

## PROBLEMS OF THE MOTIVATION AND INCENTIVE SYSTEM FOR OFFICERS OF LAW ENFORCEMENT INSTITUTIONS

Ugnė GABRIŪNAITĖ

Mykolas Romeris University  
Maironio str. 27, LT 44211 Kaunas, Lithuania  
E-mail: [uggabriunaite@mrui.eu](mailto:uggabriunaite@mrui.eu)  
ORCID ID: [0009-0001-7038-2388](https://orcid.org/0009-0001-7038-2388)

Rūta ADAMONIENĖ

Mykolas Romeris University  
Maironio str. 27, LT 44211 Kaunas, Lithuania  
E-mail: [rutadam@mrui.eu](mailto:rutadam@mrui.eu)  
ORCID ID: [0000-0002-7716-8093](https://orcid.org/0000-0002-7716-8093)

DOI: 10.13165/PSPO-25-37-02-02

**Abstract.** *Work motivation determines employee productivity, satisfaction with professional activities, and long-term loyalty to the organization. Therefore, an effectively designed and implemented motivation and incentive system is a key factor to the success of an organization, especially in law enforcement institutions, where working conditions are difficult and require special commitment. Therefore, motivation and incentivization of statutory employees is an extremely relevant topic. The empirical research conducted in this article has allowed us to more broadly reveal the problems in the incentive system for statutory employees of law enforcement institutions, such as: insufficient adaptation of the system, without taking into account the expectations of employees; insufficiently objective assessment of results; uncompetitive wages, which are not proportional to the workload; applied incentive measures are more formal than material and do not meet the expectations of employees; lack of opportunities for professional development; and often experienced stress and psychological pressure in the service, as well as insufficient information about confidential psychological assistance that statutory employees can use. Therefore, the purpose of this scientific article is to reveal the theoretical and practical aspects of the motivation and incentive system for law enforcement officers.*

**Keywords:** *law enforcement institutions, officer motivation, incentive system, challenges*

### Introduction

**Relevance of the topic.** The role of law enforcement institutions in modern society is significant, as they ensure security and law and order. Employees of statutory institutions – the Lithuanian Police, the State Border Guard Service under the Ministry of the Interior of the Republic of Lithuania (hereinafter referred to as the MIA of the LR), the Financial Crimes Investigation Service under the MIA of the LR, the Special Investigation Service and other statutory civil servants – face special challenges and dangerous, difficult working conditions every day. Their activities guarantee the well-being and safety of society. Therefore, motivation and incentivization of statutory civil servants is a particularly important and relevant topic, as it is necessary to ensure that these employees are properly motivated and encouraged to perform their duties effectively and professionally. The most important factors that increase motivation are recognition, responsibility, achievements, the nature of the work, opportunities for development and personal growth (Hilal, Litsey, 2019). Motivation is an internal process that encourages an individual to achieve certain goals and perform tasks in a certain way. Self-determination theory states that people are motivated when the activities they engage in are consistent with their interests, values, and sense of autonomy. This theory also emphasizes such intrinsic motivators as the ability to make independent decisions, satisfaction and personal well-being, the importance of increasing engagement, and pleasure and curiosity (Deci, Ryan, 2008,

cited in Din Bandhu et al., 2024). In recent years, the activities of law enforcement institutions have become increasingly complex due to various social, economic and technological changes. Public expectations regarding the high quality of law enforcement activities encourage reflection on the system of motivation and incentivization of employees of law enforcement institutions, because *"motivated statutory civil servants are the guarantor of the security and stability of the Republic of Lithuania"* (Marozas, Guščinskienė, 2020).

**Novelty of the topic.** The issue of motivation has been studied by a number of scientists in the mid-20th century, but in the 21st century, fewer and fewer researchers are choosing to analyze this topic. Although there are many theoretical theories of motivation created by foreign scientists, for example, A.Maslow's hierarchy of needs (McLeod, 2024), F.Herzberg's two-factor theory (Nickerson, 2024), V.Vroom's expectancy theory (Sutton, 2024), J.Adams' theory of justice (Davlembayeva, Alamanos, 2023), etc., difficulties are often encountered when applying them in statutory institutions. In recent foreign literature, one can find a number of publications that aim to identify modern employee motivation factors, including the choice of the public sector and the influence of intrinsic and extrinsic motivation. This is discussed by authors such as Asseburg and Homberg (2018) and Rida and Siddiqui (2019). Motivation and its influence on individual behavior and measures to promote employee productivity in their work were examined by Asaari, Desa, and Subramaniam (2019), Shahid, Haq, Iqbal, and Munir (2020), Haryono, Supardi, and Udina. (2020).

This scientific article presents a new approach to the already studied motivation of statutory civil servants and related problems. When conducting new empirical research, the aim is to clarify not only the shortcomings of motivation, but also the problems related to incentivization, including in the study not only statutory civil servants, but also the opinion of the head of all police about the current system in the Lithuanian police.

Lithuanian scientists have studied employee motivation, but there is a noticeable lack of new scientific work. There are almost no specific studies or publications dedicated to analyzing problems related to motivation and incentivization of officials. Nevertheless, several new scientific publications are worth mentioning, which examine various theoretical and practical factors influencing statutory civil servants. Dudenaitė and Radzevičienė (2023), Marozas and Guščinskienė (2020), Morkevičiūtė, Endriulaitienė and Jočienė (2018). So are previous scientific works. Vitkauskas (2012), Žaptorius (2007), Palidaukaitė (2007), Sakalas (2001), Šilingienė (2001) analyzed aspects of motivation, while Marcinkevičiūtė (2010) focused mainly on motivation models.

The analyzed issues implied the purpose of the scientific article: to reveal the theoretical and practical aspects of the motivation and incentive system for law enforcement officers and, taking into account the specifics of the activities and nature of work of law enforcement officers, to present solutions for improvement.

## Concepts of motivation and incentive

The concept of motivation and incentive consists of a number of strategies and methods that aim to motivate and encourage people to achieve better prospects and set goals in one or another field of work. The specifics of working in an institution and such individual needs of employees as emotional well-being, recognition, free decision-making, career opportunities, good working conditions and high salary are important for people to perform their work more productively. However, it is not easy to understand how to correctly implement this process, because each person's motivation is formed within them, and incentivization is determined by external factors, which, unfortunately, do not always meet the expectations of employees.

