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# Job satisfaction of the public administration employees based on example local government unit

## Satysfakcja pracowników na przykładzie Urzędu Miasta Bydgoszczy

### Keywords:

public administration,  
employee satisfaction, City  
Hall, human resources

### Słowa kluczowe:

administracja publiczna,  
satysfakcja pracownika, Urząd  
Miasta, zasoby ludzkie

### Abstract:

**Purpose:** Evaluated satisfaction of employees of a public administration unit, indicating factors determining the increase in the level of satisfaction and problem areas in this area.

**Methodology:** The theoretical part was review of available literature. The empirical part contains the results of a survey conducted by means of an online questionnaire among employees of the chosen City Hall. The survey was conducted with 182 respondents. The survey targeted all organizational levels of the unit.

**Findings:** The results indicate a problem in the flow of information and communication in the office, which negatively affect the job satisfaction of officials. Employees built very good, strong relationships among themselves and with their superiors. Officials consider salary levels inadequate in relation to the increase in job responsibilities.

**Implications:** Prepared report which include tips was shared to management of the Bydgoszcz City Hall. There are simple possibilities to improve job satisfaction in workplace.

**Originality/value:** In the City Hall was never research job satisfaction of the employees. This survey study was first.

### Streszczenie:

**Cel:** Ocena satysfakcji pracowników jednostki administracji publicznej ze wskazaniem czynników determinujących wzrost poziomu satysfakcji oraz obszary problemowe w tym zakresie.

**Metodyka:** Część teoretyczna poświęcona była literaturze. Część empiryczna zawiera wyniki badania przeprowadzonego metodą ankiety internetowej wśród pracowników Urzędu Miasta. Narzędzie badaw-

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cze zostało skonsultowane z przedstawicielami jednostki. Badania było przeprowadzona na 182 badanych. Ankieta dotyczyła wszystkich poziomów organizacyjnych jednostki.

**Wnioski:** Wyniki wskazują na problem w przepływie informacji i komunikacji w urzędzie, co negatywnie wpływa na satysfakcję z pracy urzędników. Pracownicy tworzą bardzo dobre, silne relacje między sobą oraz z przełożonymi. Urzędnicy uważają, że poziom wynagrodzeń jest nieadekwatny do wzrostu obowiązków służbowych.

**Skutki:** Przygotowano raport zawierający wskazówki, które udostępniono zarządzającym w Urzędzie Miasta Bydgoszczy. Raport zawiera możliwe rozwiązania wpływające na poprawę satysfakcji z pracy w badanej jednostce.

**Oryginalność/wartość:** Dotychczas w badanej jednostce nie prowadzono badań satysfakcji pracowników. Przeprowadzone badanie było pierwszym.

JEL:  
M12, M14, M50

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## Introduction

One of the main resources that make up an organization (also public administration) is human resources [Kopertyńska, 2008]. It justifies motivating and supporting employees job satisfaction to keep subordinate in organization. It appears especially relevant in public administration, where, according to S. Fundowicz, administrators should be qualified, impartial and objective [2003]. The functioning of the state depends on the efficient operation of the public administration.

The work was created in cooperation with the local government unit (Bydgoszcz city hall) and the Trade Unions operating within it. Main goal was made evaluate job satisfaction of the employees with an indication of the factors determining the increase of satisfaction and the problem areas in this regard. Aim allows practical use of the results obtained by the city authorities and the fact that such an analysis has not been carried out before in the unit.

Research was conducted indirect survey method with using web poll technique [Kaczmarczyk, 2014a]. Responders were employees of the City Hall. To select representative sample utilized random selection method in terms of the population under study. Questionnaire was prepared in "Google Forms" tools. It made possible to collect data used for further quantitative and qualitative analysis.

## Basics of public administration

It is a permanent activity aimed on satisfaction of society [Wasiutyński, 1932]. Public administration is state activities and entities intentionally established aimed on public interest within the limits of law. The public interest is one that meets the needs of the general public [Izdebski, 2004].

