

## ENGAGEMENT OF PUBLIC ADMINISTRATION EMPLOYEES – AN EXAMPLE OF THE SOCIAL INSURANCE INSTITUTION

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**Purpose:** The article measures the level of employee engagement in the Social Security unit and identifies the factors that determine this engagement.

**Design/methodology/approach:** Both quantitative and qualitative methods were used in this study. Expert interviews and surveys were conducted using a modified questionnaire of the WIGOR method. The survey was conducted in March 2023 and covered 148 employees in a selected ZUS unit.

**Findings<sup>1</sup>:** The survey found that the level of engagement among employees is unsatisfactory. It also found that fair compensation and positive relationships with managers and colleagues are strong determinants of engagement. However, there is still untapped potential among the institution's staff.

**Research limitations:** The most important limitation of the survey is that it is only conducted in one branch of Social Security, and in the future, the survey should be expanded to other units throughout the country.

**Practical implications:** The results of our study provide practical implications for executives. We indicate what actions should be taken to enable an increase in the level of involvement.

**Originality/value:** The study fills the gap in determining the level of commitment among public administration employees. The WIGOR model was first used in public administration units.

**Keywords:** work engagement, employee engagement, public administration, engagement models.

**Category of the paper:** research paper.

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<sup>1</sup> The analysis was carried out based on the results of final diploma paper: Goj, Grabowska, Małoszyc.

## 1. Introduction

Employee engagement is a key factor in the effectiveness of any organization. Regardless of whether it is a commercial enterprise, a public administration unit or an educational unit, the success of any organization is impossible without committed employees (Borst et al., 2020a). In the literature on the subject, we can find many theoretical studies and research on engagement and related aspects, such as well-being (De-la-Calle-Durán, Rodríguez-Sánchez, 2021; Juchnowicz, Kinowska, 2022; Kadir, Broberg, 2020; Kahtani, 2022), work efficiency (Al-dalalmeh et al., 2018; Borst et al., 2020b; Kim, 2017), work motivation (Hysa, Grabowska, 2014; Król, Zdonek, 2020; Riyanto et al., 2021).

Kinowska (2021) in her research confirmed the existence of a relationship between the commitment and well-being of working Poles (Kinowska, 2021). In particular, employee well-being is positively influenced by vigour and dedication to work. In turn, Mostafa and Abed El-Motalib (2020) and Ashfaq, et al. (2021) draw attention to the role of good, ethical leadership as a factor influencing the involvement of public administration employees. Researchers claim that by treating employees fairly and caringly, ethical leaders increase public administration employees' commitment to work (Ashfaq et al., 2021; Mostafa, Abed El-Motalib, 2020). Appropriate leadership and good communication with the direct superior are important factors motivating employees to work, which is confirmed by research by Hysa and Grabowska (2014), Juchnowicz and Kinowska (2018a) or Jonek-Kowalska, et al. (2021) (Hysa, Grabowska, 2014; Jonek-Kowalska et al., 2021; Juchnowicz, Kinowska, 2018a). In turn, Khusanova et al. (2021) indicate that work engagement plays a mediating role between job meaningfulness and performance (Khusanova et al., 2021). Employee engagement has a direct impact on their work performance and, therefore, on the results and success of the entire organization (Borst et al., 2020a). Of course, employee engagement and their motivation to work are influenced by many factors, which is the subject of many studies (Al-dalalmeh et al., 2018; De-la-Calle-Durán, Rodríguez-Sánchez, 2021; Juchnowicz, Kinowska, 2018b; Kim, 2017; Riyanto et al., 2021; Saks, 2022; Sanborn et al., 2017).

However, despite numerous studies available in the literature, there is still a certain gap related to research on involvement in the area of public administration (Borst et al., 2020a; Juchnowicz et al., 2020; Khusanova et al., 2021). This study will fill the gap in determining the level of commitment, especially since the WIGOR model will be used, which has not yet been used in public administration units. Moreover, an important value of the research will be the fact that it will be carried out in the same public administration unit and mostly among the same employees where the authors examined employees' motivation (Hysa, Grabowska, 2014) to work, their knowledge and competences (Hysa, Grabowska, 2017).

The main objective of the study is to assess the level of engagement of employees of the Social Security unit and to identify the factors determining this engagement. The article is structured in three sections: a theoretical background of the essence and research models of employee engagement, a section devoted to the methodology of empirical research, and a section presenting the results of the analyses and discussion, ending with conclusions.