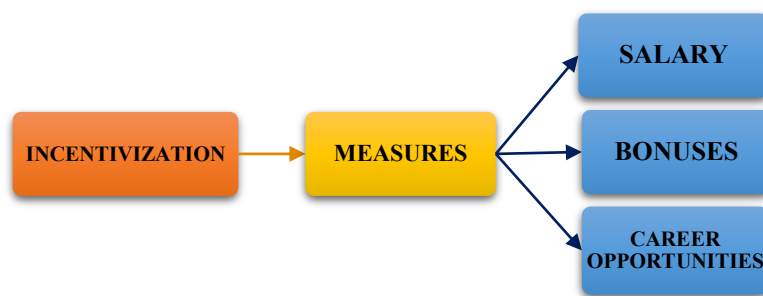
Although the public sector is tirelessly looking for different alternatives and applying new motivational measures to employees, this is still not enough, because over time, motivation changes and the measures used lose their effectiveness, which makes it necessary to look for new ones. Marcinkevičiūtė (2010), writing about employee motivation models, states that *"it is generally accepted that motivation is not constant, it constantly changes depending on the circumstances and the person himself, therefore it is difficult to answer unequivocally what means are best for motivation"*. She also emphasizes that *"different motives may dominate in different situations, and one motive may be replaced by another, therefore it is necessary to constantly monitor and investigate the reasons for employee motivation"*. As authors Asaari, Desa, and Subramaniam (2019) state, employees perceive that rewards such as salary and recognition are significant in promoting motivation and satisfaction with professional activities. However, reward is a stimulus that encourages individuals to work more productively. The authors emphasize that, as a result, the institution must create a flexible and effective incentive system that would motivate employees. Similar insights were shared by Diržytė, Patapas, and Mikelionytė (2010). However, the most influential factor is wages and other factors that differ between the private and public sectors. The aforementioned authors emphasize that good remuneration, image, prestige, and responsibility are often the most important components that inspire people to choose management positions in the private sector. According to Diskienė (2008), in the public sector, the budget of institutions is one of the fundamental constraints that prevents managers from satisfying not only basic but also developmental needs, taking into account the shortcomings of the existing evaluation system, which is regulated by a regulatory legal act and is prescriptively formalized. Also, the aforementioned authors Diržytė, Patapas and Mikelionytė (2010) note that the priority goal of public sector organizations is to ensure quality services, while that of private organizations is to pursue profit.

Motivation is perceived through content visualization as intrinsic and extrinsic (see Chart 1). And incentivization is perceived through different means of influence and advantages, which influence the employee, which in turn strengthens his motivation, creates a desire to achieve better results and increases work productivity (see Chart 2). However, there are various external factors that do not motivate. As state Marcinkevičiūtė and Petrauskienė (2009), low remuneration for work, disproportionately distributed workload, and the absence of an incentive system for properly performed work can have a negative impact on productivity.



**Chart 1. Visualization of the Concept of Motivation**

*Source: Compiled by the authors based on the aforementioned scientific source*



**Chart 2. Visualization of the Concept of Incentive**

*Source: Compiled by the authors based on the aforementioned scientific sources*

The motivation and incentive system must be consistent and meet both the institution's expectations and the needs of employees, because human resources are the most important thing. A manager should be able to identify the needs of the employee and meet them, as this will help achieve goals and create a harmonious team. According to Morkevičiūtė, Endriulaitienė and Jočienė (2018), in order to feel skilled and increase self-esteem and form a desired image, an employee must strive to receive the most favorable evaluation possible. However, the responsibility of the organization's manager is not only to evaluate the results achieved, but also to create a work environment in which the employee feels valued and involved in the organization's activities. According to Adamonienė (2015), “[...] a manager, in order to involve subordinates in management, must create conditions that encourage the desire to improve and assume greater responsibility”. Therefore, in order for human resources activities to be consistent and the system to be long-term and effective, managers should pay more attention to developing human resources management strategies, motivating employees, creating conditions for improving their skills, ensuring constant communication between colleagues, encouraging their cooperation, and resolving emerging conflicts. Thus, the concept of motivation and incentive encompasses a multifaceted approach that highlights both the individual needs and goals of employees and the general organizational factors that determine the effectiveness of encouragement, thus distinguishing factors that have a negative impact on the employee and the organization.

### **Peculiarities of motivation and incentive of employees of law enforcement institutions**

The motivation process is an individual phenomenon that each person experiences in their own way and which depends on their motives, personal values, attitudes, goals, and social environment. All of this determines the direction of actions and certain choices of a person seeking to realize their intended goals. The main difference between intrinsic motivation, where an activity is performed because it is inherently interesting or pleasurable, and extrinsic motivation, where an activity is performed for some external benefit (Ryan and Deci, 2000). According to Žaptorius (2007), “work efficiency is determined by both material incentives (cash bonuses, etc.) and moral factors (favorite activities, good relationships with colleagues and managers, etc.). An incentive is effective only when the recipient is convinced that it was due to his or her appropriate efforts”. Thus, it can be assumed that material and non-material means act as stimulating incentives, complementing each other, because the interaction of these means keeps the individual motivated. The differentiation of motivation factors and their structural content are described and presented below, including internal elements that are oriented towards the officer's personal value aspirations and self-expression, as well as external

factors that are conditioned by the environment and act as an incentive and social stimulus. This differentiation allows us to identify the totality of various motivational factors and their influence on an individual's behavior, helps us understand the expectations of a person's choice of profession and the nature of work.

First of all, the motivation of statutory civil servants is divided into two main forms - internal and external factors. Internal motivation factors include: honest and honorable work, the desire to maintain order, protect weaker members of society, professional challenges related to the specifics of the work, career opportunities, recognition, self-realization, a sense of responsibility, work diversity, leadership quality, favorable micro-climate, feedback, and higher responsibilities. Meanwhile, extrinsic motivation factors include: salary, salary supplements, social guarantees provided by the state, job stability, incentives for impeccable service, early retirement, feedback, work-life balance, positive reputation, and working conditions.