The purpose of public administration is to satisfy the general public interest within the framework of existing law [Encyklopedia PWN, 2021]. There was defined seven different functions performed by the public administration. They are: order and regulation, provider, economic development regulator, organisational, executive, control-supervisory, forecasting and planning. The day-to-day activities of the public administration should be aimed at carrying out the defined specific objectives.

## Human resources in public administration

Human capital is one of the most important and most difficult resources to manage in any organisation. The first stems from the fact that human beings are rational individuals, capable of creative, imaginative thinking. Above all, he or she effectively contributes to the achievement of the goals set for the enterprise. The second is rooted in human nature. People, as the only “resource” of an organisation, is capable of creating conflicts, which, if conducted in an improper manner, can cause damage.

The status of a local government employee is primarily regulated by the Act of 21 November 2008 on local government employees. Its purpose is to guarantee reliability in the performance of public tasks by local governments. It is not the only legal act regulating the work of officials. Also in force are the Act of 26 June 1974 Labour Code and internal regulations (e.g. work regulations, occupational health and safety regulations, fire regulations).

Chapter three of the already mentioned Act on Local Government Employees regulates the duties of those employed in public administration. In addition to the duties under separate legal provisions, these include:

- a) Conscientious in carrying out on tasks and the instructions of superior,
- b) Providing information and access to documents to those concerned, within the limits of the law,
- c) Observance of confidentiality protected by law,
- d) To be courteous and friendly in the workplace,
- e) To behave with dignity in and out of the workplace,
- f) Development of professional competence.

All employees shall be subject to periodic written evaluation of their performance. The immediate superior shall carry out such an evaluation at least every two years, in accordance with the criteria in force at the time. The criteria shall be laid down in the internal rules of the unit. They should be known to all staff in the organisation.

Stress is strongly associated with the work of a civil servant, as a result of nervousness of petitioners, legal liability when mistakes are made (which is easy to do) and even a feeling of being underestimated. Studies show that the majority of clerks find their job very stressful [Rogozińska-Pawelczyk, 2018]. The impact of high intensity stress on mental health is obviously very negative [Primaveraspa, 2022]. It is therefore important to be aware of certain stressors and to try to reduce their impact. In the opinion of almost 6,000 respondents, the most stressful factors working in an office are presented below (see Table 1).

**Table 1. Stressors of job in City Hall**

Stressor	Respondents' indications (%)
Work overload (permanent or periodic)	63.0
Time pressure	62.9
Too little opportunity for promotion, pay rise	49.7
Constant focus and vigilance	43.3
Lack of rewards for conscientious work	40.6
Unclear criteria for appraisal and reward	32.1

Source: own study, based on: [Rogozińska-Pawelczyk, 2018].

Due to the occurrence of a stressful situation, many employees return in a bad emotional state to their homes and private lives [Wojnarski, 2017]. It is therefore impossible to question the pejorative impact of stress on third parties.

The work of a civil servant is demanding. The prestige and social standing associated with employment in the JST is increasingly less important. With inflation running at over 17% year-on-year, salary levels are also no longer satisfactory. It is becoming increasingly difficult to increase and maintain employee motivation. Nowadays, this is becoming a major challenge for HR departments [Karna, Knap-Stefaniuk, 2017], given the significant impact of the level of employee motivation on the achievement of organisational goals [Kopertyńska, 2008].

Research shows [Szumowski, 2014] that the most important motivators for employees in public administration offices are a good atmosphere at work, a sense of satisfaction in fulfilling their duties, as well as the opportunity to participate in training to develop their professional competences. The least important motivators for those surveyed are job security, remuneration and non-wage benefits.

## Employees satisfaction

Satisfaction, whether understood in the context of life, work or the service provided, is becoming an increasingly frequent subject of inquiry in research. Different approaches to the problem of the concept of satisfaction are presented below (see Table 2).

