

HUMAN CAPITAL AND MOTIVATIONAL AND DEMOTIVATIONAL FACTORS

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Purpose: The study aimed to present factors that promote job satisfaction and dissatisfaction among employees of a national park.

Design/methodology/approach: The primary data were acquired through a survey. The survey involved those employees who volunteered to participate. The sample consisted of 48.5% women and 51.5% men. The research tool was an anonymous survey.

Findings: The article attempts to evaluate the intensity of factors promoting job satisfaction and dissatisfaction among national park employees. It is a challenge to address employee needs because each person exhibits different intensities of requirements. The needs hinge on such aspects as the position in the organisational structure or sex.

Research limitations/implications: The survey involved employees of a single national park who volunteered to participate. Knowing the factors that motivate or demotivate employees to work more effectively and their intensity in an organisation may help design and deploy a suitable motivational system.

Originality/value: No results were found in the literature on the subject regarding the intensity of factors motivating employees to work in the context of national parks. Workplace motivation is both important and relevant because satisfied employees are more engaged. It is useful when building motivational systems.

Keywords: human capital, management, motivation.

Category of the paper: Research paper.

1. Introduction

Today's world is increasingly a realm of organisations. Smooth and effective operation of any organisation hinges on efficient management. It defines a specific economic order, puts social norms and values into practice, and cements desirable human behaviours, attitudes, and mindsets, which means readiness to tackle tasks and select criteria for choosing means and methods to do so. Management is a multiplex process, consisting of such functions as planning and decision-making, organising, motivating, leading, and controlling.

Human resources, in the form of highly qualified staff, are a central and indispensable part of any organisation. They are a *sine qua non* for the organisation's success. Such employees have to be effective and efficient regarding the tasks they undertake. Being one of the key areas of life, work requires commitment and energy input.

If it brings satisfaction, professional activity becomes a steadfast source of motivation.

When satisfaction is overwhelmed by discontent, the employee usually grows indifferent to their given objectives. Therefore, new forms of motivation have to be found and the available ones improved, considering every employee's different work conditions and individuality (Piotrowska-Puchała, 2017).

Proper employee motivation guarantees more efficient, better, and more diligent work (Piotrowska 2009). The objective was to determine factors that lead to job dissatisfaction (hygiene factors) and satisfaction (motivators) among national park employees. Work satisfaction and dissatisfaction were determined using Frederick Herzberg's two-factor theory.

The research was grounded in Herzberg's two-factor theory of motivation (1959), which distinguishes between:

The present study is based on Herzberg's (1959) two-factor theory of motivation, which differentiates between:

Hygiene factors (external factors) – aspects that influence job dissatisfaction, such as remuneration, working conditions, organizational policies, and relationships with supervisors. Motivators (internal factors) – aspects that contribute to job satisfaction, including achievements, opportunities for promotion, personal development, and responsibility.

Two research hypotheses were formulated: Hypothesis 1: Factors related to working conditions, job stability, and the type of work performed have the greatest impact on overall employee job satisfaction in the national park. Hypothesis 2: Interpersonal relationships and recognition from supervisors have a variable impact on employee satisfaction, depending on position and role within the organizational structure.

Previous studies on employee motivation in public organizations, including national parks, have mainly focused on general factors of job satisfaction and dissatisfaction. However, there is a lack of detailed analyses of how motivation effects vary depending on position, gender, or professional experience. There is also a limited number of studies comparing the impact of Herzberg's hygiene factors and motivators in the context of environmental protection organizations, where work characteristics and organizational structure are unique. The article includes a theoretical analysis of management and motivation in organizations, a description of the research methodology, and a characterization of the studied national park. This is followed by the presentation of research results on motivating and hygiene factors and their impact on employee satisfaction. The article concludes with a summary, practical recommendations, and suggestions for human capital management.

2. Methods

Herzberg's two-factor theory of motivation (1959) proposes that job satisfaction and dissatisfaction are shaped by two independent factors: motivation and mental hygiene. External factors, also known as dissatisfaction or hygiene factors, include remuneration, work conditions, and company policy. They concern the work context, i.e. work environment. Internal, or motivation (satisfaction), factors concern the nature of the work. They include interest in work, personal development, achievements, recognition, personal responsibility for actions, or promotion prospects. These factors contribute to job satisfaction, which elevates employee performance (Stoner et al., 2011). Herzberg's two-factor theory of motivation identifies factors relevant to motivating employees. It is founded on 1960s research. Herzberg's motivation-hygiene theory (also known as Herzberg's two-factor theory) states that certain factors in the workplace environment cause job satisfaction. In contrast, a different set of factors causes dissatisfaction, all of which act independently of each other (Peramatzis, Galanakis, 2022). Frederick Herzberg demonstrated that 'the employee motivation process is two-pronged. First, managers have to ensure a proper effect of mental hygiene factors that do not cause dissatisfaction. By ensuring hygiene, employee dissatisfaction is prevented. Next, they should move on to addressing needs that are considered motivating factors. Motivators increase job satisfaction and motivation' (Kozioł, 2002).

Researchers have identified the following factors: Work conditions. Remuneration (salary). Job security (stability). Job position (current post). Relationships with colleagues (need for company). Relationships with subordinates. Relationships with the superior. Personal life. Technical supervision. Company policy. Administration. Personal development. Promotion. Personal responsibility. Work itself (nature/type of work). Recognition (rewards, distinctions). Need for achievement (an urge to achieve a goal or complete a task more effectively than in the past). Need for power (the desire to influence a group and control the behaviour of others). It is assumed that these factors can cause strong, weak, or medium job satisfaction and dissatisfaction.

The motivation survey was conducted among national park employees who consented to participate anonymously. The sample amounted to 82.5% of the park's employees.