Considering the presented motivation factors, it can be understood that individuals working in statutory institutions seek meaningful work. Their motivation is further enhanced by reasons such as a sense of service and a desire to contribute to the well-being of others, thereby nurturing society. Thus, their expectations coincide with the institution's goal - to guarantee law and order. Article 5(3) of the Constitution enshrines the principle that *"government institutions serve the people"*. This constitutional imperative stipulates the purpose of state institutions and their servants - to ensure the protection of public interests, public order and other important aspects in relation to citizens. As the authors of Lithuanian constitutional law state (2017), *"the institute of fundamental rights does not allow excessive state dominance over an individual and requires that state institutions and officials protect and defend fundamental rights, not violate them and not allow others to commit such violations"*. In other words, officials of state institutions must not only protect and ensure the fundamental rights and freedoms of citizens, but also not violate them themselves and not allow others to do so.

The desire to uphold and ensure justice, arising from intrinsic motivation, and insight into the meaning of work provide more motivation, because when a person performs useful work, he feels the benefits of the efforts made and the results achieved. This is also confirmed by Balčiūnas (2021): *"In addition to diversity and professionalism, it is necessary that highly motivated people work in the civil service, for whom service to society (not only to the state, because society is often forgotten in Lithuania) is not just "work for a salary", but a little more, i.e. meaningful, interesting and difficult activity, the results of which are important not only for the official, civil servant, state, but primarily for society."* Thus, a statutory civil servant should perceive service as a meaningful activity, not forget the interests of citizens and direct their efforts primarily towards the general welfare of the state.

Intrinsic motivation is a natural need of an individual; in other words, people willingly seek to engage in something that interests them or is enjoyable. Intrinsic motivation is understood as an employee's desire to do their job better, because a job well done gives them a sense of pride in themselves, they enjoy completing assigned tasks, and they find them interesting. The sources of this motivation are the employee's intellectual curiosity, desire to improve and pursue a career, desire to do interesting and responsible work, desire to have freedom of choice, and pursuit of meaning in life (Lipinskienė, 2012). However, personal determination alone is not enough; even with strong intrinsic motivation, it can decrease if there is no support from the environment and no appreciation for the work done. Therefore, external influence is no less important; for intrinsic motivation to increase, a favorable environment is also needed in which employees can realize their potential. In order for intrinsic motivation to flourish, the social environment must foster it. Social context has an impact on the development



of intrinsic motivation, influencing perceived competence and autonomy (Legault, 2016). For this reason, the intrinsic motivation of civil servants depends not only on their calling and desire to serve, but also on the work environment and society. Civil servants feel appreciated after receiving feedback. In order to maintain intrinsic motivation, management should constantly evaluate employees' achievements and work quality, and encourage them by granting them higher positions or providing salary bonuses. This way, the employee would feel more motivated. Qualitative data analysis conducted by Uka and Prendi (2021) revealed that employees feel greater satisfaction and become more motivated when they are given additional benefits, higher responsibilities, greater responsibility, and when their efforts are appreciated by others, especially management.

Analyzing the scientific literature, it can be noted that in addition to financial incentives, employees are also motivated by socio-psychological methods of incentivization, for example, by ensuring career prospects, democratic leadership in the organization, more flexible work schedules, work-rest balance, and providing opportunities for competence development. However, when it comes to the benefits of the work of officials, their career and self-expression prospects, when examining the legal acts regulating statutory bodies, it is noticeable that their career and personal development opportunities depend on legal regulation. As a result, officers can only pursue professional development within the limits set by law. Training for professional qualifications is provided for in Article 19, Part 1 of the Law on Amendments to the Statute of the Internal Service of the Republic of Lithuania (hereinafter referred to as the Statute), which provides that *"officials must constantly improve their qualifications. The procedure for training for professional qualifications of officials shall be established by the Minister of the Interior, in coordination with the Ministers of Justice and Finance"*. Although the Statute defines mandatory professional development in detail, it limits the ability of statutory servants to freely choose the direction of development, as this depends on the provisions of the executive branch and other entities. Career opportunities are also enshrined (in Article 26 of the Statute), which states that *"officials may be promoted to higher posts on the basis of performance evaluation or selection [...]"*. Consequently, the implementation of officials' professional goals is dependent on a strictly defined legal order, which may not in all cases satisfy employees' needs and meet goals, especially if their internal aspirations are related to larger future plans. Although intrinsic motivation stems from personal aspirations and needs, it is not sustainable in itself; its maintenance requires the involvement of the organization so that the employee is properly valued and receives the necessary support for professional growth and unconditional involvement in the organization.

The essence of extrinsic motivation is aptly defined by Adomaitytė, Girdvainytė and Martinkienė (2016), stating that *"extrinsic motivation, simply put, is the pursuit of external reward [...]"*. Speaking about the priority of incentivization for civil servants, Vitkauskas (2012) emphasizes that incentive is an integral part of the performance evaluation of every statutory servant and one of the extrinsic motivators for working in the service. The right of an official to be encouraged must be established not only formally, but also legally protected, and if necessary, its judicial protection must be ensured. It is important that in this regard, incentives are truly ensured and clear criteria are established according to which statutory civil servants would be motivated, while also creating conditions for an objective assessment of their performance. When examining the legal acts that determine the activities and conditions of internal service officers, it can be noted that (Article 39 of the Statute) establishes the procedure for promoting and rewarding officers and the grounds on which incentives are granted to civil servants. The aforementioned (Article 39, Part 1 of the Statute) states that *"for impeccable and exemplary performance of official duties, officials may be encouraged and rewarded"*. Also,

Part 2 of the same article establishes how *"officials may be encouraged:"* 1) *an acknowledgment;* 2) *a one-time cash payment not exceeding the amount of 2 average salaries of the official (except for the case specified in Part 4 of this Article), awarded and paid in accordance with the procedure established by the Government;* 3) *by granting additional paid leave in accordance with the procedure established in Parts 1 and 2 of Article 53 of the Statute;* 4) *a nominal gift;* 5) *a cash payment in the amount of 1 to 2 official salaries for a personal exceptional contribution to the implementation of the goals set for the statutory institution or the achieved results and implemented tasks (however, not more often than 2 times per calendar year)".* Also, Part 3 of the legal norm under discussion establishes that *"officials may be awarded":* 1) *with an official insignia;* 2) *with a presentation firearm"*, and Part 4 provides that *"officials who have directly participated in the disclosure or investigation of criminal acts and other violations of the law may, under the conditions and procedure established by the Government, be encouraged with a one-time cash payment of an amount established by the Government"*. It can be stated that the certainty of incentive measures is sufficient, and the legal act clearly defines the grounds for their granting, i.e. sets out specific cases when an award or other incentive may be granted. These measures are diverse and can indeed motivate a statutory employee. However, the question remains whether they are sufficiently useful and whether their administration always serves its intended purpose and provides tangible benefits.