**Table 2. Satisfaction – chosen definitions**

Author	Definition
Dictionary of the Polish language [2022]	A feeling of satisfaction, enjoyment of something
P. Kotler [1994]	Degree to which the characteristics of the product/service match the expectations of the purchaser
E. Diener, R.A. Emmons, R.J. Larsen and S. Griffin [1985]	General evaluation of satisfaction with one's own achievements and life conditions

Source: own study.

Satisfaction is the subjective evaluation of satisfaction with life and its various aspects, e.g. work, health, satisfaction of need. The literature emphasises the multidimensional nature of satisfaction, as well as the different weights of areas of satisfaction and their impact on the overall level of satisfaction. There is no ideal method for measuring satisfaction, there is a risk of estimation error due to the complex nature of the trait.

**Figure 1. ISMP research areas of satisfaction**



Source: own study, based on: Ł. Skowron [2011].

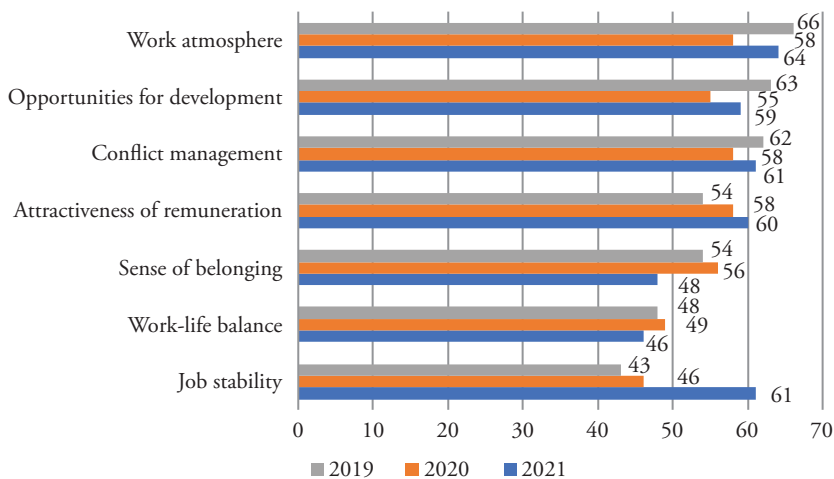
The Employee Satisfaction and Motivation Index (ISMP) is still a path model for measuring employee satisfaction rarely described in the literature. It was developed on the basis of the European employee satisfaction model and adapted to Polish conditions. It assumes the complexity of the process of building employee satisfaction and the need to observe it on many levels. The index is determined as a result of employees'

evaluation of the 7 survey areas presented in the figure (see Figure 1). The listing of these areas is intended to enable a holistic assessment of the trait.

The interview as a research method is also used to measure employee satisfaction. The interview is characterised by the time-consuming nature of the data collection process (the need to talk to each respondent), compared to a survey. Respondents during the interview lose their anonymity, which may negatively affect the results of the analyses. On the other hand, an unquestionable advantage of the interview is the possibility to make certain modifications in order to learn more about the problem, which is not possible with the survey method.

The next survey method that can be successfully applied in employee satisfaction research is the questionnaire, regardless of its type (web-based, auditory, telephone, and others). The method is characterised by [Kaczmarczyk, 2014a]: anonymity, low unit cost, the possibility of complete standardisation, the possibility of reaching a wider audience or providing time for the respondent to think about the answer.

**Figure 2.** Determinants of satisfaction in years: 2019, 2020, 2021 (in %)



Source: own study, based on: LeanPassion [2022].