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3. Role of human capital in organisations

Human capital is strategically important, and organisations tend to develop it today. It is vital for employee development by improving their lives, income, knowledge, skills, and production capacities and fostering economic growth. Human capital is utilised in a professional context by employees and private individuals. Investments in human capital are rewarded by increased remuneration, benefits, job satisfaction, learning opportunities, and promotion potential. The economic approach to human capital (education and training of the workforce) is critical to a country's performance and economic success (Pasban, Nojede, 2016). Employees are increasingly appreciated as the pillar of the organisation's success. They constitute the most precious capital, introducing and implementing innovations. People keep the organisation young and relevant to the market. Therefore, human resources management that is worthy of the twenty-first century seems vital. This means that the organisation has to offer such conditions that the employee is completely engaged in their tasks, works on their mental potential, and feels an emotional relationship with the organisation (Opolska-Bieleńska, 2018). Human capital is counted among the factors of socioeconomic development. It determines the prospective prosperity, potential, and capabilities of the economy. People are far from being homogeneous. They differ. The differences are in the genetic, economic, social, and cultural domains. Humans as a species develop as societies change. Individual and social developments are intertwined. Investments in human capital determine the future prosperity, potential, and capabilities to develop. However, human capital development can be hindered by poor education of the public, inadequate educational offer, insufficient research capabilities, and an inadequate level of new information technologies (Maczyńska-Kowalska, 2017). In broad terms, human capital consists of good health, knowledge, and skills. It encompasses cognitive skills, socio-emotional skills, personality traits, and cultural knowledge. Human capital can play a pivotal role in addressing the global challenges of the twenty-first century, such as climate change, demographic transitions, and rapid urbanisation. These trends are likely to increase the demand for highly specialised skills. Identifying the specific skills and traits relevant to these challenges and promoting their accumulation and utilisation will be crucial for future economic development (Rossi, Weber, 2024).

4. Management and motivation

The changing economic environment brought about a new management generation. It puts intellectual capital at the centre of building a competitive market advantage. The primary objective of human resources management is to select the right people for specific jobs,

employee selection, and personnel development planning. The organisation's strategies and objectives are pursued thanks to its employees. Hence, employees are the most valuable capital of every organisation. Proper human capital management empowers the organisation to pursue its goals and achieve a strong and stable market position. These achievements are determined primarily by employee motivation, which is conducive to more efficient work and engagement in the company's affairs. Employee needs have to be diagnosed correctly before a good motivational system can be built.

Employees are better motivated and more willing to pursue their tasks and identify with the organisation and its mission if they are treated as the central asset, the workplace atmosphere is founded on respect for the employee's dignity and skills, information flow is unobstructed, and managers take responsibility for the development of their teams (Chabowska-Litka, Werner, 2020).

Public organisations today face increasing challenges posed by modernisation pressure and the need to improve management quality (Juchnowicz, 2012), performance, responsibility, effectiveness, and cost-effectiveness of efforts (Knies et al., 2018). This means that public organisations are expected to embrace organisational changes—especially employee engagement programmes (Brunetto et al., 2017).

In public sector organisations, employee motivation indicates the degree to which the organisation shares the person's values or enables employees to realise their values (Christensen, Wright, 2011). The literature emphasises the role of employee motivation in the public sector (Juana-Espinosa, Rakowska, 2018), particularly regarding job satisfaction, organisational engagement, perceived justice, and perceived organisational support. Employee motivation defines the level, direction, and consistency of efforts made at the workplace (Schermerhorn, 2008). According to Maij I. and Kokin I. (2016), work alone (its nature) does not motivate public sector employees. From this perspective, work becomes a value that allows the employee to demonstrate their skills, substantiate their social position, and achieve satisfaction.

The traditional approach to national park management, known as the excluding model, is based on the assumption that the best way to protect the natural environment is to minimise human impact. Therefore, significant areas are excluded from the typical jurisdiction of local governments and controlled by governmental bodies. Such an isolationistic strategy has dominated management of protected areas for many years, but its social and economic consequences have been controversial (Kachniarz, 2024).

Motivation varies over time due to its complex and dynamic nature. This means that the level of the motivational need that initiates engagement in a specific activity will probably change over time. The need to keep employees highly motivated over a long period, regardless of changing motivational factors, requires a theoretical consideration in the context of needs (Olateju, Adeoye, Ilyas, Okogo, 2022).

5. Tangible and intangible factors motivating employees to work

Dynamic changes brought about by specific organisational management methods have led to a situation where the organisation's success increasingly depends on prior investments in human capital, which entails effective employee motivation (Dzieńdziora, 2018). A person's job satisfaction determines the efficiency with which they perform their tasks. Motivation is counted among the primary job satisfaction boosters that affect behaviour within organisations. The organisation's motivational systems should cover a broad array of wage-related and non-wage-related components to ensure a constant and high level of motivation for employees (Koszela, 2021). The selection of the right motivational factors is critical to employee motivation. The motivators can be tangible and intangible. There are two types of tangible motivators: The first one includes tangible wage factors, such as the base salary, rise, bonuses, financial rewards, functional, seniority, overtime, and night duty allowances, or anniversary rewards. The other group covers tangible non-wage motivators, such as education paid by the employer, company car, free health care, additional pension, and health insurance. Intangible motivators are such factors as promotion and career advancement, independence at work, empowerment, recognition from the superior, flexible working time, or a friendly working environment (Pietryka, 2015). Employee remuneration is a conventional equivalent for their work. It covers all financial and non-financial benefits the employee receives for work. Remuneration is the primary, and for many employees the only, source of income, economic motivation tool, price of work in the labour market, and token of esteem and reputation for a profession. For remuneration to meet all these requirements, the company has to have a proper remuneration policy (Kazuś, Fierek, 2019). Selection of the right motivators is important for motivating employees as well as their job satisfaction (Kaczowska-Serafińska, 2011).

6. Profile of the national park

The national park involved in the study is one of the 23 national parks in Poland. It is located in Lubelskie Voivodeship, Włodawski District, in the Łęczyńsko-Włodawska Plain. It was established on 10 April 1990 (Regulation 1990) and grew in subsequent years. It was also allocated a buffer zone (Regulation 1994). The park covers 97.6 km² with additional 137.03 km² of the buffer zone. Nearly 50% of the national park is covered by forests. Only 1% of the total area is under strict protection (97% of this zone is forests). The purpose of the park is to protect a mosaic of mixed peat, water, and forest ecosystems, with extensively used land, that are unique in Poland and Europe as a critical refuge for about 200 species of water and marsh birds, including 150 species that breed there (Statistics Poland, 2019).

7. Results

The factors promoting employee job satisfaction were identified with Herzberg's two-factor theory. According to this theory, job dissatisfaction is affected by hygiene factors, which are company policy and management, supervision, interpersonal relationships, work hygiene and conditions, personal life, and position in the organisational structure. They can drive employee job dissatisfaction or lead to a lack of satisfaction with the task they are assigned.

Factors that improve employees' job satisfaction are motivators. They include achievements, recognition, promotion, development opportunities, and responsibility. It is assumed that the factors can cause strong, medium, or weak satisfaction or dissatisfaction in employees.

The survey sample consists of 48.5% women and 51.5% men. To ensure anonymity, the participating employees were grouped into managers, specialists, and operatives.

Most of the participants (81.8%) were university graduates, with 18.2% of the population having secondary and post-secondary education (figure 1).

