

Robert Poklek

Centre for Prison Service Training

Prosocial Motivation of Prison Service Officers as an Occupational Group with a Social Mission

Abstract: The occupation of the Prison Service officer belongs to the professions of public trust and is associated with the penitentiary social mission. In choosing their career path, officers should identify themselves with the mission of the penitentiary system and follow prosocial motivation. The paper presents research results on the prosocial motivation of officers. 617 respondents were surveyed using the diagnostic survey method, using a questionnaire of our own design. It was established to what extent officers identify with the penitentiary mission, their interests in the scientific problems constituting the essence of the penitentiary system (criminology, social rehabilitation, law), desire to act for society in the fight against pathology, motivation to assist prisoners and their social rehabilitation and improvement.

Key words: Prison Service, prison personnel, occupational motivation, prosocial motives, social mission.

Introduction

A profession with a social mission requires the commitment and dedication of certain values and goods, not for utilitarian or more hedonistic aims of the worker, but for the widely understood common good, satisfying the needs of other people and achieving the objectives of groups or institutions. It also involves responsibility for the people at whom professional activity it is addressed (Czerw, Borkowska 2010, p. 305). The mission of the Prison Service includes general social aspects

related to the protection of society and compensation of justice, as well as the individual aspects of persons in social isolation. This mission sets the appropriate security policy for both citizens and the functioning of the penitentiary institution. Therefore, the goals of the existence of the penitentiary system are two-fold in nature: social – isolation and social rehabilitation of offenders, cooperation with other authorities of security, and institutional – safety of prisoners, safety of personnel and material protection of the individual (Poklek 2013c, p. 163–164). The social dimension of the penitentiary system (Kaczmarek 2010, p. 120), which is an important part of prison personnel (Uppér 1996, p. 19), forces officers to present appropriate attitudes (Jędrzejak 1995, p. 63–64).

Motivation to work is a form of motivation stimulating the human to activities related to the performance of professional activities (Karney, 2007, p. 247). It is a process activating the behaviour of a worker, who for a long time wants to satisfy his needs by achieving the goals of the institution and realizing work-related organizational tasks (Bartkowiak 1997, p. 119–120). Professions involving the performance of tasks of a specific nature, from the point of view of public tasks and care for realizing the interests of citizens, are called professions of public trust (Wojtczak 2002, p. 40). In these professions, and certainly such is the profession of a prison officer, aside from material motivation, prosocial motivation should also occur. International studies conducted by B. Peters (1999, p. 133) among officials of several countries showed three types of occupational motivation of officials: 1) material type: salary and additional financial and non-financial benefits; 2) type of motivation related to co-management and autonomy at work: independence of the position, power and real influence on decisions and changes; 3) social motivation type: work for the public, the opportunity to help.



Photo 1. Semper Paratus badge for Prison Service officers

Source: L. Sałapa, Odznaczeni Semper Paratus z okazji Narodowego Święta Niepodległości, <http://www.sw.gov.pl/pl/aktualnosci/aktualnosci-sluzby-wieziennej/news,12438,odznaczeni-semper-paratus-.html> [access: 17.11.2014].

Also, studies on Prison Service officers showed that among different motives of taking up work in the penitentiary system, there is also motivation of a prosocial nature (cf. Poklek 2009a, p. 319–329). In the group of PS officers there are many people dedicated to society, who selflessly help others, often saving their lives. For this reason, on 22 August 2010 the badge “Semper Paratus” was even instituted, granted by the Director General of the Prison Service to officers, who showed courage and sacrifice in saving human life and health (GKS 2011, p. 28).

In literature on the subject, there are different definitions of socially-motivated behaviour encountered. The Polish researcher who was first to deal with this issue is Janusz Reykowski. He defines prosocial behaviour as general adaptation activities (adaptation to the social environment), taken up by a human being in order to directly protect his own interests, but serving another person or specific group. Organizing these activities aims to support, protect or develop the interests of individuals or groups, which Reykowski calls “social objects” (Reykowski 1979, p. 20 et seq.). Prosocial behaviours include comforting, sharing and collaboration with others (Batson 1998, p. 282). In literature, there are also narrower definitions, i.e. “helpful behaviour” – aimed at causing material, biological, psychological benefits of another person (Wojciszke 2012, p. 313) and “altruism” – a kind of prosocial behaviour, which is undertaken by a person for the benefit of another person, despite threats to his own safety and own interest (Zimbardo, Gerrig 2012, p. 757). In other words, the essential feature of such behaviour is to work for the good of others (Róžańska-Smith 2010, p. 63), and they go beyond the pragmatics of trade in services and the expectations of revenge, and they result of the emotional state of concern for others (Żylicz 2010, p. 37).