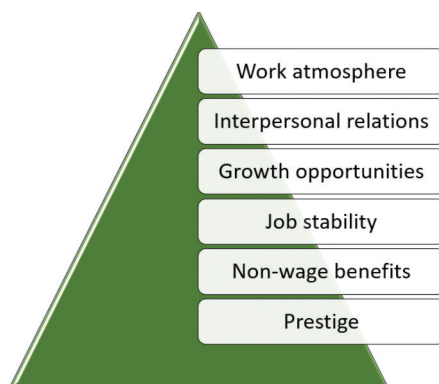
Personal determinants are created by characteristics of the individual over which the employer has no control. These include, for example, gender, acquired skills, race, age, work status and even personality traits [Schultz, Schultz, 2008]. A group of organisational factors arises directly from work. These include: the company's development policy, the adequacy of pay in relation to job duties, the nature of job tasks or job security [Piontek, 2017]. The last group includes social factors. It concerns organisational culture, building mutual respect, relations with superiors, colleagues, as well as cus-

tomers. The above summary of selected determinants of job satisfaction within each group does not exhaust the categories. Only those most characteristic of the groups concerned are described.

According to the latest survey results [LeanPassion, 2022], there is clearly an increase in the importance to respondents of workplace stability, the attractiveness of remuneration or the atmosphere at work (see Figure 2). Employees probably feel concerned about the stability of employers due to the catastrophic effects caused by the COVID-19 pandemic. The attractiveness of the salary, may be related to the current economic situation in Poland (rising inflation, increased interest rates of the National Bank of Poland, as well as the act of aggression of Russia against Ukraine).

Through research, the determinants of civil servants' job satisfaction have been identified [Szumowski, 2014]. A hierarchy of the most important factors creating satisfaction among public administration employees is provided below (see Figure 3).

**Figure 3.** Hierarchy of factors shaping job satisfaction



Source: own study, based on: W. Szumowski [2014].

## Survey methodology

The research problem is that no employee satisfaction surveys have been conducted within a local government unit. On the macro scale, on the other hand, not many similar surveys have been conducted, and their age also does not positively affect the reliability and usefulness of the results and recommendations.

The survey carried out was aimed at finding out the current state of satisfaction among employees of a public administration unit, as well as defining positive and negative factors in this area.

The subject of the survey was the satisfaction of employees working in the surveyed city office. This was due to the lack of previous, similar surveys in this institution, as well as the possibility of practical use of the recommendations formulated by means of analyses, improving the level of the surveyed trait, and thus the effectiveness of the office's work.

Three research areas can be distinguished in the survey, these are: assessment of employee satisfaction (where the employee's opinion on the link between salary and job tasks, job stability, form of employment, as well as opportunities for vertical promotion and others is considered), determinants of satisfaction (understood as determinants), assessment of satisfaction with remote working during the COVID-19 pandemic (if the employee performed such work). There is a fourth area, which was named 'COVID-19', where the employee has the opportunity to comment on the security of the workplace against the spread of the virus and also to assess the risk of becoming infected with Sars-Cov-2.

Respondents' answers to questions in all four areas will provide a holistic, comprehensive understanding of the subject matter. The relevance of specific areas of the survey to the conclusions and recommendations made later in the study is also unprecedented.

The survey instrument was made available to 1,000 employees of the surveyed unit. The questionnaire's return rate was 18.2%. The representative sample was defined as 166 respondents (with confidence level = 95% and maximum error = 7%). A total of 182 employees took part in the survey. It means that the survey is representative.

A research hypothesis is a certain assumption, the truth of which must be confirmed or falsified by means of research [Krajewski, 2010]. The following hypotheses were defined:

- a) The employer should improve the area of relations with superiors and co-workers and the possibility of competence development in order to increase employee satisfaction (H1)
- b) The majority of employees (51% or more of respondents) are not familiar with the evaluation criteria, method and reward methods of the discretionary annual award (H2)
- c) Current level of vertical and horizontal communication, flow of information is a barrier to increase job satisfaction of employees at Bydgoszcz City Hall (H4)
- d) The Overall Satisfaction Index (OPS) among employees of the Bydgoszcz City Hall is at a good level, i.e. not lower than 4.0 (H5)

The research hypotheses identified above were defined through an in-depth literature review. The veracity of the hypotheses was verified through a survey, the results of which are presented below.