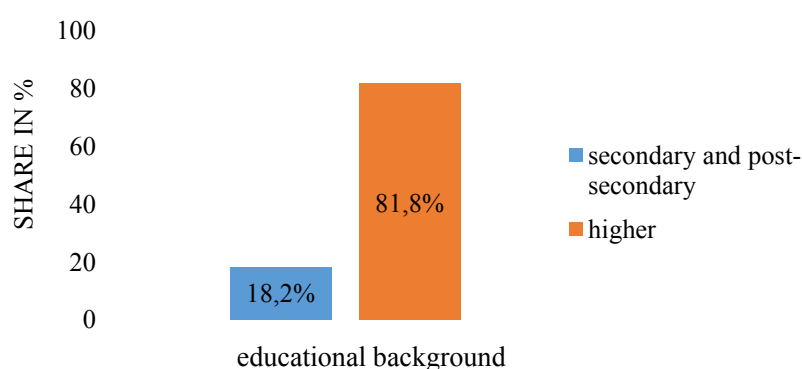


Figure 1. Education of the respondents from the national park.

Source: original research.

The participants were asked to select the interval that was representative of their tenure. The results show that 30.3% of the respondents have worked in the national park for less than two years. The second-largest group were employees with a 20-year history in the organisation (18.1%). Participants in the 11-15 and 16-20 intervals amounted to 15.2% each. See Table 1.

Table 1.

Respondent structure: by number of years in their current job position

Tenure in job position	Percentage
less than 2 years	30.3
3-5 years	12.1
6-10 years	9.1
11-15 years	15.2
16-20 years	15.2
over 20 years	18.1
Total	100

Source: original research.

The respondents were asked whether their current job position was aligned with their competencies. The respondents reported that their job positions were consistent with their competencies (82.4%). A small group believed their job positions did not match their competencies (2.9% for 'no'). For 14.7% of the respondents, it was unclear whether they were well-suited for their current job positions. See Table 2. This group chose the 'hard to say' answer option.

Table 2.

Respondents' opinions on the alignment between their job position and competencies (%)

Correspondence between job position and competencies	Percentage
Yes, aligned with my competencies	82.4
No, not aligned with my competencies	2.9
Hard to say	14.7
Total	100

Source: original research.

All managers reported that their current job positions were well aligned with their competencies. Nine out of ten operative employees declared that their job positions corresponded with their professional competencies (90.9% in this group). The remaining participants could not decide on this matter (9.1%). Specialists offered more diversified answers. Within this group, 44.4% believed their job position to be well aligned with their competencies. The same share was unsure about the issue. A group of 11.2% of specialists considered their job positions poor matches for their competencies.

The largest age groups in the sample were 35-44 and 45-54, totalling 23.5%. The smallest group (14.7%) were people aged 60-65 years. See Table 3.

Table 3.

Age structure of the respondents

Age in years	Percentage
25-34	20.6
35-44	23.5
45-54	23.5
55-59	17.7
60-65	14.7
Total	100

Source: original research.

The results indicate that the participants were mature, responsible, and competent in terms of their professional skills.

They were asked to indicate factors that motivated and demotivated them to work the most. Most of the participating employees indicated strong, medium, and weak satisfaction with motivational factors leading to complete job satisfaction in the national park. They identified three factors they believed drove job satisfaction. These were work conditions, job stability, and the type of work. See figure 2. Employees are motivated to make a greater effort when they can improve their skills (pursue the need to achieve) and, in this way, progress their careers.

This ensures workplace comfort and job security (Kopertyńska, 2010). The results show that ‘type of work’ was an important satisfaction factor for the respondents. It brought strong satisfaction for 63.6% of them, medium satisfaction for 27.3%, and weak satisfaction for 9.1%. Job stability/security was another factor that increased the respondents' satisfaction. They indicated various levels of satisfaction: 69.7% opted for ‘strong’ and 30.3% for ‘medium’.