Batson’s studies have shown four mechanisms that stimulate people to act for the good of society: 1) altruism – acting under the influence of the motive of caring for the welfare of others; 2) selfishness – prosocial behaviour motivated by self-interest, obtaining a reward, benefits or recognition; 3) collectivism – actions set on the good of a group perceived as one’s own, e.g. family, community, organization; 4) adherence to principles – undertaking prosocial behaviours in the name of realizing moral, religious or civic principles. Of course, prosocial behaviours may serve more than one type of motive (Zimbardo, Gerrig 2012, p. 761). According to Bogdan Wojciszke (2012, p. 180), acting on behalf of others stem from a culturally shaped value system of a human being. Prosocial values are a cluster of particular values referred to as “universalism”, or universal kindness toward people and the world (among others: inner harmony, equality, justice) and “kindness” – concern for the welfare of people (among others: honesty, helpfulness, loyalty, responsibility, friendship). However, the condition for assuming selfless actions is noticing the state of another person, i.e. empathy, perceived as understanding and sharing the emotional state of another person, as well as the desire to unburden him, thereby to reduce co-felt emotions related to sadness felt by oneself. This empathetic distress can be treated as a prosocial

moral motive (Gasiul 2007, p. 379). It happens that the motive for helping is experiencing unpleasant emotions, i.e. a sense of guilt, sadness, which cause that commitment to others is caused by the desire to free oneself from this unpleasant state (Aronson et al. 1997, p. 472). So, prosocial motivation can have different foundations and be based on various mechanisms of autonomic regulation. The desire to help may result from identification with the system of values or be induced by a feeling of internal pressure and a sense of duty (Gagne, Deci 2005, p. 331 et seq.).

Prosocial motives can also be motivated externally (expecting rewards from the person we are helping or from society) or internally (the experience of pleasure or satisfaction from spreading goodness). Jerzy Karyłowski pointed to two types of internal prosocial motivation: endocentric – acting for the benefit of others caused by an internal standard dictating one to help others in need, self-rewarding of this behaviour and maintaining a good self-esteem, as well as improving it; exocentric – the highest level of being prosocial, as the improvement of the situation of others or general social situation is seen as more important than one's satisfaction (Jarymowicz 2008, p. 151).

Prosocial attitudes of employees are a qualitative ethical factor of human capital in the institutions (King 2008, p. 112). Manifesting prosocial civic behaviour correlates positively with the normative (task) and affective (positive attitude) commitment of employees in the organization's goals (Wozniak 2012, p. 62), it affects performance, durability of commitment, productivity and undertaking additional tasks (Grant et al. 2007, p. 53–67).

Also, the social expectations with regard to employees of public trust indicate that they should be equally characterized by prosocial motivation, as well as education and qualifications¹. It sometimes happens that prosocial motivations of administrative personnel, in the face of everyday practice, put a strain on their intentions and idealistic expectations (Arcimowicz 2010, p. 134). From this point of view, it seems important to explore prosocial motivation of Prison Service officers as state officials, who are a human capital of the penitentiary system.

Methodology of studies on prosocial motivation of Prison Service officers

The studies concerned selected aspects of occupational motivation of Prison Service officers. Their aim was to determine the level of prosocial motivation accompanying the decision to assume work in the penitentiary system. In literature on measuring the prosocial aspect, two approaches to this issue can be found. The first assumes

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¹ See *Opinia społeczna na temat zawodów zaufania publicznego. Komunikat z badań*, Warsaw, April 2004, p. 5.

that the tendency to help, act for the benefit of others, is a relatively permanent and consistent intersituational tendency to assume prosocial behaviours, which stems from inner impulses and is an element of social competences, persisting throughout life. The second approach emphasizes the impact of a scenario, in which the given event evokes an affective state, motivating the person to assume pro-assistance actions. Studying the prosocial aspect in the first trend consists in surveying using self-descriptive questionnaires of respondents' attitudes. In the case of the second trend, the study consists in an experimental or natural observing of the behaviour of a person in a situation that requires giving help (Moron 2012, p. 380). For the purposes of the presented studies, an approach was adopted associated with a questionnaire self-description of officers, assuming that prosocial motives, if they occur in them, have a permanent tendency, and are not determined by a situation.