## 2. Employee engagement- definition and models

Researchers agree that engagement is not a homogeneous phenomenon (Cook, 2008; Juchnowicz, Kinowska, 2018b; Rakowska, Maćik, 2016; Wziątek-Staśko, Michalik, 2019), is a multidimensional category, and therefore difficult to study. The very definition of engagement becomes problematic, explained, as a mental state, an attitudinal attribute, a set or system of behaviours, a relationship, a role, an emotional construction or energy (Cichorzewska et al., 2020; Juchnowicz et al., 2020; Juchnowicz, Kinowska, 2018a).

In the English-language literature, engagement is understood in three ways: commitment, engagement and involvement (De-la-Calle-Durán, Rodríguez-Sánchez, 2021; Leask, Barron, 2021; Rakowska, Maćik, 2016; Riyanto et al., 2021). In addition, engagement can relate to different areas: commitment to the organization (Lampropoulos et al., 2022), teams, leaders (Juchnowicz, Kinowska, 2018a; Nikolova et al., 2019), profession, goals or personal career (Kahtani, 2022; Saks, 2022). Compared to other constructs, such as job satisfaction work, job involvement, and organizational commitment, employee engagement is a broader construct that includes a more holistic and complete dedication of oneself to the performance of a task or duties (Rakowska, Mendryk, 2017; Saks, 2022). This point of view was adopted in the work.

The issue of engagement can thus be studied in the context of various criteria for the development of the engagement concept and its milestones such as (Rakowska, Maćik, 2016):

- concepts and definitions of engagement (including differentiating the terms commitment, engagement, and involvement, and distinguishing between types of engagement, e.g. job engagement, and organizational engagement),
- factors that influence the level of commitment,
- measuring engagement,
- effects of engagement.

Nevertheless, different approaches to the issue of involvement have in common that they bring beneficial results for the organization. Employee involvement is becoming an extremely important factor in stimulating the development and competitiveness of the organization (Gruszczyńska-Malec, Waligóra, 2019; Juchnowicz, Kinowska, 2021). An engaged employee focuses on work, is more enthusiastic about doing it and achieves or even exceeds business goals, acting in the interest of the company (Gruszczyńska-Malec, Waligóra, 2018). Moreover,

an engaged employee speaks positively about his or her organization, declares his or her willingness to stay in the company, works for its success and is ready to make additional efforts for it. The concept of employee engagement is often confused with satisfaction or happiness. However, the true definition is deeper in meaning. Employee engagement is defined as *the level of an employee's psychological investment in their organization* (Sanborn et al., 2017).

Lewicka and Rakowska (2016), in their research, demonstrated the significant impact of Human Resource Management (HRM) practices on employee engagement (Lewicka, Rakowska, 2016). This is especially true for practices related to development, which is very important for young employees. In addition, Rakowska and Mendryk (2017) proved that work engagement is clearly related to satisfaction with interpersonal relationships in the workplace (Rakowska, Mendryk, 2017). In contrast, some studies show that work engagement is more a result of personality traits and values than organizational factors (Kahtani, 2022; Lampropoulos et al., 2022; Riyanto et al., 2021).

Engagement also requires a specific approach to motivation. It involves the ability of an engaged leader to inspire in particular (Nikolova et al., 2019). Traditional motivation involves consciously influencing employees to achieve the motivator's goals. Inspiration is about setting mutually beneficial goals. The condition is a partnership between the organization and employees. Inspiration leads to unleashing the creative potential of employees. Managing by involvement means creating conditions in which work is a source of satisfaction and employees are aware that their contribution matters to the organization.

Many researchers agree that engagement includes three interrelated factors: cognitive, emotional and behavioural (Cichorzewska et al., 2020; Juchnowicz, Kinowska, 2018a, 2021):

- emotional job involvement – indicates how much the employee is interested in his or her job, whether he or she creates relationships at work, how much the employee likes his or her job,
- cognitive job involvement – indicates how much the employee wants to participate in making decisions regarding his work, how aware he is of his role in the work environment,
- behavioural job involvement – indicates how often employees take additional actions, such as participating in after-hours activities that develop new needed skills, making additional effort and taking initiatives for the organization.

A variety of engagement models and methods for measuring engagement can be found in the literature (Cook, 2008; Juchnowicz, 2012; Robinson et al., 2004; Sanborn et al., 2017; Seligman, 2012):

- model PERMA developed by Seligmann (2012),
- Robinson, Perryman and Hayday model (2004),
- Cook's WIFI model (2008),
- a three-component model of organizational commitment, Meyer and Allen (1997),

- Aon Hewitt model (Sanborn et al., 2017),
- WIGOR model developed by the Juchnowicz team (2012).

The PERMA model presented by the representative of positive psychology and the term *happiness at work*, Seligman, (2012, pp. 57-59) within the framework of well-being theory distinguishes five elements that make up human well-being, which directly translate into personal life and professional engagement: P – Positive emotions, E – Engagement, R – Relationships, M – Meaning, A – Accomplishment/Achievement.