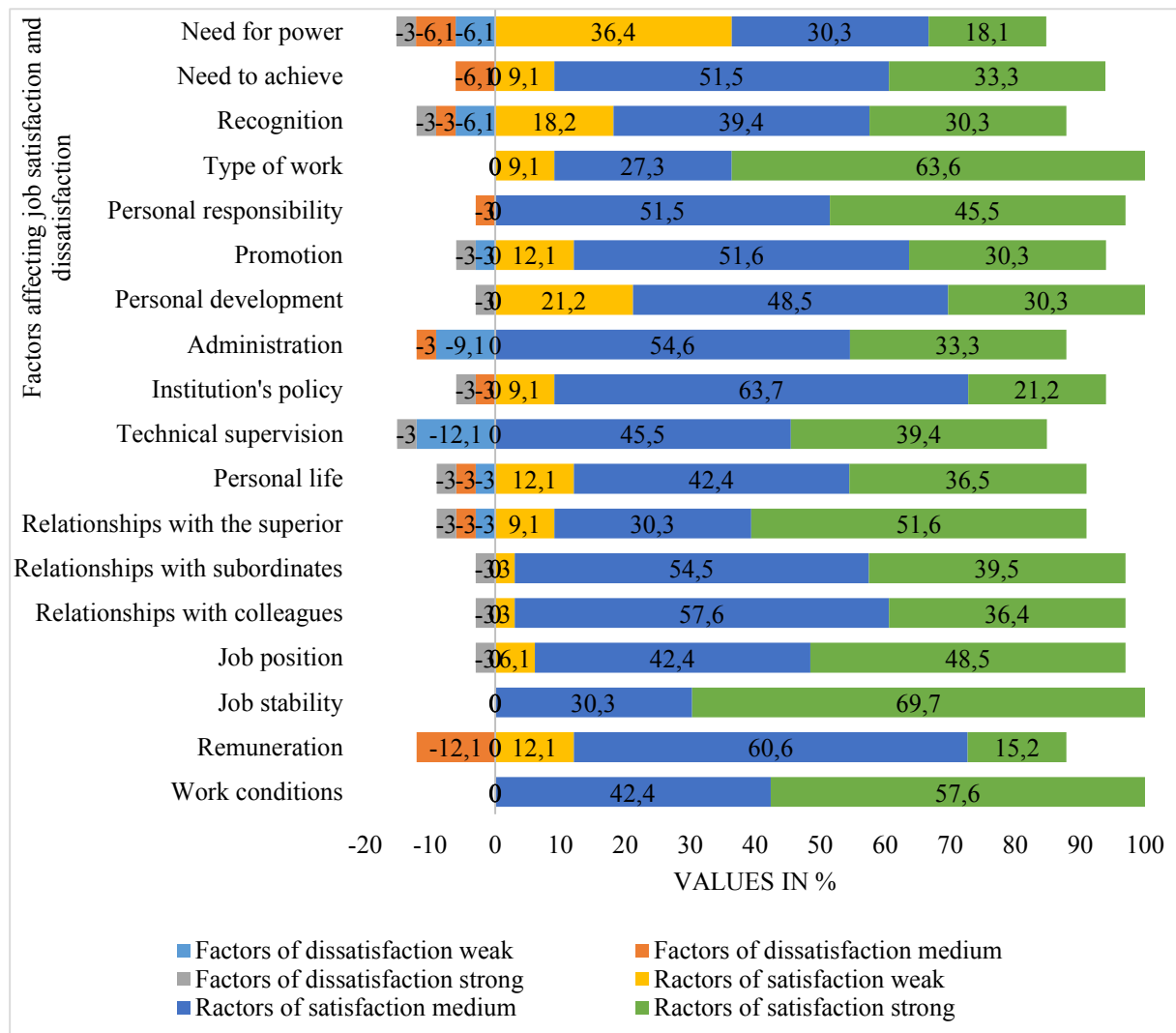


Figure 2. Comparison of factors of job satisfaction and dissatisfaction among the national park employees.

Source: original research.

Work conditions were the third factor of varying satisfaction intensity. For 57.6%, it caused the strongest satisfaction, while 42.4% evaluated it as ‘medium’. Such factors as the need to achieve and promotion caused both satisfaction and dissatisfaction in the employees. The former induced strong satisfaction in 33.3% of the sample. A group of 51.5% considered it moderately satisfying. Weak satisfaction from the need to achieve was indicated by 9.1% of the respondents. Promotion caused strong satisfaction in 30.3% of the sample, medium satisfaction in 51.5%, and weak satisfaction in 12.1%. A small portion indicated strong and weak dissatisfaction with promotion (3% each). See figure 2.

Superior-subordinate relationships require trust. In practice, it is embodied in the superior's support for the subordinate's efforts and endeavours. It often means relinquishing ongoing control in favour of coordination and advisory roles. The easiest way for the manager to build trust is by listening to other employees. According to an empowerment principle, listening makes people trust and gain trust. Still, trust is a complex process. It is built gradually, for example, by assigning tasks of increasing importance (Bugdol, 2007, p. 55). Good relationships with superiors are invaluable and affect all components of the organisation's life (employees, customers, third parties). Work performed among people who understand each other well, offer support, and respect one another is a great motivator. Being part of a harmonious team fosters the attitudes companies desire in employees: loyalty, engagement, and creativity (Siwek, 2009). The respondents indicated interpersonal relationships (with superiors, subordinates, and colleagues) as an ambiguous factor with which not everyone was satisfied. A small group of 3% was strongly dissatisfied with interpersonal relationships. Another 3% reported medium and weak dissatisfaction with relationships with the superior.

Such factors as remuneration, administration, and the superior's recognition fostered job satisfaction for 87.9% of the respondents. The intensities of satisfaction and dissatisfaction from these factors varied. See figure 2. When expressing recognition for an employee, managers should adhere to the following principles:

1. Praise in public – when voiced so that other employees can hear it, praise is more effective and better appreciated. It also motivates those within earshot.
2. Make every success worthy of celebration. When people know their work will be rewarded, they will make an effort not to let their superior down.
3. Praise in writing because it works better than oral commendations. The time taken to write such a letter and the fact that it is addressed not only to the person it concerns but to all employees may boost their self-esteem.
4. Make praises specific so the employee knows exactly what the managers appreciate. Unambiguous praises are more motivating than inaccurate messages because they show that the manager analysed the work and could find significant components of the task (Dziadkowiec, Słaby, 2010).

Women accounted for 48.5% of the respondents. The main sector where women are managers is trade. In 2021, 459 thousand women were managers in Poland, nearly every third of them in trade (126 thousand). The second and third sectors were public administration and industry. The share of female managers there is over half of that in trade ([pie.net.pl/...](http://pie.net.pl/)). As many as 93.7% of the participating women had higher education. Only 6.3% had secondary education. Most of the women were aged 25-34 or 35-44. These two intervals amounted to 62.5% of all female respondents. Another large female age group was 60-65 (18.8%). The 45-54 interval was represented by 12.5% of the women. The smallest group of women (6.2%) was aged 55-59.

The survey shows that such factors as type of work, personal responsibility, promotion, personal development, technical supervision, relationships with subordinates, job stability, remuneration, and work conditions increased the satisfaction among women participants. The only differences were in the intensity of the satisfaction brought by individual factors. See figure 3.