In order to verify the validity of the last hypothesis (H5), the Overall Satisfaction Index was constructed. It assumes that an employee's holistic level of satisfaction is the



result of specific nine aspects related to job satisfaction, i.e.: remuneration, job stability, promotion opportunities, development opportunities, manner and methods of awarding discretionary annual non-wage benefits, interpersonal relationships (with supervisor and colleagues), sense of meaning from job duties. The indicator is measured by an arithmetic average calculated on the basis of an assessment of the above areas. The score ranges from 1 (very bad) to 5 (very good).

Given the stated aim of the study and a thorough review of the literature on the subject, it was decided to use an indirect survey method [Kaczmarczyk, 2014b]. The choice of the indirect data collection method is due to the risk of disrupting the unit if a direct form had been chosen.

The advantages and disadvantages of indirect survey methods indicated in the literature [Kaczmarczyk, 2018], confirmed the author's decision. Basically, the necessity to use media (considered as a kind of disadvantage) has a positive impact on the respondent's credibility and well-being when answering. An online survey method, which is within the scope of indirect survey methods, was used to collect data.

The survey was consulted with the research supervisor of the study and representatives of the local government unit – the City Secretary and a representative of the Local Government Administration Employees Trade Union.

The consultation and related changes to the survey questionnaire lasted from May 2021 to the end of April 2022. In its final form, in the tool "Google Forms", the survey questionnaire was accepted on 15.04.2022. Web address of the survey instrument: <https://forms.gle/ff5eD5vryeKeEGdNA>.

Respondents were able to answer the questions in the survey tool between 16.05.2022 and 23.05.2022. However, the short period in which the questionnaire was made available did not pose a problem for the respondents. Already on the first day, around 90 respondents answered the questions. The survey instrument was constructed from five areas. Some of them were obligatory (employee satisfaction assessment, determinants of increased satisfaction, COVID-19) and one was facultative (evaluation of satisfaction with remote working).

## Research results

A total of 182 employees of the unit took part in the survey. Among the employees, women predominate (71.43%, 130 respondents), only one in three respondents (28.57%, 52 respondents) was male. The average civil servant is about 43 years old. It should be of concern that the age of one in three respondents (34.07%) is higher, and only 23.63% of officials are below the average age.

The majority of respondents have worked in the surveyed unit for 20 years or more (21.98%). The length of service of half of the employees is less than 11 years. Women's length of service was most often between 2 and 5 years (20.77%), while men's length of service was 20 years or more (40.38%). Women predominated among newly hired civil servants (up to 5 years on the job); only one in ten new employees was a man (9.09%). The structure of female and male hires relative to all respondents is shown in the table (see Table 3). The average length of service of an employee is about 11 years (11.29). The least frequently indicated length of service was between 17 and 20 years.

**Table 3. Seniority in the surveyed unit of respondents by gender (%)**

Seniority	Women	Men	Overall
To 2 years	7	2	9
2–5 years	15	1	15
5–8 years	12	5	18
8–11 years	10	3	13
11–14 years	3	2	5
14–17 years	10	3	13
17–20 years	3	1	4
20 years and more	10	12	22

Source: own study.