When analyzing scientific literature, it is noticeable that the necessity of material incentives is emphasized taking into account the fact that the work of statutory civil servants is not easy and that considerable stress is experienced while performing it. According to Rahman and Shanjabin (2022), work-related stress and motivation may interact. Jobs that cause more stress should be associated with stronger motivation, such as bonuses or other incentives, to ensure employee satisfaction. The greater the risk of the job, the correspondingly greater the incentives or rewards should be. In other words, employees are less likely to do stressful work if they are not given adequate remuneration or motivation. (Article 54 of the Statute) sets out the salary structure of an official. (Part 1 and paragraphs) of this article state, that *"the salary of civil servants consists of: 1) official salary; 2) a supplement for years of service to the State of Lithuania (this supplement is not awarded to the head of a central statutory institution); 3) bonuses; 4) payment for work on days off and holidays, night work and overtime and on-call work"*. Considering the statutory regulation of the salary structure of civil servants, it can be concluded that the current procedure has advantages and creates opportunities for additional earnings. This is particularly significant because statutory institutions are budgetary and have limited financial resources. The current salary arrangement procedure creates conditions for gaining financial stability and the opportunity to receive additional income. However, the question arises as to whether this arrangement satisfies employees and meets their working conditions and needs. If the salary is not competitive enough and does not match the workload, employees may be inclined to leave the service and look for a better-paying job.

Authors Dudenaitė and Radzevičienė (2023) emphasize that every state must create opportunities for companies and organizations to properly motivate their employees, because not only the efficiency of the company's activities, but also the level of welfare of the entire state depends on this. Therefore, improving the motivational system must be a continuous process in order to achieve this well-being. Such constant communication allows us to identify problems that have arisen in the team and find appropriate solutions to prevent tension at work. However, officials themselves must also be involved in solving problems on greater individualization through the application of incentive measures. To maintain employee motivation, managers, using one or another tool, must know exactly which motivation tool would best motivate the employee (see Table 1).

**Table 1. Main Methods of Employee Incentives**  
*Source: K. Dudėnaitė and A. Radzevičienė, 2023, p. 224.*

Economic / material employee incentive methods		Organizational, administrative, and legal employee incentive methods	Socio-psychological employee incentive methods
Monetary	Non-monetary		
Salary, bonuses based on team or organizational performance, holiday/loyalty bonuses, reimbursement of commuting expenses	Free meals or snacks during work, a company vehicle that can also be used for personal needs, gifts, leisure activities	Regulation of work activities (positions, rights, responsibilities), precise delegation of job functions, optimal coordination of tasks, clear instructions and their execution	Career opportunities, job security, engaging work, flexible working hours, possibility to work from home, opportunities for development and self-expression

Summarizing the analyzed scientific literature and relevant legal acts, it can be concluded that intrinsic and extrinsic motivation factors are essential and affect the performance efficiency of statutory employees. Intrinsic motivation is related to the pursuit of meaning, a sense of responsibility, the granting of higher positions, and recognition, while extrinsic motivation is related to salary, social guarantees provided by the state, salary supplements, and awards. However, all these motivational factors are strictly regulated by legal norms. For this reason, the pursuit of professional goals by officials, wages calculated using the basic salary, and incentive measures are limited by legal regulation. Furthermore, these factors – both intrinsic and extrinsic – are constantly changing, and the needs of each statutory employee are individual and different. Therefore, regular updating of motivational measures is necessary in order to maintain the intrinsic and extrinsic motivation of employees of statutory institutions.

## Research methodology and results

The scientific article presents the results of empirical research aimed at determining the advantages of the motivation and incentive system and identifying the main problems and challenges faced by law enforcement officers. Two law enforcement agencies and a police chief were selected for the research, and the results of quantitative and qualitative research are presented. However, due to methodological limitations, only essential data from the anonymous survey, in which 247 respondents participated, are presented; the questionnaire was anonymous. Also, the interview data is only summarized by presenting the identified problem areas.

## Results of a quantitative research in a law enforcement institution (police)

The study aimed to find out what factors determine the motivation and incentive of officers and what are the shortcomings and advantages of the motivation and incentive system applied to them. Respondents were asked about the motivation and incentive system already created and applied in the law enforcement institution. The aim was to find out how officers evaluate the motivation and incentive system that has already been created and applied in one of the law enforcement institutions under investigation. The results obtained showed that the



majority (39.3%) of respondents rated it satisfactorily. Also, a significant portion (24.7%) of the respondents rated the motivation and incentive system poorly, while 15.0% rated it very poorly.

We also wanted to know the respondents' job satisfaction, so using the provided six-point scale, they had to rate their job satisfaction on a scale from 1 to 6. Next to the numbers, statements describing the assessment were presented. From the results obtained, it can be assumed that the majority of respondents (30%) chose the statement *"I am neither dissatisfied nor satisfied"* to describe their job satisfaction. Almost the same proportion (29.1%), with a difference of 1 percentage point, said *"I am quite dissatisfied"*. Also, 20.6 percent of respondents indicated that *"I am very satisfied"*.

In order to find out whether officers feel adequately encouraged and how they evaluate the incentives given to them, the question was asked *"How would you evaluate the current system of encouraging and rewarding officers in your institution as a motivating factor for performance?" (choose one of the options provided): excellent, good, middling, bad.* Based on the data, it can be noted that as many as 56.7% of respondents rate the incentives applied to them as *middling*. Just over a quarter (29.1%) of respondents believe that the system is *good*. 13% of the officers who participated in the study stated that the incentive system is *bad*.