Authors Robinson, Perryman, and Hayday (2004) give special attention to two factors: employee involvement in the sense of interfering, insight, and feeling valued. The authors also identified five additional factors that determine whether employees feel valued and included in the affairs of the organization (Robinson et al., 2004, pp. 34-36).

A slightly different model was presented by Cook (2008), who makes commitment dependent on four factors: employees' good feelings about the organization (well-being), employees' good understanding of the organization's goals and values (information), fair treatment of employees (fairness), and employees' participation in communicating and responding to their opinions (involvement). According to Cook (2008), ensuring these four elements makes employees feel valued, and respected and that management has confidence in them. This, in turn, translates directly into the behaviour of employees, who give their best at work. In addition, they go above and beyond the call of duty and are loyal, motivated and enthusiastic (Cook, 2008, pp. 75-79).

One of the most widely used models of commitment is Meyer and Allen's (1997) three-component model of organizational attachment. According to them, attachment is a psychological state that implies, first, the relationship occurring between the employee and the organization and, second, the employee's decision toward staying or leaving the organization (Meyer, Allen, 1997). Organizational attachment consists of three components: affective commitment, which refers to the employee's emotional attachment and identification with the organization, continuance commitment, which is described as the intention to stay due to the anticipated costs resulting from leaving the organization, normative commitment, which stems from a sense of duty, loyalty to the organization (Cichorzewska et al., 2020). The above components result from a psychological state that shows up in desire (affective attachment), need (continuance attachment) and obligation (normative attachment) to maintain employment with the organization.

Another model developed by consulting firm Aon Hewitt (Sanborn et al., 2017, pp. 12-14), emphasizes the behavioural dimension as the most important in work engagement. It manifests itself in three levels of employee behaviour (Say, Stay, Strive):

- expressing positive opinions about the organization in contact with colleagues, clients and other stakeholders,
- demonstrating a deep desire to remain a member of the organization,
- and demonstrating above-average efforts and dedication to work to contribute to the success of the organization.

The highlighted variables in the Aon Hewitt model (2017, pp. 2-4) are supervisors, career and employee development, collaboration, autonomy and influence, job security, ensuring employee supply, work organization, infrastructure, communication, acceptance of diversity, brand, reputation, and social responsibility.

The WIGOR model is a model for measuring employee engagement developed by a team of Polish researchers led by Juchnowicz and presented in the form of an equation:

$$\text{WIGOR (Engagement)} = \text{Knowledge} + \text{Identification} + \text{Gratification} + \text{Organization} + \text{Cooperation}$$

where:

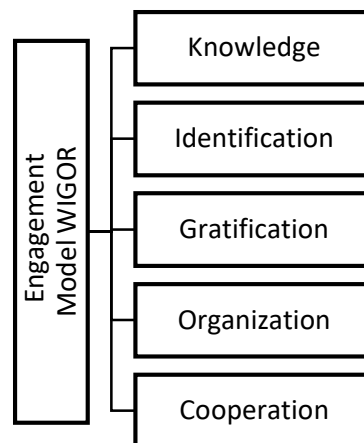
*Knowledge* – means knowledge of the vision, mission, strategic goals and objectives of the work performed.

*Identification* – means a sense of unity with the organisation, loyalty, initiating improvements, taking responsibility and initiative, willingness to make sacrifices, acceptance of the organisation's goals, values and culture, trust in management and employees, a strong corporate brand as an attractive employer.

*Gratification* is a system of remuneration, the total benefits received by an employee as a result of employment should be comprehensive but at the same time individualised.

*Organisation* – organisational and technical support, appropriate management system, including human capital management tools.

*Cooperation* – the desired nature of the relationship between partners in an employment relationship is cooperation, not a conflict of interest, which requires appropriate behaviour of superiors (motivating, not manipulative) and employees (colleagues, not competitors or rivals).



**Figure 1.** Own work.

Source: based on (Juchnowicz, 2012).

To achieve the main goal of the research, which is to assess the involvement of public administration employees, the WIGOR model was adopted because it is adapted to the work environment and culture of Polish employees (Figure 1).

To meet the main purpose, three research questions were formulated:

1. What is the level of engagement in the selected Social Security unit?
2. Which group has the greatest engagement?
3. What key factors determine the employee engagement?