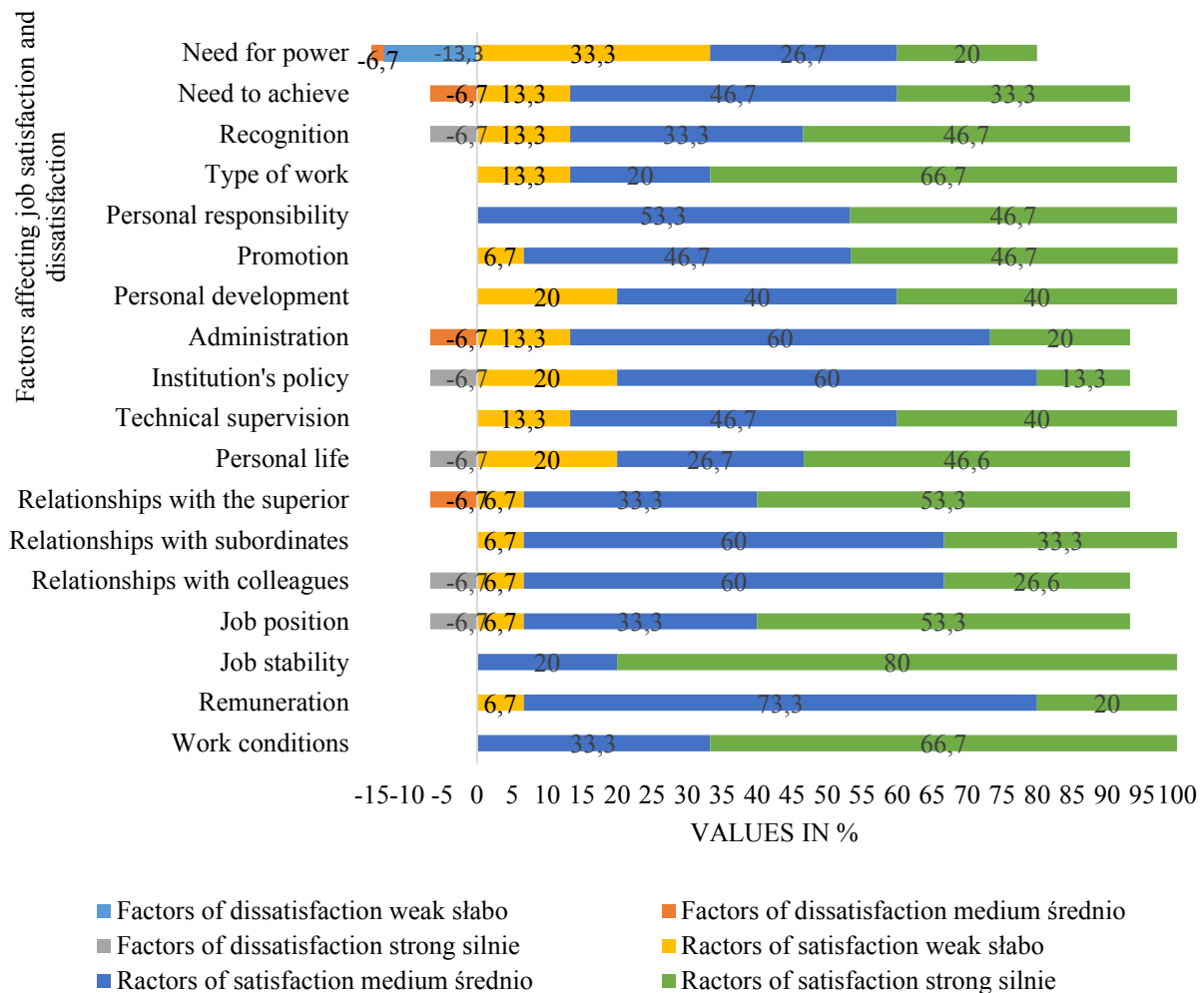


Figure 3. Comparison of factors of job satisfaction and dissatisfaction among the female national park employees.

Source: original research.

The results demonstrate that the primary factor causing strong satisfaction was job stability (80%). Personal development and work conditions also led to strong satisfaction (for 66.7% of the women each). Strong dissatisfaction among women was brought by recognition, institution's policy, personal life, and current position in the organisational structure (6.7% each, see figure 3).

Men accounted for 51.5% of the sample. Every seventh (70.6%) was a university graduate, while secondary education was reported by 29.4% of the group. Most of the men selected the 45-54 and 55-59 age groups (29.4% each). Those aged 35-44 amounted to 17.6%. The smallest age groups among men were 25-34 and 60-65 (11.8% each).

The men indicated work conditions, job stability, job position, relationships with colleagues, relationships with subordinates, administration, personal development, and type of work as drivers of satisfaction (figure 4).

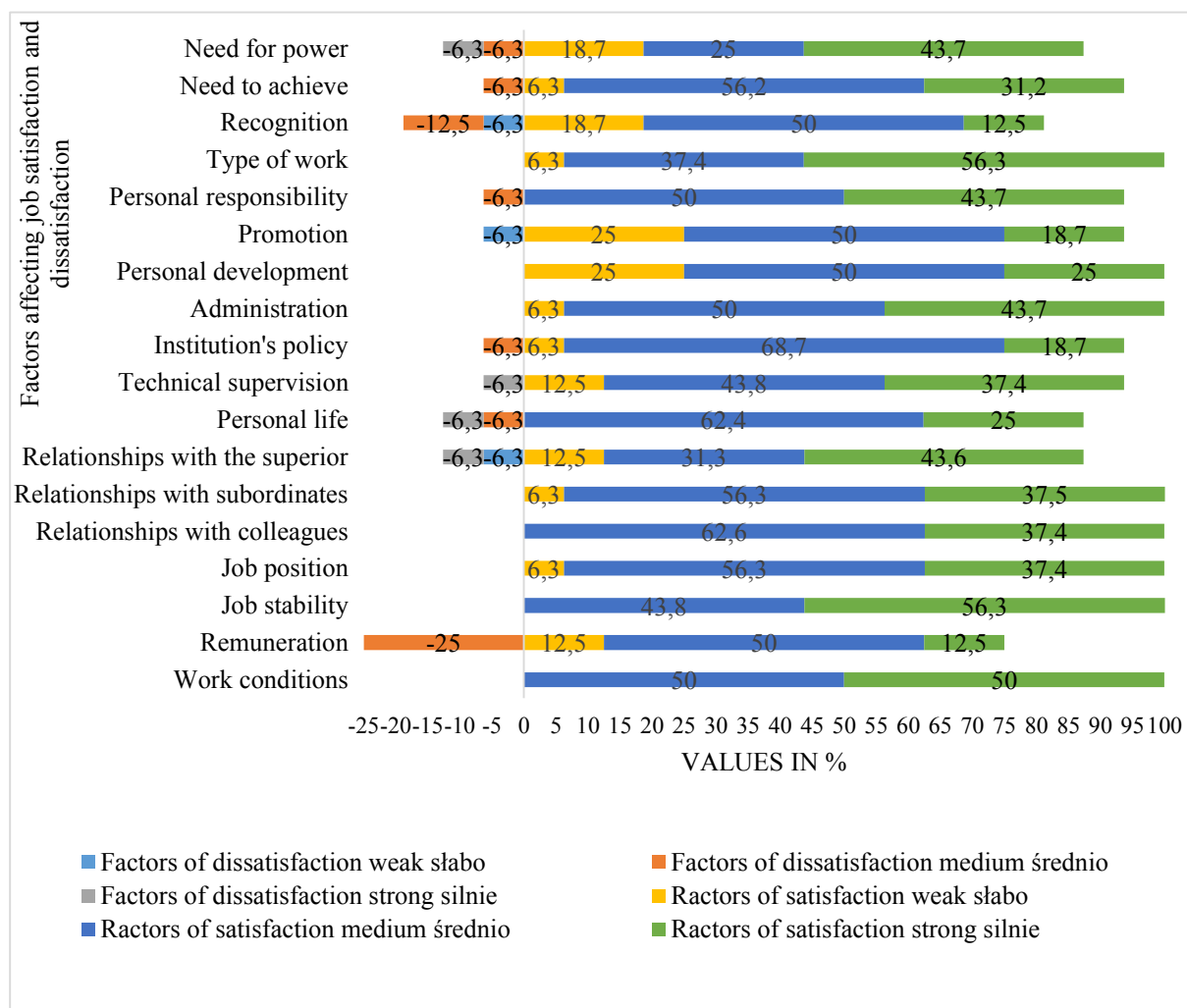


Figure 4. Comparison of factors of job satisfaction and dissatisfaction among the male national park employees.