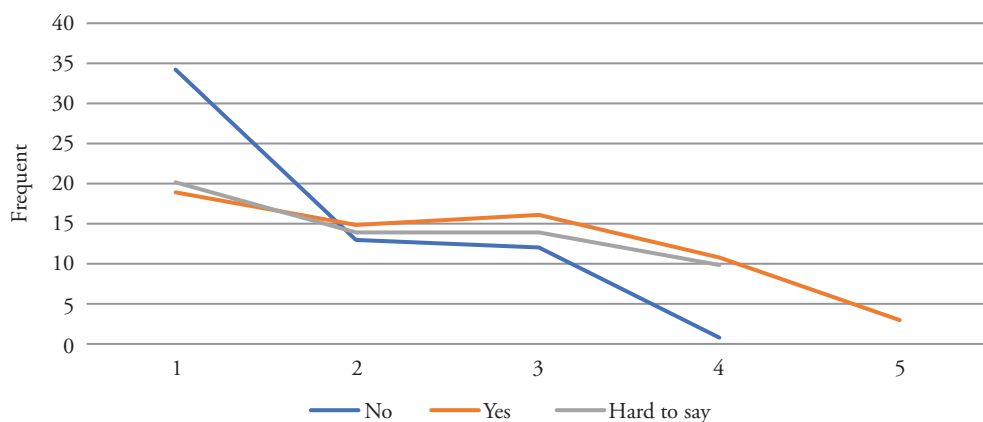
The adequacy of salary in relation to the duties performed in the employment relationship was rated on average by respondents at 2.41, with a scale from 1 (very poor) to 5 (very good). Considering the standard deviation ( $= 1.26$ ), the assessment is still rather negative. 74% of civil servants believe that the remuneration is not adequate in relation to the workload involved. Respondents irrespective of gender and seniority most frequently indicated 3 and 1. Only one in five civil servants (17.5%) consider their remuneration to be appropriate in relation to their duties.

The majority of those employed in the unit rate their workplace as stable or very stable (76.9%). One in five interviewed has no opinion on this (neither good nor bad). Only six out of all civil servants consider work in a public institution as unstable. The vast majority of respondents (92.3%) also like the legal form in which they are employed at City Hall.

The opportunity for vertical promotion in the surveyed unit was rated at 2.12 (arithmetic mean for the point series) with respondents most often indicating very poor opportunities for promotion. Only 25% of the respondents perceive opportunities for vertical promotion in the unit.

The majority of respondents are not familiar with the rules and procedures related to promotion in the workplace. Only one in three officials (35.2%) is of the opinion that they are familiar with the criteria for obtaining promotion to a higher position. A correlation should be seen between the knowledge of the rules for obtaining promotion in the office surveyed and the assessment of opportunities for promotion (see Figure 4). Employees declaring knowledge of the rules and procedures for promotion in the workplace perceived relatively better opportunities for promotion. For respondents unaware of the rules for awarding a higher position, negative ratings predominated.

**Figure 4. Influence of knowledge of promotion procedures on assessment of opportunities [frequency]**



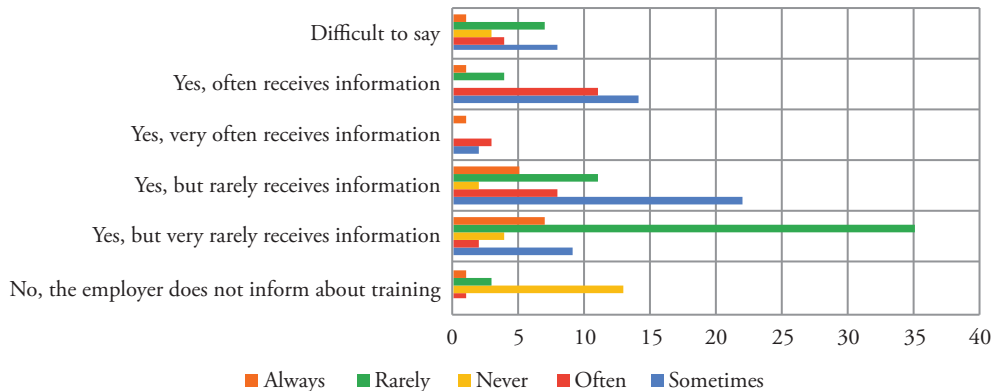
Source: own study.