A Prison Service officer should be characterized by awareness of the social mission of its formation, its main tasks, and identify with them, as well as show interests in the main occupational issues. In addition, his motivation should be characterized by the desire to help people who have been imprisoned, and act for the common good, which is social safety. The research problem formulated in such a way required answers to detailed questions, which were:

1. In taking up work, did PS officers recognize the responsibility and importance of this work to the public, and did they identify with the social mission of the penitentiary system?
2. Was the decision to work in a prison accompanied by prosocial motivation (willingness to act for the common good, the desire to fight against social pathology, help inmates, social rehabilitation and improvement of prisoners)?
3. In assuming service, did the officers manifest interest in the problems constituting the essence of the penitentiary system (social rehabilitation, criminology, law)?
4. Does gender and the field of service (task specificity) affect the prosocial motivation of officers?

Based on the observations of the author and previous literature on the subject of officers' motivation², the following research hypotheses were assumed:

1. The level of awareness of the importance of work in the penitentiary system, and identification with its social mission in the study group of officers is not high. Previous studies have shown that officers, prior to starting work, knew the tasks of the Prison Service, and they drew information about their future job from the immediate environment: from family and friends. Some of them maintain family traditions of working in the penitentiary system, but the officer's ethos and prestige of service, as well as respect of society for Prison

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² More on studies on the occupational motivation of PS officers can be found in the works of the author (Poklek 2012b, 2013a, p. 206–223).

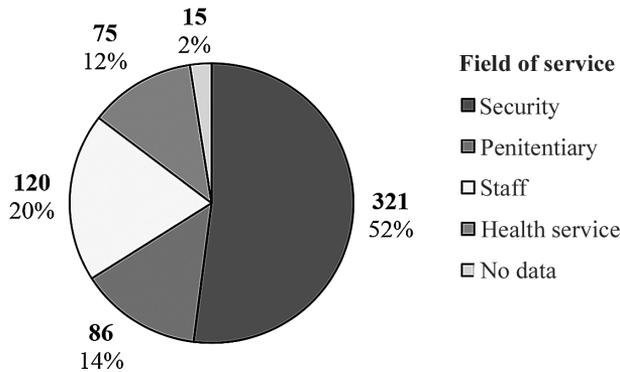
Service are of less importance in the decision to assume work (Poklek 2011, p. 503–511).

2. The decision to join the prison service was accompanied by a moderate level of prosocial motivation. The studies show that the main motives of assuming work in Prison Service are economic factors, associated with employment stability, early retirement rights and other privileges of uniformed services (Poklek 2012, p. 40).
3. The level of interest in penitentiary issues of the surveyed officers is rather mediocre, as studies show, interest in working in the penitentiary system is to a greater extent related to a penchant for the uniform, weapons and paramilitary formations, than a realization of scientific interests related to the penitentiary system (Poklek 2009b, p. 200).
4. Gender and the field of service affect the differentiation of prosocial motivation of officers. Previous studies have clearly shown the different motivations of the population of officers as regards to gender and the specificity of official duties (Lapinski, Poklek 2010, p. 669–681; Poklek 2013b, p. 167–183). The study has assumed the hypothesis that women more often exhibit prosocial motivation when compared to men, and their interests related to the specificity of work in prison, result from their education (more women in the service are employed at positions directly related to their professional qualifications, i.e.: educators, therapists, psychologist, nurses) and identification with the profession. In terms of the field of service, it has been assumed that officers of the penitentiary and health department are characterized by higher levels of prosocial motivation, because the essence of their profession is related to caring for another human being and assistance activities.

In order to obtain answers to the research questions, survey studies were conducted using a questionnaire of own construction entitled “Inventory of motives for assuming work in the PS”. The questionnaire enables to explore the different directions of motivation accompanying the decision to work in the penitentiary system, but for the purposes of this paper, only 5 questions from the questionnaire were selected concerning the presented issues. The study consisted in a written report to a closed survey question (statement), by indicating one of the five suggested answers in the cafeteria of answers. Responses are arranged on a 5-point scale, which enable to measure the severity of attitude towards the studied area, in the measurements respectively corresponding to: total negation – moderate negation – indecision – moderate positive attitude – full support.

The study was conducted at the Central Training Centre of Prison Service in Kalisz among officers participating in professional training for the degrees of NCO, ensign and officer, in the period from January 2007 to October 2010. The study sample comprised 617 respondents – 203 women (32.9%), 383 men (62.1%), 31 no data (5%). Respondents were divided according to the field of service, because belonging to a particular service department implies different tasks

(Machel 2013, p. 811). The protection department mainly deals with security inside the penitentiary institution, the enforcement of responsibilities of prisoners and preventing escapes. The penitentiary department affects prisoners and conducts the social rehabilitation process. It includes the sections: quartermaster, records and finances, the tasks of which consist in ensuring the proper functioning of the penitentiary institution, creating appropriate conditions for the existence of prisoners and administrative activities. Healthcare service secures the protection of the life and health of inmates (Poklek 2010, p. 20). The largest group of respondents (52%) was formed by the officers of the security department, and the smallest – the healthcare department (12%). The penitentiary department comprised 14% of the surveyed respondents. The distribution of the studied population, taking into account the specificity of official duties, is illustrated by Graph 1.