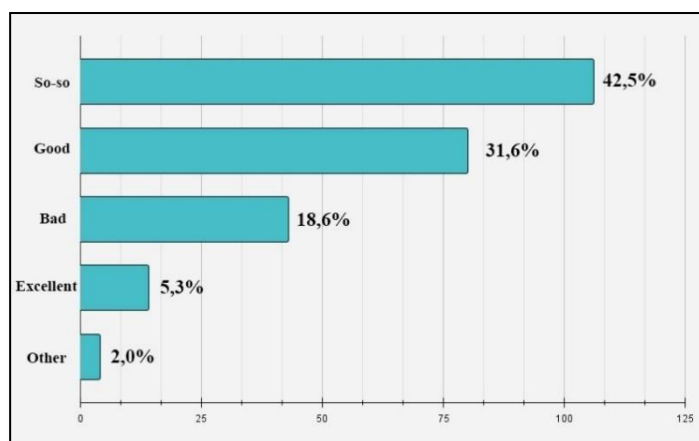
The next goal was to find out what incentives officers have earned during their service. They were presented with options indicating possible incentives and asked to choose one or several. From the data obtained, it can be concluded that 85% of statutory employees were encouraged with *acknowledgments*, which indicates that acknowledgment is the main and most commonly used form of encouragement. 55.9% of respondents indicated that they were given a material incentive - *a one-time cash payment not exceeding the average salary of the official*. 47.4% of officials were given *official insignia*, and 39.3% - a *nominal gift*. Only 8.9% of the respondents have received a *higher degree*. The least frequently used incentive measure is *presentation firearms*, which were issued to only 0.8% of statutory employees.

In order to better understand the officers' attitude towards the opportunities provided to them to improve their professional skills and improve their qualifications, respondents were asked the question *"How do you assess your opportunity as an officer to improve your professional skills and qualifications while working in this law enforcement institution?"* Based on the survey results, it can be seen that (42.5%) of the respondents assessed their opportunities to improve their qualifications as *middling*. This indicates that a significant proportion of statutory employees are not sufficiently satisfied with their professional development opportunities. However, 31.6% of respondents assessed their professional growth prospects by choosing the answer as *good*, thus presenting a positive attitude towards the professional development opportunities provided. The difference between these estimates is 10.9%. Meanwhile, 18.6% chose the answer as *bad*. This may indicate that officials lack opportunities to improve their qualifications or that sufficient conditions are not created for this. Only 5.3% of survey participants rated the opportunities to improve their professional skills and qualifications as *excellent*. This result shows that only a small proportion of officers are satisfied with the currently available opportunities. Also, 2.0% of respondents decided to share their opinion (see Chart 1).

Considering that salary is one of the main motivational factors, the aim was to find out the attitude of statutory employees towards the salary they receive. Respondents had to rate their salary using a six-point scale from 1 to 6. The survey showed that the majority of respondents, 39.7%, rated their salary as 3. It can be assumed that officials believe that their salary is insufficient and does not meet their expectations. 21.9% of respondents chose the number 2. This result reveals that more than a fifth of the respondents evaluate their salary

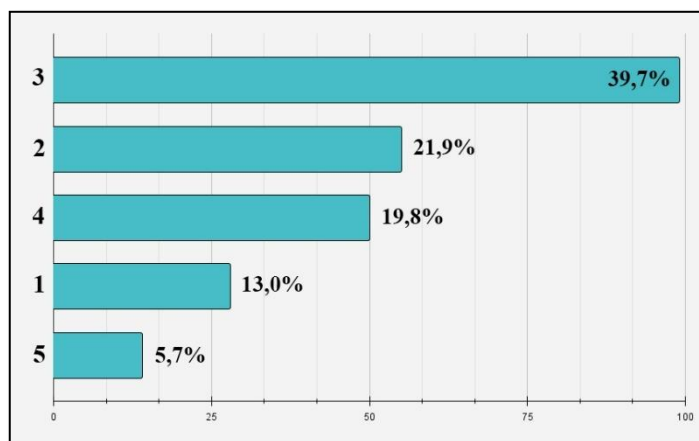
negatively. 19.8% of respondents evaluated their salary as 4, and 13.0% - as 1. It is noteworthy that none of the survey participants rated their salary as the highest number - 6. This may mean that officials do not consider the salary they receive to be fully adequate and in line with their needs and the nature of the work they do (see Chart 2).

Emotional well-being is also very important and can influence officers' emotional well-being and their motivation. Therefore, the participants of the study were asked the question *"Do you, as a statutory civil servant of this institution, experience psychological pressure from the work environment, i.e. management or colleagues, which demotivates you to continue working in this institution, even though you like your work? However, do these factors prevent you from further realizing yourself in this field?"*



**Chart 1. Assessment of Officers' Qualification Opportunities**

Source: compiled by the authors based on the results obtained during the study, n=247



**Chart 2. Assessment of Officers' Salary on a Scale from 1 to 6**

Source: compiled by the authors based on the results obtained during the study, n=247

Respondents were asked to choose one of the options provided. The survey revealed that 44.1% of respondents had experienced pressure from the work environment at least once. 30.8% of those surveyed indicated that they did not experience psychological pressure from management and colleagues. 13.4% of the officers participating in the study stated that they had never encountered situations where psychological pressure prevailed, and 11.7% of respondents claimed that they were currently experiencing psychological pressure from

management and colleagues. Thus, based on the data obtained, it can be stated that emotional tension does exist in the institution and is experienced or has been experienced at least once by a significant proportion of statutory employees.

### **Results of a qualitative research**

Due to methodological limitations and confidentiality requirements, the semi-structured interview with the police chief is presented in a summarized form.

First, the incentive system should be reviewed regularly, involving both employees and managers.

The management is making persistent efforts to ensure budget growth, but at present it does not yet sufficiently meet the expectations of employees.

The service imposes high demands on discipline and responsibility, and younger generation officers are more sensitive and have less tolerance for strict communication from their superiors, sometimes interpreting this as pressure or even mobbing.

Officers have the opportunity to apply for psychological assistance, which is provided whenever needed.

Improving the motivation system should be based on the constant involvement of officers, listening to their individual needs, and constructive dialogue between management and the officer.