Source: original research.

The survey revealed that such factors as type of work, personal development, administration, relationships with subordinates and colleagues, job stability, and work conditions contributed to employee satisfaction. The only differences were in the intensity of the satisfaction. Factors like the type of work and job stability were strongly satisfying to the men (56.3% each). Medium satisfaction was associated with remuneration for 25% of the men. They were also strongly dissatisfied with the need for power, technical supervision, personal life, and relationships with the superior (6.3% each, see figure 4).

According to the national park survey results, managers were aged 45-54. They constituted 36.4% of the male sample. The second-largest group of men were 35-44 years old (27.2%). Managers aged 25-34 and 55-59 accounted for 9.1% each. The last group of male managers (18.2%) was aged 60-65. The group of managers consisted of 45.5% women and 54.5% men.

This result is consistent with the common belief that men hold managerial positions more often than women. President of Fidar, Monika Schulz-Strelow, criticises the ‘near stagnation and regress’ in state-controlled companies. In the private sector, the progress regarding gender equity in management is much faster (<https://www.dw.com/pl/kobiety-na-stanowiskach-kierowniczych-zast%C3%B3j-stagnacja/a-58841623>).

Most of the managers in the national park were men (54.6% of the sample), compared to 45.4% of women. Among the managers, 90.9% declared higher education and 9.1% secondary education. They were asked to indicate factors contributing to job satisfaction and dissatisfaction. See figure 5.

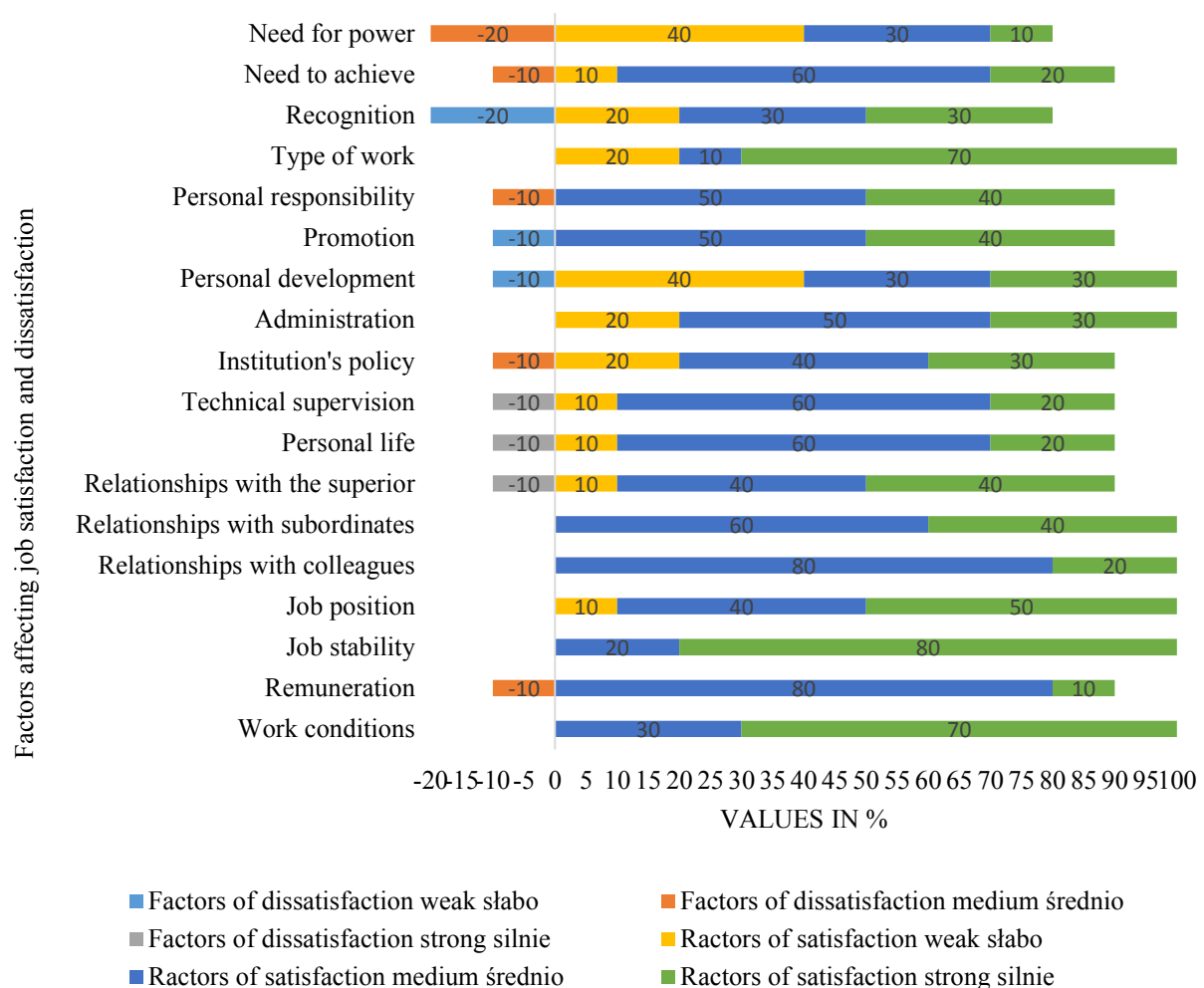


Figure 5. Comparison of factors of job satisfaction and dissatisfaction among the national park managers.

Source: original research.

The study shows that the type of work, administration, interpersonal relationships, current job position, job stability, and work conditions improved satisfaction among managers. The intensity of the satisfaction varied. Managers were most satisfied with job stability (80%), type of work, and work conditions (70% each). Factors considered weak sources of satisfaction were the need to achieve, technical supervision, personal life, relationships with the immediate

superior, and current job position (10% each). Only three factors caused strong dissatisfaction in the group. These were technical supervision, personal life, and relationships with the immediate superior. Medium dissatisfaction was brought by the need for power (20%). The worst weak dissatisfaction was due to recognition (20%, see figure 5).