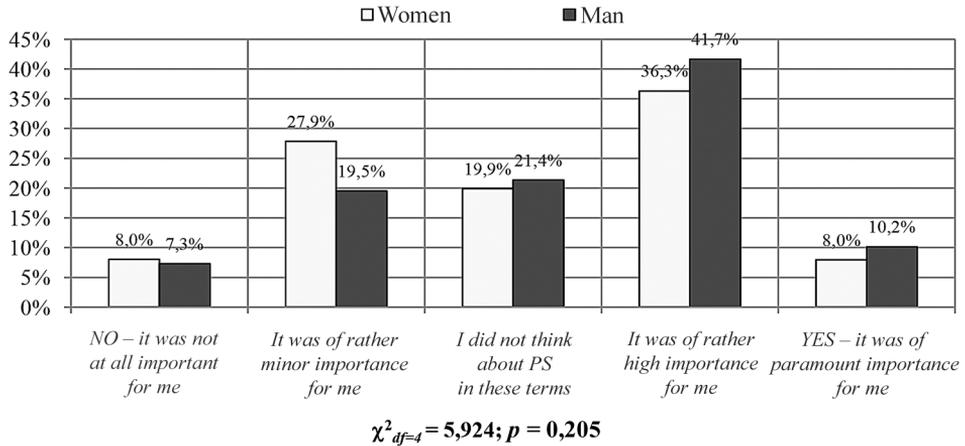
Graph 1. Distribution of the studied sample by field of service
 Source: own research (N = 617).

The respondents held secondary (52.4%), undergraduate (14.4%) and master’s education (32.4%); lack of data on education (0.8%). The age of the respondents ranged from 20 to 43 years old, with an average of 30 years and 4 months. The largest group constituted people up to 30 years old – 51%, and least numerous were over 40 years old – 1%.

Prosocial motivation of Prison Service officers – presentation of results

The functioning of the Prison Service is directly connected to the system of state internal security, and as the name of the formation suggests, it is a public service. It is important that an officer, in assuming work, was aware of the social mission of the penitentiary mission and its servient role during the lawful performance of

tasks related to the safety of citizens. As it turns out, half of the respondents had such awareness, and it was important for them – 40.4% rather high and 9.1% of paramount importance. Unfortunately, one in five respondents (20.4%), in assuming work at the PS, did not think about the future job at all in these terms, while for 22.5% it was of rather minor importance, and for 7.5% it was not important at all. There were no statistically significant differences found between men and women in the responses to this question.



Graph 2. The percentage distributions of answers to the question “When taking up work in the PS, did you think about the fact that it is a public service, associated with ensuring public safety and contributing to the country’s law and order?” depending on gender

Source: own research (N = 586).

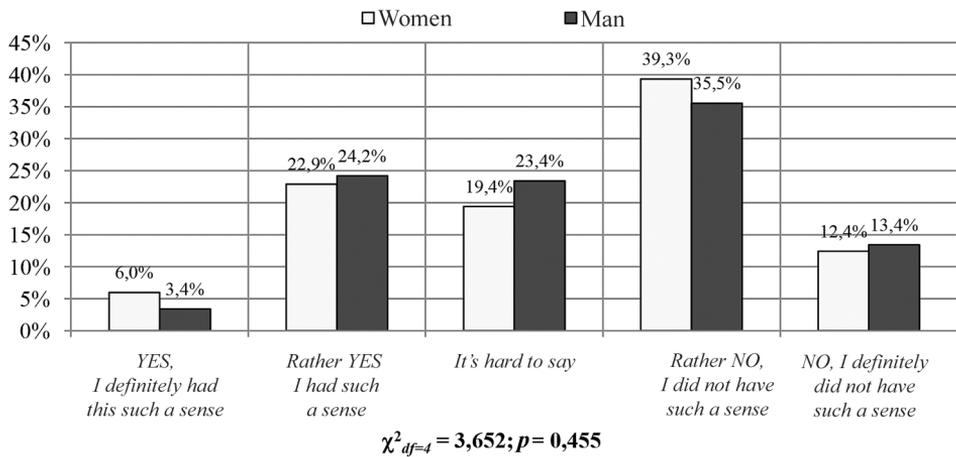
Table 1. Differentiation in responses to the question “When taking up work in the PS, did you think about the fact that it is a public service, associated with ensuring public safety and contributing to the country’s law and order?” depending on the department of service