The majority (47.8%) of civil servants believe that opportunities for competence development in the workplace are very poor or poor. Only 17.6% of respondents believe that the opportunities are good or very good. The remaining respondents rate the opportunities to develop professional skills as neither good nor bad.

Almost one in two civil servants (45.05%) rarely or never take part in training courses organised by the employer. Only 8.79% of respondents always attend courses to develop their professional skills. 46.15% of respondents often or sometimes take part in training courses. The reasons for this could be attributed to the flow of information about organised forms of development for employees. More than half of the employees (57.69%) believe that they rarely or very rarely receive information from their superiors about planned training. One in five (19.78%) state that the employer often or very often provides information about courses to develop professional competences. 9.89% do not receive any information about training courses. The remaining officials are unable to answer the question accurately (the answer 'Difficult to say')

was marked). The results indicate a kind of regularity (see Figure 5). If an employee is informed about planned training, he or she is relatively more likely to participate.

**Figure 5. Information flow on organised training vs. frequency of participation**



Source: own study.

On average, non-wage benefits at the office were rated by employees as 2.63, with respondents most often indicating 3, meaning neither good nor bad. A closer analysis of the results shows that  $\frac{3}{4}$  of the employees (77.47%) rather negatively rated the availability and level of non-wage benefits (rating  $\leq 3$ ), of which 20.88% indicated a rating of 1.

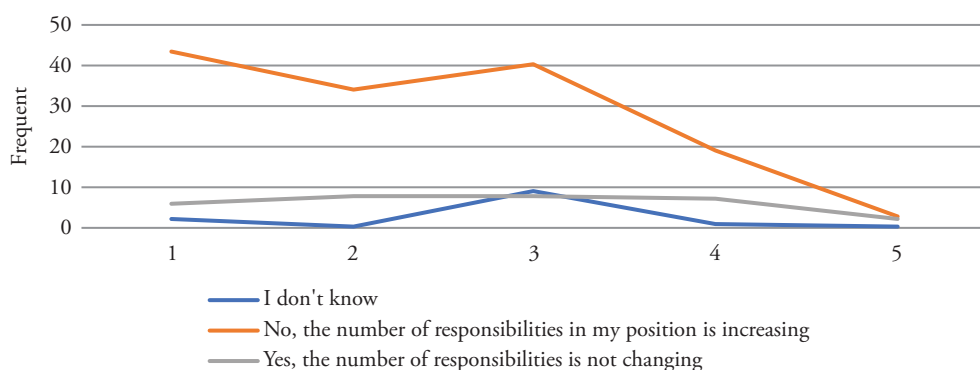
39.56% of the employees in the surveyed unit do not know the criteria for the discretionary annual award. One in two respondents (48.90%) declare knowledge of the rules. The remaining employees (9.34%) are partially familiar with the criteria for entitlement to the annual award (attendance at work was indicated most frequently). Criteria such as self-reliance or commitment were indicated, but also those that should not be taken into account when determining the amount of the annual award, i.e. 'cronyism' (understood as giving higher rewards to employees towards whom the supervisor feels sympathy) or the number of days of sick leave. Officials emphasise that criteria are usually communicated verbally and not followed later. It is perceived that the high subjectivity of the annual award allocation frustrates employees and demotivates them to engage and develop their professional competences.

Almost one in two (46.70%) civil servants was not informed by their supervisor about the criteria for the annual award. Only one in three (33.52%) employees received such a message. One in five (19.78%) employees find it difficult to answer this question. As can be seen, the communication of the criteria and rules for the annual award by superiors to subordinates has a positive impact on the legitimacy and fairness of these criteria in the eyes of officials. Rather, the evaluation criteria should be made more rigid and attention should be paid to their observance.

Interpersonal relations in the workplace are at a good level (mean = 3.95). Employees rating both relationships with their supervisor and other employees most often indicated good or very good. It should not come as a surprise that relations with the supervisor are rated slightly lower relative to relations with colleagues. This is due to the specific nature of the contact in question and the subordinate.