Ninety per cent of specialists in the national park held a university degree. Secondary education was reported by 10%. Specialists consisted of 70% women and 30% men. Age intervals 25-34, 35-44, and 55-59 covered 30% of the specialist group each. About 10% of specialists were aged 45-54. There were no people aged 60–65 in this group of employees. They indicated type of work, personal responsibility, personal development, job stability, and work conditions as factors of satisfaction. The satisfaction varied in intensity. The strongest job satisfaction among specialists was driven by work conditions (77.8%). Technical supervision, personal life, and job stability also contributed to strong job satisfaction in the national park for 55.6% of the respondent group. See figure 6.

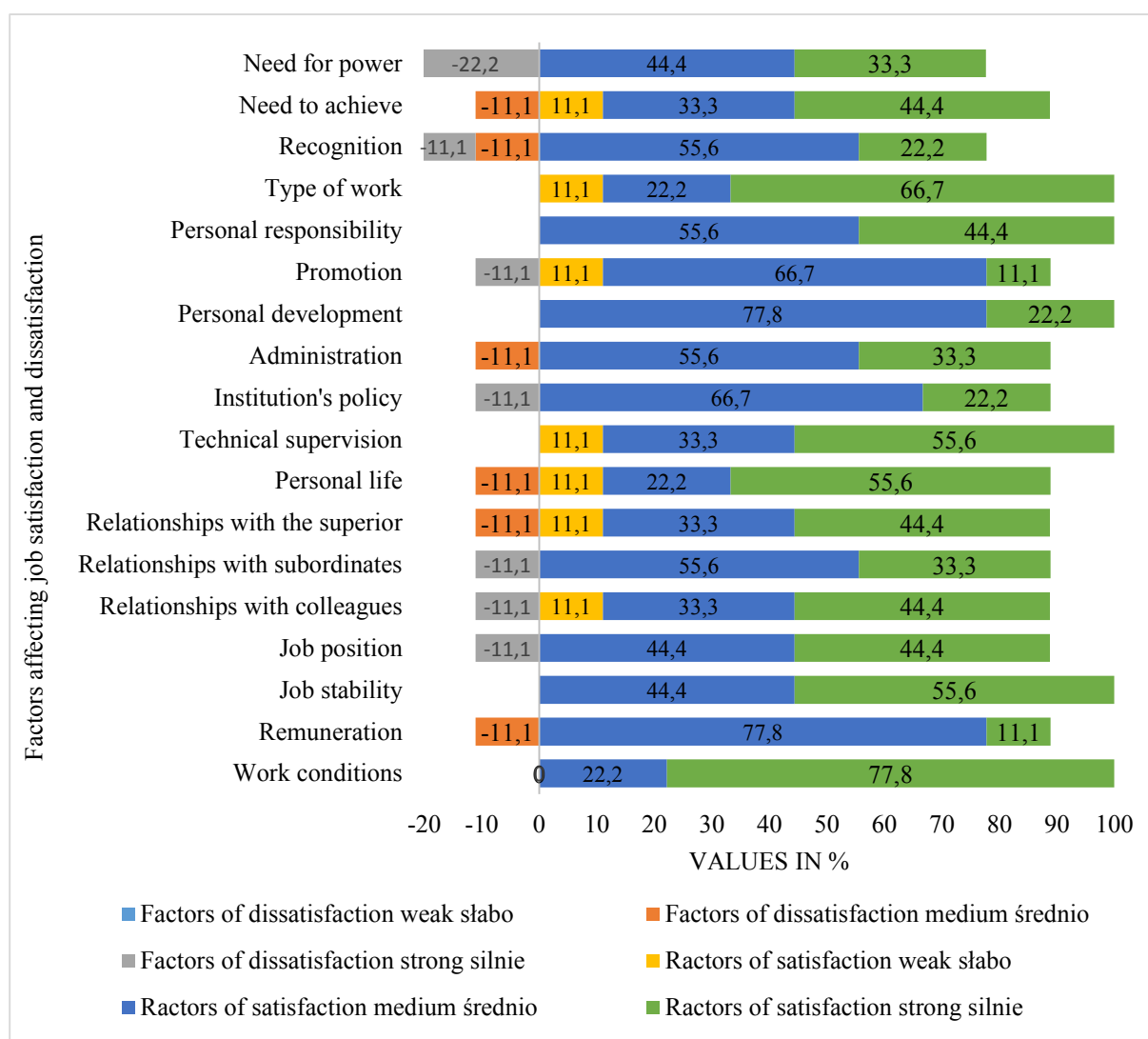


Figure 6. Comparison of factors of job satisfaction and dissatisfaction among the national park specialists.

Source: original research.

The specialists from the national park indicated the need for power as a driver of strong dissatisfaction (22.2%). For 11.1% of the respondents, other strong factors of dissatisfaction were recognition, promotion, institution's policy, and relationships with subordinates and colleagues. See figure 6.

The last subgroup of the sample was operatives. Two-thirds of them were men and 33.3% were women. The largest age groups among operatives were 25-34 and 60-65 (50% of the sample in total). People from the other age groups, 35-44, 45-54, and 55-59, amounted to 16.7% each. For some operatives, type of work, relationships with the immediate superior, and job stability were strong drivers of satisfaction (63.6% each). See figure 7.