### 3. Methods and data collection

The research was conducted in a selected public administration unit of the Social Insurance Institution (ZUS). The Social Insurance Institution (ZUS) is the state organisational unit with legal personality and the main element of the administration of the Polish social security system. Currently, the ZUS has over 300 field units and employs over 43,000 people. The original Juchnowicz method was used to measure the level of employees' commitment to the organisation and the level of commitment to work, the theoretical basis of which is the WIGOR model (Juchnowicz, 2012). The study consisted of two stages. In the first stage, interviews were conducted with experts in the field of management and public administration to adapt the Juchnowicz (2012) questionnaire to the specificity of this field. In the second stage, survey research was carried out. Data were collected in March 2023 through a survey conducted on a sample of employees of the ZUS unit (n = 148) using the PAPSI (Paper and Pencil Self-administered Interview) method.

The survey contained a total of 50 questions. The first part of the 30 questions concerned respondents' opinions on specific aspects of employees' involvement in the organization (19 questions) and commitment to work (11 questions). The questions covered cognitive, behavioural, and emotional aspects. Respondents rated statements on a 5-point Likert scale, where 1 represented *strongly disagree* and 5, *strongly agree*. Another part of the 20 questions related to the aspect of engagement like work organization, development opportunities, principles and mechanisms of remuneration, relations with the direct superior, and relations with colleagues <sup>2</sup>. In the third part of the survey, respondents were asked to rank the factors influencing their level of engagement. Ten factors had to be ranked in order of importance from 1 very important factor, 2 less important factor, etc. to 10 least important factor (each number from 1 to 10 could only appear once). The structure of the survey sample is shown in Table 1.

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<sup>2</sup> For editorial reasons, not all aspects of the research are presented.

**Table 1.**  
*Structure of the survey sample*

	Item	%
Sex	male	7
	female	93
Age	up to 25	1
	26-35	15
	36-45	39
	46-60	41
	above 61	3
Education	secondary but still studying	2
	secondary	28
	higher	70
Seniority (experience)	up to 2	7
	3-5	7
	6-10	16
	11-20	28
	above 21	42

Source: own study (N = 148).

The survey was dominated by female respondents (93%). Almost three-quarters of respondents had higher education (70%), a third had secondary education (28%) and only 2% had secondary education but were still studying. The largest number of respondents, 42%, are employees with more than 21 years of experience, followed by employees with 11 to 20 years of experience (28%), 16% of respondents with 6 to 10 years of experience and 7% of respondents with up to 2 years of experience and between 3 and 5 years of experience.

## 4. Result and discussion

### 4.1. Level of engagement in a selected unit of the Social Insurance Institution

To determine the level of involvement in the the organization, employees' opinions on nineteen different aspects of commitment were analyzed and the employee engagement to the organization index according to Juchnowicz (2012) was calculated (Table 2).

**Table 2.**  
*Involvement in the organization (IZPO)*

	Item
1	I believe that our company has a good reputation as an employer
2	I would recommend the company to a friend looking for a job without hesitation
3	Employees' suggestions and opinions are taken into account when decisions are made in the company
4	I work overtime or on days off if required by the job or the company's situation
5	I am very satisfied with my workplace
6	There would have to be serious reasons for me to leave the company.
7	If necessary, I can count on the help of my colleagues or superiors
8	I am proud to work in my current workplace
9	I contribute ideas and suggestions for changes whenever I see an opportunity to improve the company's results



Cont. table 2.

10	The company provides training to help me develop valuable skills
11	I feel used/abused and undervalued at work
12	I am willing to take on any additional tasks required to achieve the objectives of my workplace
13	I am well-informed about important changes in our company
14	The tools and technology available allow me to do my job properly
15	My manager gives me the support I need to do my job effectively
16	I want to change the workplace where I currently work
17	I accept the company's values, standards, behaviours and practices
18	I am happy to share my knowledge at work
19	I know and can explain the main objectives of the workplace where I work

