation to serve in uniformed services and to determine the interrelationships between the analysed factors. The adoption of a broader research perspective stemmed from the lack of previous studies on the determinants of motivation to serve in the Marshal's Guard, which required prior identification of the motivational mechanisms characteristic of uniformed services as a category of organisation. The analysis made it possible to identify the determinants of the incentive system, which primarily included legal regulations and salary levels, as well as key factors such as opportunities for promotion and professional development, job security, the organisation's brand, the level of understanding of the mission, leadership style, a sense of belonging, acceptance of the organisational structure, and the atmosphere at the workplace. The results of the structural analysis also made it possible to determine the strength and directions of the interactions between these factors, and formed the basis for conceptualising the research model and operationalising the variables used in subsequent stages of the research. In the fourth stage, appropriate research tools were developed, including a questionnaire and an in-depth interview script, and an analysis of the Marshal's Guard's internal documents was carried out. Empirical research was then carried out in accordance with case study methodology. Quantitative research covered 112 officers of the Marshal's Guard and 60 former officers of the force, whilst qualitative research was conducted among representatives of the command staff. An analysis of the officers' value system was also carried out using the Rokeach Value Survey, along with a statistical analysis of the collected empirical data. The fifth stage involved drawing conclusions, formulating practical recommendations and identifying directions for further research.

The thesis consists of five chapters. The first chapter presents the concepts of motivation and motivating, highlighting their interrelationships and the interdisciplinary nature of contemporary theoretical approaches. The second chapter is devoted to the characteristics of the generations present in the labour market, their attitudes towards work and motivational expectations, as well as the fundamentals of managing generational diversity. Chapter three presents the Marshal's Guard as the subject of the research, discussing its origins,

organisational and staffing structure, its role in the system of protecting the state's most important figures, and the arrangements concerning the recruitment, professional development, remuneration and promotion of officers. Chapter four presents the research methodology, including the subject and scope of the study, research problems and hypotheses, as well as a description of the tools used and the research sample. Chapter five contains an analysis of the results of original research concerning the determinants of motivation for service in uniformed services, the motives for joining the Marshal's Guard, the level and determinants of motivation to serve among officers representing different age groups, the hierarchy of officers' values as a source of motivational needs, the motivational tools used, and the reasons for leaving the service.

The research findings indicate a correlation between the reasons for joining and serving in the Marshal's Guard and the officers' generational affiliation. A statistically significant correlation was also demonstrated between self-assessed levels of motivation for service and the age of the officers surveyed. The research findings confirm the need to increase the flexibility of incentive schemes and to take into account the diverse generational needs in the management of uniformed services personnel. Of particular importance is the development of those elements of the incentive system over which the organisation has direct influence, such as access to training, improved schedule flexibility, systematic assessment of officers' needs, and transparent career development pathways. With regard to the youngest officers, it is particularly important to integrate financial incentives with opportunities for professional development and to reinforce a sense of purpose in their service, which may foster increased commitment and staff retention. It is also important to maintain a positive working atmosphere and to systematically recognise officers' achievements in a way that meets their psychosocial needs.

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