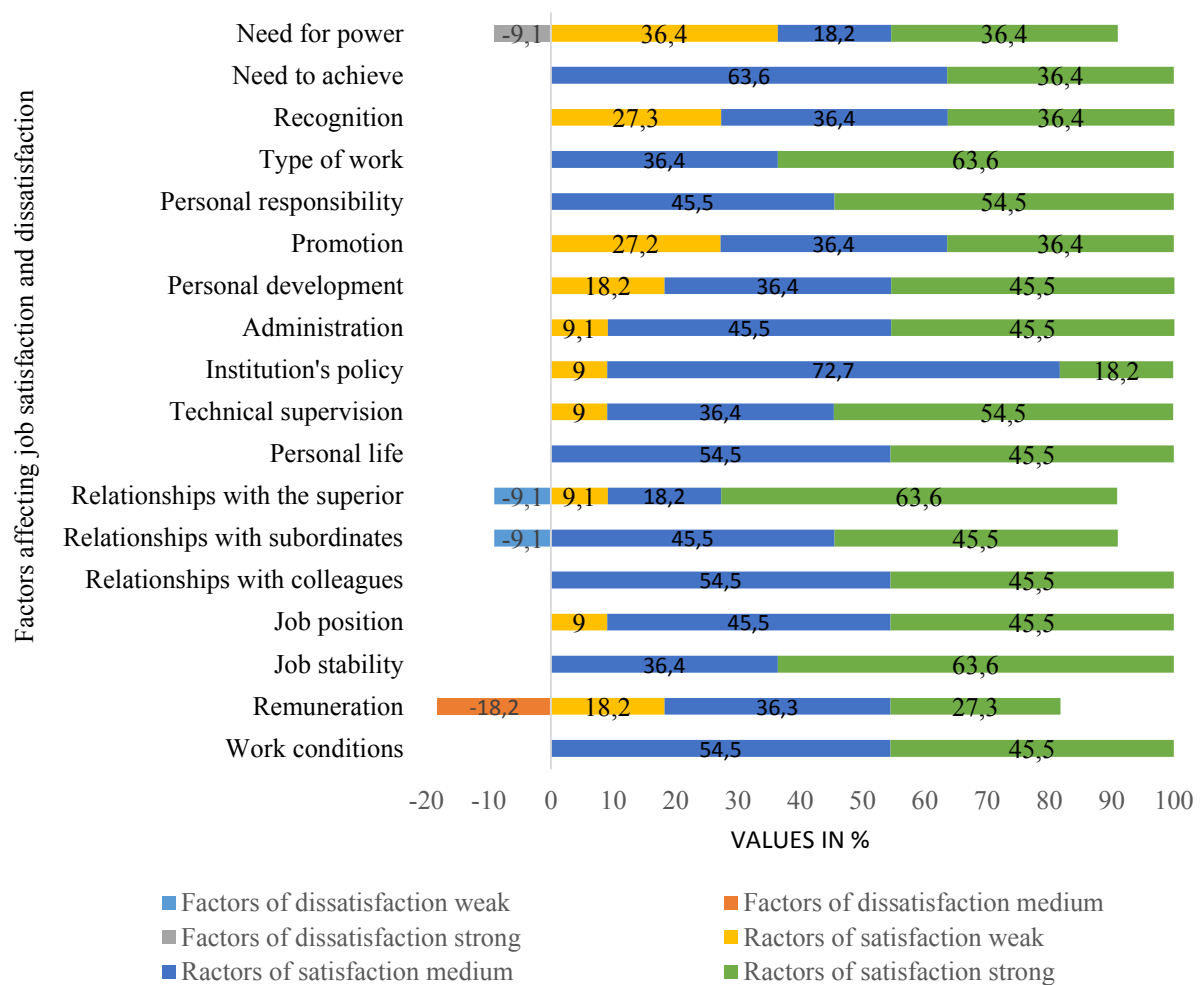


Figure 7. Comparison of factors of job satisfaction and dissatisfaction among the national park operatives.

Source: original research.

The survey demonstrates that such factors as the need for power also improve satisfaction among operatives. For 36.4%, it was weak satisfaction, while 9.1% were strongly dissatisfied. Medium job satisfaction among operatives was driven by remuneration (18.2%). Relationships with the immediate superior and colleagues caused weak dissatisfaction among operatives.

8. Summary and conclusions

The employment market is changing by the year. The manager plays a vital role in employee motivation. A good leader should be aware of what motivates their team to work more effectively. This way, they can take motivational efforts to encourage employees to perform their tasks more effectively. Employee motivation is neither easy nor simple. It requires theoretical foundations and constant employee monitoring and cooperation.

Proper adoption of motivational factors to employee needs is critical for the organisation's sustainable development. Effectively motivated employees are more engaged, productive, and sometimes more creative. Greater employee engagement in the organisation's objectives can improve the effectiveness of environmental protection, social cohesion, and economic stability.

The participants were categorised into three groups, depending on their job positions in the park, to ensure their anonymity. The first group covered managers, the second consisted of specialists, and the third included operatives. The sample was also divided into two sexes (women and men). The results were analysed separately for the three groups of different organisational positions for a more in-depth insight into the motivational and demotivational factors.

The study confirmed Hypothesis 1 and Hypothesis 2. Hypothesis 1 Justification Across the entire sample, job satisfaction was primarily driven by job type, stability, and working conditions. These factors remained key motivators regardless of gender, position, or age.-. Hypothesis 2 – Justification: The study indicated that the impact of interpersonal relationships and recognition on employee satisfaction varies depending on organizational position and individual expectations.

The study shows that over 82% of the respondents believed they held a suitable position in the organisational structure. The largest group (30%) had a job position tenure of less than two years. The largest age groups were 35-44 and 45-54. Furthermore, there were more men than women working in the national park. The survey sample consisted of over 51% men and 48% women. Herzberg's method helped understand what factors affect job satisfaction and motivate employees, as investigated with the survey. The study shows that the employees identified type of work as a motivator that was a strong driver of satisfaction in all the groups (overall sample, by sex, and by organisational position).

Strong dissatisfaction was caused in 3% by personal development, promotion, recognition, and the need for power.

Respondents classified as specialists counted personal responsibility for actions and the need to achieve among strong satisfaction factors (over 44% each).

In the context of hygiene factors, the respondents mentioned work conditions as a driver of strong satisfaction (over 77%). Specialists reported strong dissatisfaction with their current job position and relationships with colleagues and subordinates (11% each). Women participants listed promotion, recognition, and personal responsibility as strong motivators (over 46% each). Men were also strongly satisfied with personal responsibility (over 43%). Over 6% of women indicated strong dissatisfaction with recognition. In terms of hygiene factors, 80% of the women found job stability strongly satisfying. However, this group was strongly dissatisfied with the current job position, relationships with colleagues, personal life, and company policy (6.7% each). Men indicated personal responsibility and the need for power as factors of strong satisfaction (over 43% each). Among hygiene factors, job stability caused strong satisfaction, while relationships with the immediate superior, personal life, and technical supervision caused strong dissatisfaction.

Managers were motivated by the potential for promotion. They indicated no hygiene factor that would cause strong dissatisfaction. The last group, operatives, indicated that they were most satisfied with personal responsibility for their tasks and most dissatisfied with the need for power (within the motivator group). They chose relationships with the immediate superior and job stability as strongly satisfying hygiene factors. This group of respondents did not identify a strongly dissatisfying hygiene factor.

With the knowledge of demotivators, managers should devise a motivational system to eliminate them from the organisation.

The results of the study in the national park indicated that the key factors influencing employee job satisfaction are the type of work performed, job stability, and working conditions. Other highly motivating factors included personal development, opportunities for promotion, and personal responsibility. Factors contributing to employee dissatisfaction were primarily issues in relationships with supervisors and colleagues, lack of recognition, and unclear organizational policies. The findings also show that the impact of motivational and hygiene factors varies depending on position, gender, and age, allowing management strategies to be tailored to employees' needs. The data are valuable for managers, HR departments, and decision-makers in developing effective motivation systems, improving team relationships, planning training, and enhancing overall job satisfaction and work efficiency.

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