| Department of service | NO – it was not at all important for me | It was of rather minor importance for me | I did not think about PS in these terms | It was of rather high importance for me | YES – it was of paramount importance for me | $\chi^2_{df} = 12$ | p |
|-----------------------|---|--|---|---|---|--------------------|-------|
| Security | 6.2% | 20.9% | 22.1% | 41.7% | 9.0% | 25.299 | 0.013 |
| Penitentiary | 7.0% | 30.2% | 4.7% | 44.2% | 14.0% | | |
| Staff | 8.3% | 21.7% | 25.8% | 35.0% | 9.2% | | |
| Health service | 13.5% | 25.7% | 21.6% | 33.8% | 5.4% | | |

Source: own research (N = 602).

Awareness and identification with the mission of securing social penitentiary varies depending on the field of service, which affects the specificity of the official duties of officers (see Table 1). The highest sense of service to public safety is shown by officers of the penitentiary department – for 44.2% it was of rather high importance, and for 14% it was of paramount importance when choosing the job. Similar results were obtained by security staff (41.7% rather high importance, 9% paramount importance). Departments involved in the functioning of the prison and the medical personnel to a lesser extent identify with the servient role of the penitentiary system in the public safety system.

The most important statutory task of the Prison Service is conducting social rehabilitation activities and penitentiary interactions for imprisoned people. Almost 30% of the surveyed officers identify with this aspect of the penitentiary mission. It turns out that 4.21% of respondents strongly indicated a sense of mission in the fight against social pathology, and 24.15% rather had this sense when assuming work in the penitentiary system. The absence of such a sense was declared by 13.45% of the respondents, while 35.82% indicated the answer “rather not”. Hesitating people constituted 21.56%. Also in the case of identification with the mission of social rehabilitation of the Prison Service, gender does not differentiate the studied population (Graph 3).



Graph 3. The percentage distributions of answers to the question “When taking up work in the PS, were you accompanied by the sense of a mission to fulfil and desire to fight against social pathology?” depending on gender
 Source: own research (N = 586).

Significantly more penitentiary personnel identify with the penitentiary mission. This is due to the fact that the tasks of this department of service directly related to the correctional impact on prisoners, conducting re-adaptation

programmes and preparing them for life in the free world. Unfortunately, the results indicate that only 14% of penitentiary officers have a strong sense of mission, and 31.4% answered “rather yes, I such a sense”. The lowest level of the sense of mission and desire to fight against pathology is exhibited in staff officers (Table 2).

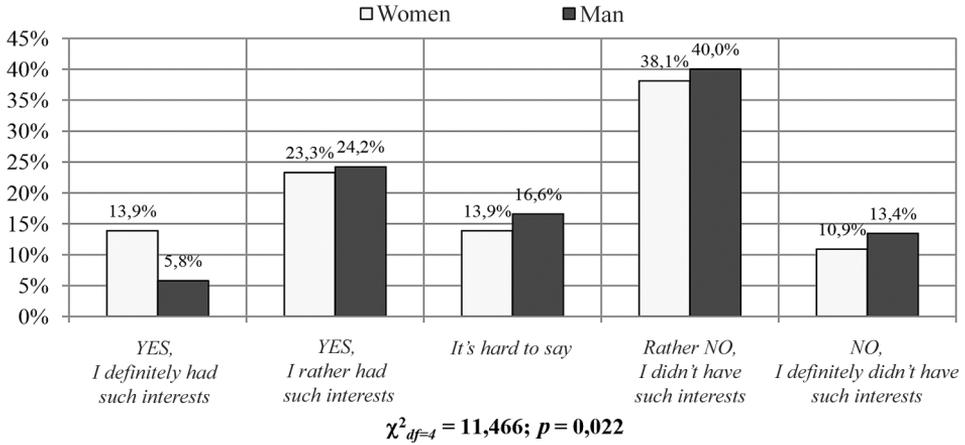
Table 2. Differentiation in responses to the question “When taking up work in the PS, were you accompanied by the sense of a mission to fulfil and desire to fight against social pathology?” depending on the department of service

| Department of service | YES, I definitely had this such a sense | Rather YES, I had such a sense | It’s hard to say | Rather NO, I did not have such a sense | NO, I definitely did not have such a sense | $\chi^2_{df = 12}$ | p |
|-----------------------|---|--------------------------------|------------------|--|--|--------------------|-------|
| Security | 2.5% | 24.8% | 27.0% | 33.6% | 11.9% | 42.291 | 0.000 |
| Penitentiary | 14.0% | 31.4% | 11.6% | 30.2% | 12.8% | | |
| Staff | 1.7% | 19.5% | 21.2% | 40.7% | 16.9% | | |
| Health service | 5.3% | 18.7% | 14.7% | 42.7% | 18.7% | | |

Source: own research (N = 602).