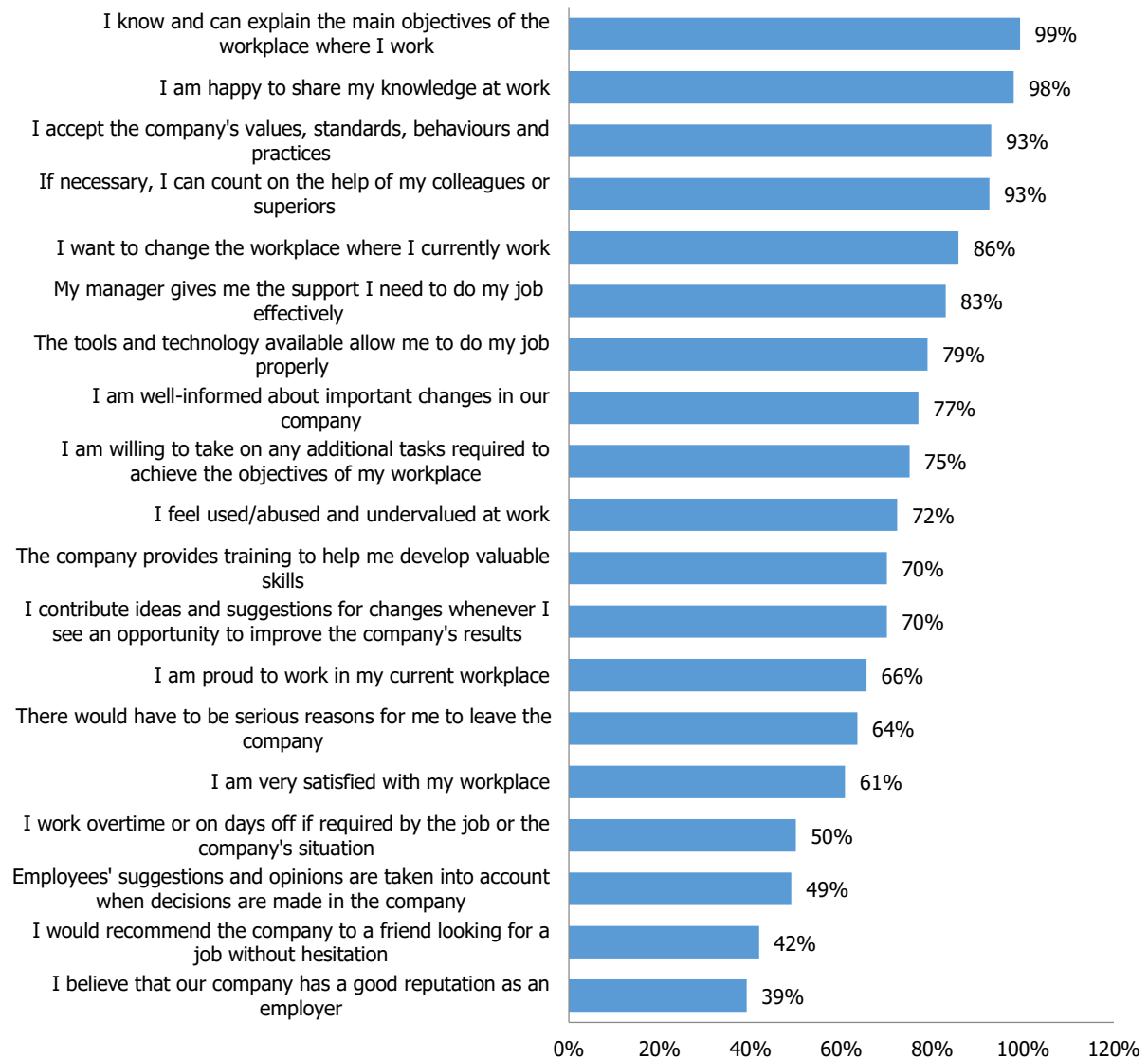
Source: Own work based on Juchnowicz, 2010.

The indicator of employee engagement in the organisation (IZPO), the percentage of employees who answered at least 80% of questions from this group positively (definitely *strongly agree* and *agree*), was 21%. Compared to Juchnowicz's (2012) research (44%) from commercial organisations, it is twice as low. This may be due to poor earnings and limited trust in a credible employer brand, which effectively reduces the commitment of public administration employees.

Analyzing all 19 statements regarding involvement in the organisation (Figure 2), 99% of employees responded that they *know and can explain the main objectives of the workplace where I work*. This means that employees receive clear and concise communication regarding the organization's strategy and primary objective. Whilst executing their responsibilities, they endeavour to achieve the goals assigned to them by management, which demonstrates a strong identification with the goals and, in a broader perspective, with the organisation. Similar to Cook (2008) and Hevit (2017) (Cook, 2008; Sanborn et al., 2017).

As many as 98% of employees said *I am happy to share my knowledge at work*. This result is undoubtedly influenced by the organisational culture, which is based on values such as trust, honesty and respect. The atmosphere among employees is based on mutual friendliness, openness and cooperation.

In contrast, however, it is surprising that 86% of employees responded positively to the desire "to change the workplace where I currently work". The research indicates that the employer must take measures to establish a trustworthy employer brand to attract job seekers and retain talent. The brand represents a commitment and guarantee not only to job applicants but also to employees. The employer brand comprises various facets, including the organisation's culture, benefits package, the scope for advancement, communication, training, and the correlation between remuneration and staff engagement and job contentment.



**Figure 2.** Involvement in the organization. Answers "strongly agree" and "agree".

Source: Own work.