### **Results of a qualitative research with a second law enforcement institution**

Also, the structured interview conducted with statutory employees of the second investigative law enforcement institution is presented in a summarized form, without disclosing the identity of the respondents or other identifying data, due to confidentiality requirements and methodological limitations. Only essential points are presented, which the statutory servants have highlighted as the most important aspects of the topic under analysis.

The existing incentive system is not sufficiently focused on the individual interests of employees and their achievements at work.

Incentives should be applied more often, especially for work well done. Important financial incentives were also mentioned – salary supplements, additional days off for intensive work, as well as opportunities to develop competence.

Social factors: support from the team and recognition from management, according to the respondents, have a significant impact on employee motivation.

The study participants see a need to review and update certain provisions enshrined in the Internal Service Statute to make them clearer and more useful for officers. It was emphasized that the Statute should be reviewed regularly.

This law enforcement institution provides emotional support, but officers more often choose support from relatives or colleagues. This reveals the importance of emotional support, but at the same time, it can also be observed that there is insufficient trust in services providing emotional support.

### **Insights from research results on the motivation and incentive system for officials**

Summarizing the results of all the research, it can be said that the main problems of the motivation and incentive system for law enforcement officers have been identified. First of all, based on the research data obtained, it can be concluded that the motivation and incentive

system applied in these law enforcement institutions is not sufficiently focused on the personal needs of employees and on the assessment of achieved goals. In a comprehensive assessment of an officer's performance, the incentive should be objective and correspond to the work results and efforts made. In addition, the applied incentive measures are often not sufficiently effective because they do not fully meet the expectations of statutory servants. Officials emphasized that it is necessary to prioritize material incentives, as formal incentives, such as acknowledgments, are not sufficient to keep officials motivated. Wages remain one of the biggest problems, as insufficient budgets limit the ability to ensure competitive remuneration in statutory institutions. Officials emphasize that the salary is not only disproportionate to their workload, but also does not provide financial stability. This not only reduces their desire to continue serving, but also fosters frustration with the existing system, which leads to job dissatisfaction. Opportunities for professional development are also assessed as insufficient. The officials expressed their desire to have high-quality and more flexible training that would be organized not only in Lithuania, but also abroad, so that international experience could be gained. Psychological and social factors also play a significant role in the work of statutory servants. Empirical research has revealed that the work of statutory servants is both emotionally and physically demanding, and in addition, officials sometimes experience psychological pressure in the work environment, some even perceive it as mobbing. According to the police chief, various factors influence this: generational conflict, excessive strictness on the part of leaders. The employee's greater sensitivity may also lead to certain remarks being perceived as psychological pressure. It should also be emphasized that the support of the team and managers is extremely important in creating a favorable and comfortable working environment. The results of the study show that psychological support is available to officers, but it is noticeable that some are hesitant to use it and choose other alternatives, such as support from relatives. In the opinion of the authors of the article, it is necessary not only to ensure the availability of this assistance, but also to better inform officials about the confidentiality of this service so that they feel assured that their consultations will be completely confidential. According to the police chief, in order to better understand what tools employees lack and what changes should be implemented in the system, it is important to ensure constant communication between management and employees. Feedback is of particular importance, as it is a key factor in strengthening cooperation. Thus, in order to better adapt the motivation and incentive system of the discussed statutory bodies to the needs of officials, it needs to be carefully reviewed and updated, which will also strengthen the legal system itself.

### **Solutions for improving the motivation and incentive system of law enforcement officers**

After analyzing the incentive system designed and applied by two law enforcement institutions, key recommendations for improvement are presented.

***Review and update of the motivation and incentive system.*** First of all, it is necessary to regularly analyze and update the applied incentive system, identify and eliminate problems that reduce the effectiveness of the system. After the updates are made, prepare a questionnaire survey to find out how officials assess the quality of the new incentive system. Summarize the results obtained and draw conclusions.

***Application of motivational (incentive) measures.*** It is appropriate to review the applied motivational measures based on the needs and observations expressed by officials. If it is determined that existing motivation methods have lost their effectiveness and are no longer relevant, it is necessary to initiate their renewal by providing new incentive measures that would contribute to increasing employee motivation.

***Ensuring constant communication between officers and management.*** In order to improve the motivation and incentive system, constant discussion between managers and statutory employees is necessary, as this is an essential condition for improving the applied system. It is necessary to regularly involve working employees in decision-making processes, listen to their opinions and provide them with feedback. Openness to discussion between management and employees is the most important factor in ensuring effective communication. This brings together common interests to ensure objective cooperation and smooth achievement of goals.

***Optimization of the payroll system.*** Budget reform is needed to make civil servant salaries competitive. It is recommended that when planning the new budget, economic changes be taken into account and that permanent wage indexation be introduced so that the wages of statutory employees increase in line with inflation. It is also recommended to contact the responsible institutions, including the Government, and initiate constructive negotiations regarding adequate funding of the law enforcement institution with a request to allocate additional appropriations for the evaluation of officers for good work results. It could also be considered to increase the official salary by 1% after each year of service. This bonus would be combined with wage indexation taking into account inflation. For example, an officer working in a law enforcement institution for 20 years would receive an additional 20 percent bonus to his salary and a bonus equal to that year's inflation, while an officer with 3 years of service would have a 3 percent higher salary and would receive a bonus equal to inflation. Such a salary would not only motivate and encourage officers, but also ensure a stable source of livelihood. An improved payroll system would encourage long-term employees to remain in service, and officials with less work experience would not consider the possibility of looking for a better-paid job. Thus, this would significantly reduce employee turnover in the civil service.

***Continuous employee encouragement based on achieved results.*** In order to strengthen the motivation of officials and ensure their job satisfaction, it is necessary to periodically evaluate their achievements in the service for their efforts, thus providing appropriate incentives. This would not only help highlight the meaning of the work of statutory employees, but also help them realize that their efforts are valued by management. This would increase the productivity of statutory employees.

## Conclusions

It has been noted that the incentive system is a complex phenomenon, but it is an essential element that ensures the efficiency of law enforcement institutions and the effectiveness of officers. For the system to be effective, it must be aligned with the goals and values of the law enforcement institution, and the needs and expectations of employees must also be taken into account. The specifics of the activities and job requirements of law enforcement officers are shaped by the attitude towards the work of an officer as a service to society, which is characterized by constant commitment and a sense of responsibility. They are extremely sensitive to the psychological and emotional stress they experience. However, stress at work can not only reduce the productivity of civil servants, but also negatively affect their mental health and social integration.