Interest in issues concerning professional work can foster greater involvement and satisfaction from the performed job. The fields of knowledge directly linked to the work of a PS officer are certainly social rehabilitation, criminology and law; and as studies have shown, these interests are significantly demonstrated by 8.1% of respondents, and to a moderate degree by 24.15% of respondents. A definite lack of them concerns 12.8% of respondents, while 38.57% rather do not show such interests. An undecided response was indicated by 15.72%. Gender differentiates the studied population as regards to interests in the issues of social rehabilitation, criminology and law. Women accepted to the service (13.9%) significantly more often show the mentioned interests when compared with men (5.8%).

Among the surveyed officers, most representatives of the penitentiary department said that in taking the job in the service they were accompanied by interests in the issues of social rehabilitation, criminology and law. Such interests were strongly indicated by 22.4%, while a less definite answer, but a positive one was indicated by 34.1% of respondents from the educational and social rehabilitation department. In the case of the other service departments, negative responses prevailed.



Graph 4. The percentage distributions of answers to the question “When taking up work in the service, did you want to realize your interests in social rehabilitation, criminology, law, etc.?” depending on gender

Source: own research (N = 586).

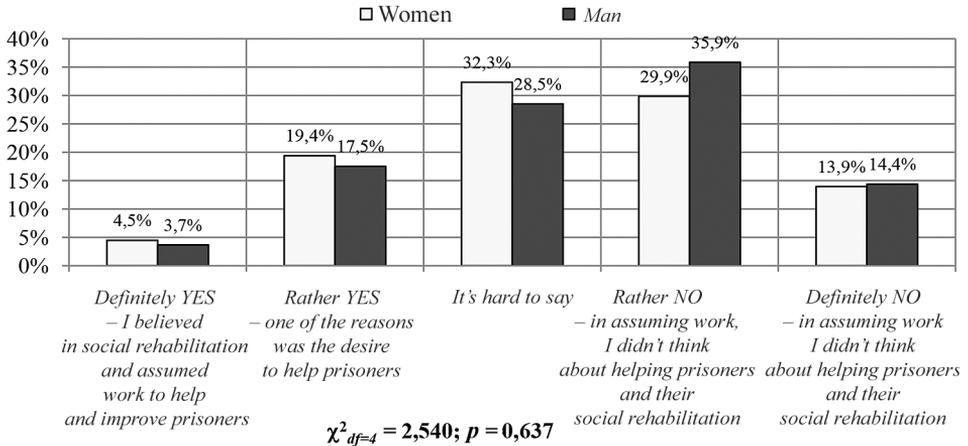
Table 3. Differentiation in responses to the question “When taking up work in the service, did you want to realize your interests in social rehabilitation, criminology, law, etc.?” depending on the department of service

| Department of service | YES, I definitely had such interests | YES, I rather had such interests | It's hard to say | Rather NO, I didn't have such interests | NO, I definitely didn't have such interests | $\chi^2_{df} = 12$ | <i>p</i> |
|-----------------------|--------------------------------------|----------------------------------|------------------|---|---|--------------------|----------|
| Security | 5.3% | 23.3% | 18.2% | 40.6% | 12.6% | | |
| Penitentiary | 22.4% | 34.1% | 11.8% | 23.5% | 8.2% | | |
| Staff | 8.3% | 23.3% | 12.5% | 41.7% | 14.2% | | |
| Health service | 5.3% | 20.0% | 17.3% | 40.0% | 17.3% | | |

Source: own research (N = 602).

As studies have shown, officers mostly do not have a conviction in penitentiary social rehabilitation, so they were not accompanied by the desire to help and improve prisoners. Only 3.89% responded that they firmly believe in social rehabilitation and assumed work in the PS to help prisoners and improve the, “rather yes” was indicated by 18.64%. This means that only one in five officers exhibit prosocial motivation to help prisoners in their social rehabilitation. 33.71% say they rather do not believe in social rehabilitation and in assuming work in the Prison Service they were not guided by the desire to help and improve prisoners.

A strongly negative response was indicated by 14.1% of respondents. Distributions of responses to the analyzed question are not significantly different in the group of women and men (see Graph 5).