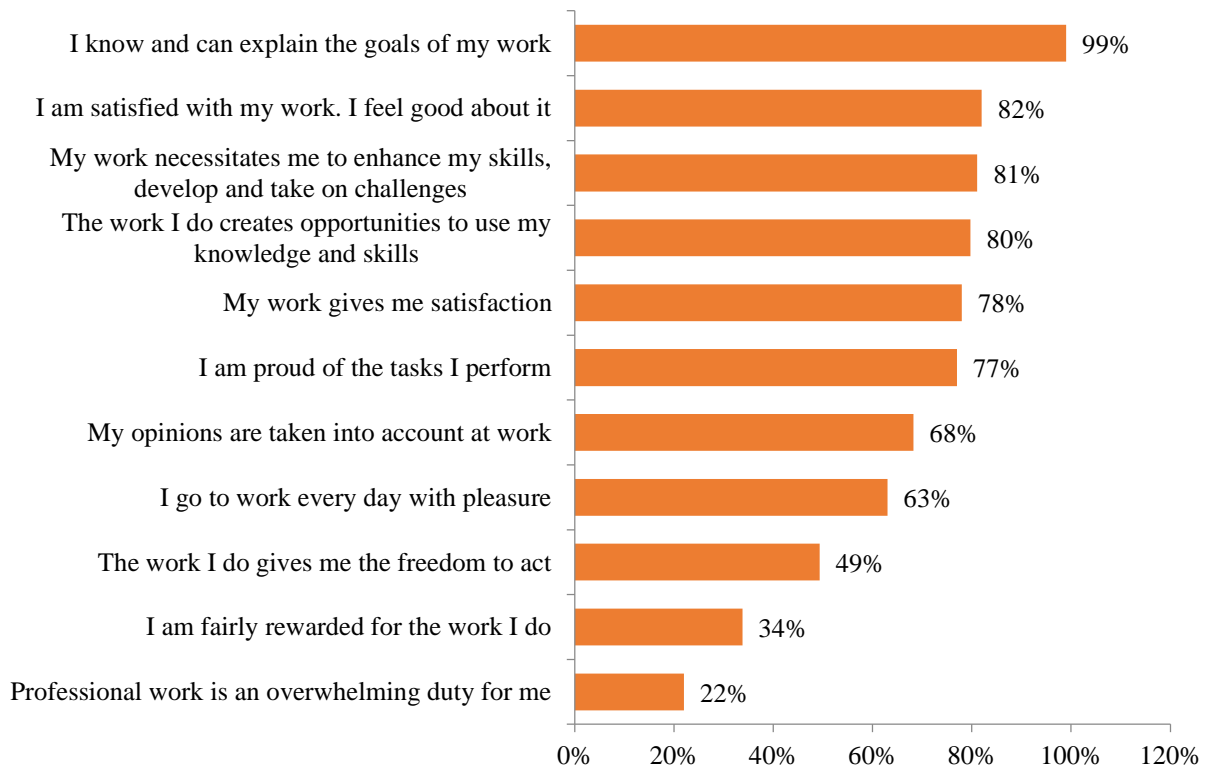
Based on eleven other statements, the work engagement index was calculated (Table 2).

**Table 2.**  
*Commitment to work*

	Item	Aspect
1	I know and can explain the goals of my work	cognitive
2	I am fairly rewarded for the work I do	cognitive
3	The work I do creates opportunities to use my knowledge and skills	cognitive
4	The work I do gives me the freedom to act	cognitive
5	My opinions/opinions are taken into account at work	behavioural
6	My work necessitates me to enhance my skills, develop and take on challenges	behavioural
7	I am satisfied with my work. I feel good about it	emotional
8	Professional work is an overwhelming duty for me	emotional
9	I go to work every day with pleasure	emotional
10	My work gives me satisfaction	emotional
11	I am proud of the tasks I perform	emotional

Source: Own work based on Juchnowicz, 2010.

The work engagement index (IZP) determines the percentage of a company's employees who express a positive opinion on 80% of the questions related to work engagement. In the examined sample, the rate stands at 29%, slightly less than the figure calculated for commercial organisations (34%) (Juchnowicz, 2012).



**Figure 3.** Commitment to work. Answers "strongly agree" and "agree".

Source: Own work.

Analyzing 11 statements related to work commitment, as many as 99% of employees answered that they knew and could explain the goals of the work they do. Thus, conveying that awareness regarding the company's goals corresponds to an understanding of the objectives of employee duties. This is not surprising, since the Social Insurance Institution monitors the implementation of the ZUS strategy on a semi-annual basis, which includes an assessment of the degree of achievement of the adopted strategic goals, as well as programmes and initiatives, based on defined metrics. Furthermore, the substantial number of positive responses to the statements *my job necessitates me to enhance my skills, develop and take on challenges* (81%) and *the work I do creates opportunities to use my knowledge and skills* (80%) shows that employees are aware of the need to improve their qualifications and continuous training. These results are consistent with the research conducted by Lewicka and Rakowska (2016). This requirement stems from the necessity to possess adequate knowledge of relevant laws, the implementation of appropriate procedures, and the proper interpretation of legal provisions. These findings align with those of Hysa and Grabowska's (2014) study, where common motivators cited by respondents include frequent use of access to training and further education (74%) and utilizing pre-existing skill sets (71%).