It is necessary not only to ensure an effective incentive system, but also to develop preventive methods to help overcome stress and challenges arising at work. Empirical research has shown that the motivation and incentive system for law enforcement officers is not sufficiently focused on the needs of employees and objective assessment of achieved results, and the main problems are uncompetitive wages, which are not proportional to the workload



and do not provide financial stability. Officers also experience psychological pressure in the service, so it is important not only to ensure the availability of psychological assistance, but also to provide more information about the confidentiality of the consultations provided.

Analysis of scientific literature and empirical research have revealed that in improving the incentive system of law enforcement institutions, it is necessary to review incentive measures and hold discussions between statutory employees and managers, because involving employees in decision-making will ensure better cooperation and the implementation of common goals.

In order to improve the motivation and incentive system, a budget reform is necessary so that the salaries of officers are competitive, and an improved payroll system would significantly reduce the turnover of officers in the law enforcement institution. Continuous incentives for employees based on their service achievements are necessary.

## References

1. Adamonienė, R. (2015). *Statutinių tarnybų vadyba*. Registrų centras, Vilnius. [https://www.registrucentras.lt/bylos/dokumentai/literatura/R%C5%ABta%20Adamonien%C4%97\\_Statutini%C5%B3%20tarnyb%C5%B3%20vadyba.pdf](https://www.registrucentras.lt/bylos/dokumentai/literatura/R%C5%ABta%20Adamonien%C4%97_Statutini%C5%B3%20tarnyb%C5%B3%20vadyba.pdf).
2. Adomaitytė, G., Girdvainytė, V. ir Martinkienė, J. (2016). „Motyvacijos metodai šiuolaikinėse įmonėse“. Iš *Akademinių jaunimo siekiai: ekonomikos, vadybos ir technologijų įžvalgos: XIII-osios tarptautinės studentų mokslinės-praktinės konferencijos straipsnių rinkinys*. Klaipėda: Lietuvos verslo kolegija. [https://www.ltvk.lt/file/repository/XIII\\_osios\\_tarptautines\\_studentu\\_mokslines\\_praktines\\_konferencijos\\_straipsniu\\_rinkinys\\_2016\\_1.pdf](https://www.ltvk.lt/file/repository/XIII_osios_tarptautines_studentu_mokslines_praktines_konferencijos_straipsniu_rinkinys_2016_1.pdf).
3. Asseburg, J. & Homberg, F. (2018). *Public Service Motivation or Sector Rewards? Two Studies on the Determinants of Sector Attraction. Review of Public Personnel Administration*, 40(1). [https://www.researchgate.net/publication/325605532\\_Public\\_Service\\_Motivation\\_or\\_Sector\\_Rewards\\_Two\\_Studies\\_on\\_the\\_Determinants\\_of\\_Sector\\_Attraction](https://www.researchgate.net/publication/325605532_Public_Service_Motivation_or_Sector_Rewards_Two_Studies_on_the_Determinants_of_Sector_Attraction)
4. Bučiūnas, G. (2021). „Atranka į valstybės tarnybą ir jos tobulinimas“. *Public Security and Public Order* (27), 3–20. <https://ojs.mruni.eu/ojs/vsvt/article/view/6548/5373>.
5. Davlembayeva, D. & Alamanos, E. (2023). *Equity Theory: A review*. In: Papagiannidis, S. *TheoryHub Book*. <https://open.ncl.ac.uk/theories/5/pdf/equity-theory/>
6. Din Bandhu ir kt., „Theories of motivation: A comprehensive analysis of human behavior drivers“, *Acta Psychologica* (2024): 9, cited from Edward L. Deci ir Richard M. Ryan, „Self-Determination Theory: A Macrotheory of Human Motivation, Development, and Health“, *Canadian Psychology / Psychologie canadienne* 49, 3 (2008): 182–185, [https://www.researchgate.net/publication/228639379\\_Self-Determination\\_Theory\\_A\\_Macrotheory\\_of\\_Human\\_Motivation\\_Development\\_and\\_Health](https://www.researchgate.net/publication/228639379_Self-Determination_Theory_A_Macrotheory_of_Human_Motivation_Development_and_Health).
7. Diržytė, A., Patapas, A. ir Mikelionytė, R. (2010). „Viešojo ir privačiojo sektorių vadovų darbo motyvacijos ypatumai“, *Viešoji politika ir administravimas*, Nr. 34, 123–138.
8. Diskienė, D. (2008) „Darbo motyvacija viešajame sektoriuje: iššūkiai ir tikrovė“. *Viešasis administravimas ir socialinė raida* (4), 34–40.