Graph 5. The percentage distributions of responses to the statement “When taking up work in the Prison Service, I was accompanied by my belief in social rehabilitation and the desire to help and improve prisoners” depending on gender

Source: own research (N = 586).

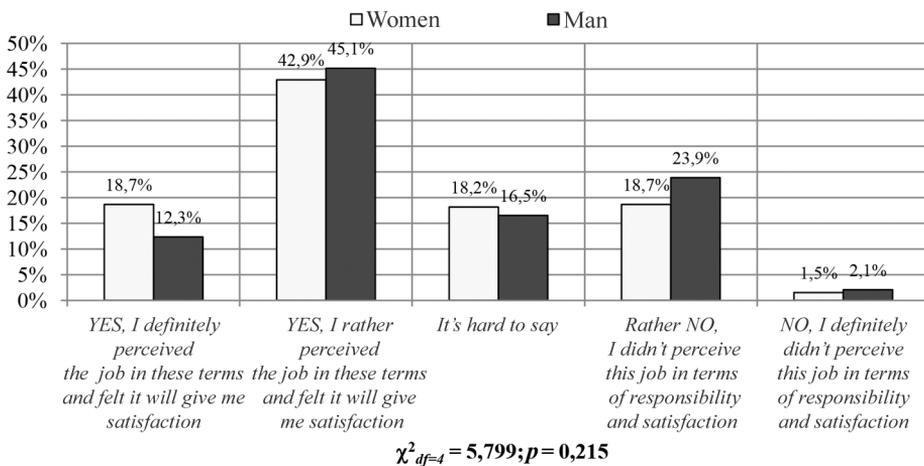
Table 4. Differentiation in responses to the statement “When taking up work in the Prison Service, I was accompanied by my belief in social rehabilitation and the desire to help and improve prisoners” depending on the department of service

| Department of service | Definitely YES – I believed in social rehabilitation and assumed work to help and improve prisoners | Rather YES – one of the reasons was the desire to help prisoners | It's hard to say | Rather NO – in assuming work, I didn't think about helping prisoners and their social rehabilitation | Definitely NO – in assuming work I didn't think about helping prisoners and their social rehabilitation | $\chi^2_{df} = 12$ | p |
|-----------------------|---|--|------------------|--|---|--------------------|-------|
| Security | 1.6% | 15.0% | 32.1% | 37.4% | 14.0% | 94.466 | 0.000 |
| Penitentiary | 17.4% | 40.7% | 14.0% | 17.4% | 10.5% | | |
| Staff | 0.9% | 12.0% | 33.3% | 34.2% | 19.7% | | |
| Health service | 4.0% | 20.0% | 30.7% | 34.7% | 10.7% | | |

Source: own research (N = 602).

The belief in the possibility of social rehabilitation of prisoners and the desire to help them was significantly more common in prison personnel appointed for educational and penitentiary interactions. Nearly 60% of respondents from the penitentiary department admitted to the service was accompanied by a belief in social rehabilitation and motivation to help the prisoners and the desire to improve them (17.4% definitely yes, 40.7% rather yes). Differences between educators and psychologists and other service divisions are highly statistically significant (Table 4).

The conviction of job satisfaction in the Prison Service due to its importance and responsibility was indicated by nearly 60% of respondents (definitely yes was answered by 14.42% of respondents, rather yes – 43.44%). Undecided responses – it’s hard to say – were indicated by 17.18% of respondents. In contrast, 22.04% rather did not perceive work in the service in terms of responsibility and satisfaction, and only 1.78% strongly said that before being admitted to work in the penitentiary system, they did not perceive work in these terms. Gender does not statistically differentiate the respondents in terms of this kind of motivation (Graph 6).



Graph 6. The percentage distributions of responses to the statement “When taking up work in the penitentiary system, I believed that it is a very important and responsible job for society, which will give me satisfaction” depending on gender

Source: own research (N = 586).

Differentiation of the surveyed officers working in different departments of service in terms of perceiving work in the penitentiary system as important and responsible, while satisfactory, is not statistically significant. Differences remain at the level of the trend and relate primarily to the penitentiary department. The officers of this department significantly more often (25.6%) respond strongly

that they perceive the job as very important and responsible, and in assuming it, they were convinced that it will give them satisfaction. In the case of the other departments of service, it can be assumed that the results are similar.