The employee engagement index (IZPO) was assessed according to length of service and age. Employees with a seniority of 3-5 years have the highest level of the IZPO index (18%), while employees with a seniority of up to 2 years have the lowest level (5%). The age group of 26-35 years (21%) has the highest IZPO index, while the age group of over 61 years (8%) observes the lowest IZPO index. In commercial organisations' involvement levels (Juchnowicz, 2012), a distinct difference is observed, with the lowest involvement rate noted in the 26-35 group and the highest in the 36-45 group.

Analysing the responses according to the aspects included in the WIGOR model (knowledge, identification, gratification, organisation, cooperation), it can be indicated that employees have the necessary **knowledge** to make decisions, are *well informed about important changes in our company* (77%) and are *willing to share my knowledge* (98%).

When it comes to **identification** with the company, employees *accept the company's values, standards, behaviours and practices* (93%). Moreover, 75% indicate their willingness *to perform additional tasks beyond their role requirements to achieve workplace objectives*. However, 86% express a desire *to leave their current workplace*, which contrasts with the findings of Gruszczyńska-Malec & Waligóra (2018). These findings may be explained by the fact that their organisation does not have a good reputation as an employer (39%), as only 42% of respondents *would recommend the company to a friend looking for a job without hesitation*.

On the other hand, another motivation for wanting to change jobs could be inadequate **gratification**, as only 34% of respondents said that they were *fairly rewarded for the work they do*. This issue with appropriate gratification was already visible in 2012, when Hysa & Grabowska (2014) examined motivational factors among employees in the same department (Hysa, Grabowska, 2014). In these studies, 88% of respondents indicated that the remuneration system was inappropriate and unfair. The issue of fair remuneration in the Social Insurance Institution for work performed, adequate to the work contribution, has not lost its relevance since 2012. Employees have positive opinions about the **organisation**, the company's ability *to provide tools and appropriate technology to enable them to do their jobs properly* (79%), and *training that helps develop skills that are valuable to them* (70%).

To achieve a sense of integration with the organisation, and tasks, taking responsibility and **cooperation**, trust in management and colleagues is important. The majority of respondents (84%) stated that their *managers provide them with adequate support for productive work*. Also, they can *rely on their colleagues* (93%) or *superiors in case of personal or professional problems*. If we compare the above results with the research conducted by Hysa and Grabowska (2014) in the same workplace, we can see a significant improvement in relations with colleagues. In addition, all respondents (100%) identified a lack of cooperation on the part of co-workers and subordinates as a factor negatively impacting work conditions. The introduction of the "Code of Ethics for ZUS Employees" at the plant a few years ago may have significantly enhanced relationships and cooperation. The Company's primary values when dealing with clients, superiors and colleagues are trust, honesty and respect. The principles that should guide all employees at the plant, regardless of their position and type of contract, include loyalty to

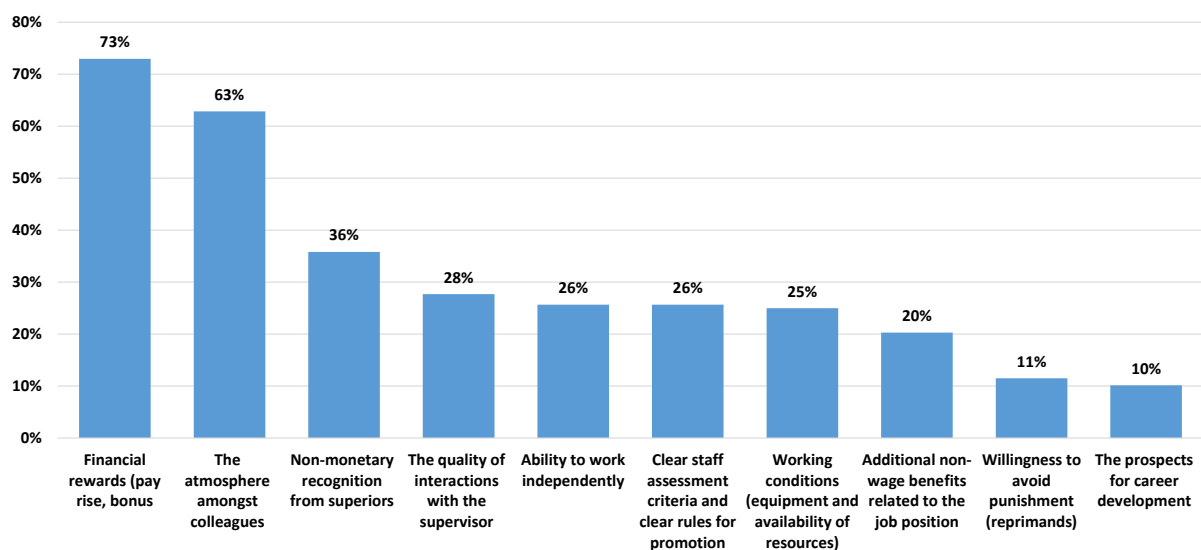
the employer and promoting its interests, fostering healthy relationships and a welcoming environment, and denouncing corruption and deceptive behaviour. According to the results, employees identify with the company's goals, values and principles. They trust not only their superiors but also each other.