9. Dudėnaitė, K. & Radzevičienė, A. (2023). *Rizikos kapitalo įmonių darbuotojų motyvavimo priemonės*. Ekonomika ir vadyba.  
[https://vilniustech.lt/files/5168/258/12/13\\_0/vvf\\_2023%20-%20025.pdf](https://vilniustech.lt/files/5168/258/12/13_0/vvf_2023%20-%20025.pdf)
10. Haryono, S., Supardi, S. & Udin, U. (2020). *The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia*. Management Science Letters, 10(9).  
[https://www.researchgate.net/publication/339598458\\_The\\_effect\\_of\\_training\\_and\\_job\\_promotion\\_on\\_work\\_motivation\\_and\\_its\\_implications\\_on\\_job\\_performance\\_Evidence\\_from\\_Indonesia](https://www.researchgate.net/publication/339598458_The_effect_of_training_and_job_promotion_on_work_motivation_and_its_implications_on_job_performance_Evidence_from_Indonesia)
11. Hasmi Abu Hassan Asaari, M., Mat Desa, N. & Subramaniam, L. (2019). *Influence of salary, promotion, and recognition toward work motivation among government trade agency employees*. International Journal of Business and Management, 14(4).  
[https://www.researchgate.net/publication/331654162\\_Influence\\_of\\_Salary\\_Promotion\\_and\\_Recognition\\_toward\\_Work\\_Motivation\\_among\\_Government\\_Trade\\_Agency\\_Employees](https://www.researchgate.net/publication/331654162_Influence_of_Salary_Promotion_and_Recognition_toward_Work_Motivation_among_Government_Trade_Agency_Employees)
12. Legault, L. (2016). „Intrinsic and Extrinsic Motivation“. *Encyclopedia of Personality and Individual Differences*: 1–4. [https://doi.org/10.1007/978-3-319-28099-8\\_1139-1](https://doi.org/10.1007/978-3-319-28099-8_1139-1)
13. Lietuvos Respublikos Konstitucija. (1992).  
<https://www.lrs.lt/home/Konstitucija/Konstitucija.htm>.
14. Lietuvos Respublikos vidaus tarnybos statuto pakeitimo įstatymas“, <https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/07a8f3509ff911ee8172b53a675305ab?positionInSearchResults=0&searchModelUUID=475aabf6-7017-4460-9c29-d5ae11a2528b>
15. Lipinskienė, D. (2012). *Personalo vadyba*. Socialinių mokslų kolegija, Klaipėda.
16. Marcinkevičiūtė, L. (2010). *Darbuotojų motyvavimo modeliai: teoriniai ir praktiniai aspektai*. Monografija. Akademija: Lietuvos žemės ūkio universitetas.
17. Marcinkevičiūtė, L. ir Petrauskienė, R. (2009). „Savivaldybės socialinių darbuotojų praktiniai motyvavimo aspektai“, *Viešojoji politika ir administravimas*, Nr. 27, 63–68.
18. Marozas, M. & Guščinskienė, J. (2020). *Statutinių valstybės tarnautojų motyvavimo priemonės ir jų taikymas: Priešgaisrinės apsaugos ir gelbėjimo departamento atvejis*. Šiuolaikinės visuomenės ugdymo veiksniai, 5(1), 45-60.  
<https://journals.lka.lt/journal/svuv/article/494/info>.
19. McLeod, S. (2024). *Maslow's Hierarchy of Needs*. Simply Psychology.  
<https://www.simplypsychology.org/maslow.html>
20. Morkevičiūtė, M., Endriulaitienė, A. ir Jočienė, E. (2018). „Darbo motyvacija: priklausomybės nuo darbo prevencijos priemonė ar rizikos veiksnys?“, *Visuomenės sveikata*, 21 (81), 32–39. <https://www.vdu.lt/cris/entities/publication/5c8af135-94df-46b5-a3ab-836799f74aa1>.
21. Mykolas Romeris universitetas. (2017). *Lietuvos konstitucinė teisė: vadovėlis*, antroji laida. Registrų centras, Vilnius.  
<https://www.registrucentras.lt/bylos/dokumentai/literatura/Lietuvos%20konstitucin%C4%97%20teis%C4%97.pdf>.
22. Nickerson, C. (2024). *Herzberg's Two-Factor Theory*. Simply Psychology.  
<https://www.simplypsychology.org/herzbergs-two-factor-theory.html>
23. Palidauskaitė, J. (2007). *Motyvacijos unikalumas valstybės tarnyboje*. Viešojoji politika ir administravimas, (19), 33–45.

24. Rahman, G. M. ir Shanjabin, S. (2022). „The Trilogy of Job Stress, Motivation, and Satisfaction of Police Officers: Empirical Findings from Bangladesh“. *International Journal of Financial, Accounting, and Management* 4, (1), 85–99.  
[https://www.researchgate.net/publication/361890388\\_The\\_trilogy\\_of\\_job\\_stress\\_motivation\\_and\\_satisfaction\\_of\\_police\\_officers\\_Empirical\\_findings\\_from\\_Bangladesh](https://www.researchgate.net/publication/361890388_The_trilogy_of_job_stress_motivation_and_satisfaction_of_police_officers_Empirical_findings_from_Bangladesh).
25. Ryan, R. M. ir Deci, E. L. (2000). „Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions“, *Contemporary Educational Psychology*, 25 (1), 54–67. <https://doi.org/10.1006/ceps.1999.1020>.
26. Sakalas, A. (2001). *Personalo vadyba*. Vilnius: Margi raštai.
27. Sakalas, A. ir Šilingienė, V. (2000) *Personalo valdymas*. Kaunas: Technologija.
28. Shahid, M.B., Ul Haq, A., Iqbal, S. & Munir, A. (2020). *Impact of motivational factors on motivation of police force: A case of project of Punjab Police*. Review of Education, Administration and Law, 3(3).
29. Siddiqui, D. A. & Rida, N. (2019). *Impact of Motivation on Employees Performance in Pakistan*. *Business Management and Strategy*, 10(1).  
[https://www.researchgate.net/publication/332526836\\_Impact\\_of\\_Motivation\\_on\\_Employees\\_Performance\\_in\\_Pakistan](https://www.researchgate.net/publication/332526836_Impact_of_Motivation_on_Employees_Performance_in_Pakistan).
30. Susan Hilal ir Bryan Litsey, „Reducing police turnover: Recommendations for the law enforcement agency“, *International Journal of Police Science & Management* 22, 1 (2019): 2.
31. Sutton, J. (2024). *Expectancy Theory*. Positive Psychology.  
<https://positivepsychology.com/expectancy-theory/>.
32. Uka, A. ir Prendi, A. (2021). „Motivation as an Indicator of Performance and Productivity from the Perspective of Employees“. *Management & Marketing. Challenges for the Knowledge Society* 16, (3), 268–285.  
[https://www.researchgate.net/publication/355149610\\_Motivation\\_as\\_an\\_indicator\\_of\\_performance\\_and\\_productivity\\_from\\_the\\_perspective\\_of\\_employees](https://www.researchgate.net/publication/355149610_Motivation_as_an_indicator_of_performance_and_productivity_from_the_perspective_of_employees).
33. Vitkauskas, K. (2012). *Lietuvos policijos pareigūnų motyvacinių veiksnių analizė*. Viešoji politika ir administravimas, 11(3), 377–389.
34. Žaptorius, J. (2007). *Darbuotojų motyvavimo sistemos kūrimas ir jos teorinė analizė*. Filosofija. Sociologija, 18(4), 105–117.