Table 5. Differentiation in responses to the statement “When taking up work in the penitentiary system, I believed that it is a very important and responsible job for society, which will give me satisfaction” depending on the department of service

| Department of service | YES, I definitely perceived the job in these terms and felt it will give me satisfaction | YES, I rather perceived the job in these terms and felt it will give me satisfaction | It's hard to say | Rather NO, I didn't perceive this job in terms of responsibility and satisfaction | NO, I definitely didn't perceive this job in terms of responsibility and satisfaction | $\chi^2_{df} = 12$ | p |
|-----------------------|--|--|------------------|---|---|--------------------|-------|
| Security | 12.2% | 46.3% | 18.1% | 22.2% | 1.3% | 20.922 | 0.052 |
| Penitentiary | 25.6% | 40.7% | 8.1% | 23.3% | 2.3% | | |
| Staff | 12.1% | 44.8% | 16.4% | 24.1% | 2.6% | | |
| Health service | 17.8% | 34.2% | 26.0% | 19.2% | 2.7% | | |

Source: own research (N = 602).

Summary

Based on the conducted studies, it can be said that the assumed hypotheses were partly confirmed, and conclusions can be drawn which are answers to the questions posed to respondents. Firstly, most of the officers are convinced that their work is very responsible and an important service to society, and thus contributes to personal satisfaction. However, they most often identify with the aspect of providing public order and safety, than the most important – prosocial – aspect of mission, i.e. the role of the penitentiary system in fighting against social pathology. There is also a small percentage of officers who did not identify with the social mission of the Prison Service at all. It is worrying that their attitudes may contribute to a misunderstanding of the idea of social rehabilitation, and thus, enhance negation and resistance to reforms introduced to the penitentiary system.

Secondly, only a fifth of the officers participating in the studies have a positive attitude to tasks associated with helping prisoners, and motivated by the desire to improve them. This means that the remainder do not believe in penitentiary social rehabilitation, which may give rise to a discrepancy between

social expectations and the real effects of offenders' social rehabilitation. The lack of the conviction in prison personnel as to the rightness and possibilities of realizing the objectives of serving imprisonment affects the negative approach to professional duties associated directly with the process of social readaptation and reintegration of prisoners (stigmatizing, objectification, minimizing interpersonal contacts, unfavourable educational atmosphere, etc.).

Interest in scientific issues, constituting the essence of the penitentiary system, before employment, was demonstrated by only one-third of the surveyed officers, although knowledge in the scope of criminology, social rehabilitation, law constitute the canon of professional competences of prison personnel, regardless of their position and specificity of official duties. Furthermore, each PS officer has a duty to raise his qualifications and self-education; therefore, the lack of interest in these fields may give rise to reluctance, after all imprinted in the profession of prison personnel, to the need to absorb and complement knowledge and changing legislation, and this will result in frustration.

Gender, contrary to the assumed hypothesis, differentiates the surveyed population of officers to a small extent in terms of prosocial motivation. Women, in the same way as men, perceive their work in the penitentiary system as social service, they have a sense of social mission and desire to fight against pathology, they moderately believe in social rehabilitation and want to help and improve prisoners. The only difference in motivation relates to interests in the fields of knowledge important for PS officers. The surveyed women officers more often manifest interests in criminology, social rehabilitation and law, than men officers.

The hypothesis on the impact of the department of service on exhibited prosocial motivation of respondents prior to being admitted to work was fully confirmed. The officers of the penitentiary department show significantly higher levels of prosocial motivation, which is part of the specificity of their daily work – their main task is to conduct penitentiary interactions, modelling desired behaviours and encourage positive changes in the attitudes of prisoners, and prepare them for life in society. It is not surprising that they will much more often identify with the social penitentiary mission and be guided by prosocial motives in the performance of their daily duties. Officers of the security department selectively identify primarily with one aspect of the penitentiary mission, namely – with the role the Prison Service in the public safety system and lawful functioning of the country. Other departments of service exhibit lower levels of prosocial motivation.

Perhaps the explanations for these differences should be sought in the approach of officers to their daily work and focusing only on their tasks – security in charge of security, quartermaster's department responsible for board and social-living conditions, records department for receiving, transporting and releasing, etc. Such a schematic understanding of one's official duties, without linking them with the general sense of imprisonment, unfortunately, may lead to the

lack of complete identification with the social mission of the penitentiary system. Therefore, an important role of supervisors and senior management, and above all, organizational units responsible for the education of officers, is to promote the penitentiary mission in its social dimension and emphasize the importance of every officer's work for the good of all citizens, regardless of their position and department of service. Indeed, making the employee aware of the fact that his performance of even a small task, can contribute to real benefits to other people is conducive to stimulating his prosocial motivation (Grant 2008, p. 108), and a higher level of prosocial motivation affects identification with social mission of the institution (Frank, Lewis 2004, p. 36 et seq.).

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