#### 4.2. Factors determining the level of engagement among employees

Additionally, to identify the factors that influence employee engagement, respondents rated ten factors, including financial rewards, non-financial recognition from supervisors, collegial atmosphere, quality of contact with supervisor, working conditions, opportunity for professional development, willingness to avoid punishment, additional nonwage benefits associated with the job, ability to act independently, and clear criteria for employee evaluation and promotion rules. Each factor was rated only once on a scale from 1 (most important) to 10 (least important)

63% of employees ranked *financial reward (salary increase or bonus)* as the most important factor in determining their level of engagement at work. 13% placed *atmosphere among the employees* at first position, 23% at second position and 27% at third position. As can be observed, similar to Rakowska and Mendryk's (2017) study, work engagement is linked to contentment with interpersonal relationships at work. A further significant factor influencing work commitment is *non-financial recognition from superiors*. As indicated by 3% of employees in first place, 22% in second, and 11% ranking third, such recognition is highly valued. This aligns with previous studies by Robinson et al. (2004) and Cook (2008), which emphasize the importance of appropriate motivation to employee engagement.

A hierarchy of important engagement indicators can be identified by aggregating the responses of all respondents. Figure 4 shows the proportion of employees who ranked a particular factor as the most important (rank 1, 2 or 3).



**Figure 4.** Key engagement factors. (most important priorities 1, 2 and 3 combined).

Source: Own source.

73% of employees considered *financial rewards (pay rise, bonus)* to be an important determinant of their commitment to work. Subsequently, *the atmosphere amongst colleagues* held second place with 63%, whereas *non-monetary recognition from superiors (praise, congratulatory letter)* was placed third with 36% of respondents in agreement. *The quality of interactions with the supervisor* is crucial (28%), as shown by the studies of Juchnowicz and Kinowska (2018a), Jonek-Kowalska et al. (2021), (Mostafa, Abed El-Motalib, 2020, 2020) and Nikolova et al. (2019). Only 10% the employees considered *the prospects for career development* to be important for their loyalty to the job, which is in contrast to the findings of Lewicka and Rakowska (2016).

## 5. Conclusion

The success of the Social Insurance Institution is the result of many factors. The most important of these are the committed employees who create the organisation. To develop and fully utilise their potential, the management must take comprehensive measures to ensure a high level of employee involvement, regardless of the position held. Unfortunately, according to the research conducted, the level of employee involvement is not satisfactory (IZPO 21%, IZP 34%). The level of employee involvement in the organisation and work depends on many factors, mainly on the working conditions created by the employer and the resources provided (Juchnowicz et al., 2020; Mostafa, Abed El-Motalib, 2020). The research conducted showed that the most important factors that determine the level of involvement of public administration employees are fair remuneration, non-financial recognition from superiors, as well as an appropriate atmosphere among employees.

The presented research has significant implications for both theoretical and practical achievements in the field of employee engagement. First, we have framed our study in the context of Juchnowicz's (2012) WIGOR theoretical model of engagement, which has not yet been used in public administration.

The results of our study also have several practical implications for managers. First of all, the survey results indicate which actions should be taken to increase the level of engagement. The most important recommendations are:

1. Build the image of an attractive employer among employees. One way to do this is to build a reward brand. Employees will appreciate the employer if it recognises and respects the value they bring to the organisation, rewards them appropriately and communicates its pay practices clearly.
2. Mechanisms for changing employee pay levels, which should take into account the impact of work and the appropriate competencies of employees.

3. Introduction of professional human resources management, i.e. reform of the current bonus system, reward for good results, implementation of a career management process and a transparent vision of employee development.
4. Supporting the individual development of employees through line managers and creating an appropriate working atmosphere.

The presented research has some limitations. The most important thing is to conduct research only in one ZUS branch; in the future, the research should be extended to other units throughout the country.

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