More than  $\frac{3}{4}$  of the employees (76.37%) perceived an increase in the number of responsibilities in their position. For one in five respondents (17.03%), the number of responsibilities has remained the same over the past two years. A predominant number of female respondents (40.77%) as well as male respondents (40.38%) feel a sense of meaning from their duties. The adequacy of remuneration in relation to job duties was relatively better assessed by employees whose tasks had not been increased in the past two years. Officials who had experienced an increase in job commitments rated the adequacy of remuneration as one of the satisfaction factors more poorly (see Figure 6).

**Figure 6.** Salary assessment and number of duties



Source: own study.

The Overall Satisfaction Index (OPS) is at an average level. The value was 3.04, which means that the satisfaction of employees at Bydgoszcz City Hall is neither at a bad level nor at a good level. In order to assess the value of the indicator obtained, the survey should be repeated in other local government units. This would make it possible to determine the indicator for the average Polish civil servant and, at a later stage, to compare the two values. Detailed components of OPS with average values can be found in the table (see Table 4).

Almost all respondents (95.60%) believe that a change in salary levels will make the employer more employee-friendly. Every second civil servant is of the opinion that their job satisfaction would increase if they could develop their competences. Job satisfaction would also be increased according to half of the respondents (49.50%) by access

to non-wage benefits, especially the possibility to use sports facilities and cultural events at special prices, as part of business-to-business (B2B) agreements, i.e. programmes such as Multisport or MyBenefit. Improving the satisfaction of civil servants would be helped by clarifying the rules for promotion and controlling the recruitment process for managerial positions (indication of nepotism), 89 indications.

**Table 4. Values for the components of the Overall Satisfaction Level**

Determinant	Grade
Salary adequacy	2,41
Job stability	4,09
Opportunity for promotion	2,12
Opportunity to participate in training	2,12
Non-wage benefits	2,63
Manner and methods of awarding the annual bonus	2,53
Relationship with your manager	3,70
Relationship with colleagues	4,20
Sense of purpose from the duties performed	3,54
<b>Overall Satisfaction Level</b>	<b>3,04</b>

Source: own study.

Working at Bydgoszcz City Hall is also associated with certain advantages. Among the factors in favour of working in the unit, respondents most often included the form and stability, security of employment. The prestige of the civil servant profession and the institution itself was also repeated among the responses. Fixed working hours, a social package or remuneration are relatively less frequently indicated determinants for taking up a job in the surveyed institution.

The most frequently indicated barrier to working in an office was remuneration that does not correspond to the duties performed, the position. The problem of a rigid, 'ossified' organisational structure characterised by an unwillingness to change and innovate was also mentioned relatively often. Employees also pointed to the lack of a viable career path, nepotism, and difficult access to parking spaces.

## Summary: conclusions and recommendations

Based on the results of the questionnaire survey conducted among employees employed at Bydgoszcz City Hall, conclusions and recommendations have been formulated to foster the improvement of respondents' satisfaction in the workplace. Increasing

employee satisfaction is also beneficial for the employer, as it has a positive impact on the quality of services provided. A verification of the hypotheses set was also carried out.

After an extensive statistical analysis, it turns out that the Overall Satisfaction Index (OPS) of the employee of the surveyed unit is at neither good nor bad level, equal to 3.04. One of the defined hypotheses (H5) assumes a good result of this measure ( $\geq 4.0$ ). Given this, it is advisable to reject the above hypothesis and consider it false.

In order to improve employee satisfaction, the employer should take the right steps. One of the necessary measures, in principle cost-free for increasing satisfaction, is to improve vertical and horizontal communication among employees. The current level of communication among employees is a significant barrier to increased satisfaction (confirmation of hypothesis H4). Officials indicated that there are low opportunities for promotion and career development in the workplace. However, as shown this is mainly due to a lack of information. Employees receiving regular information about training were more likely to participate and rated this area better. The same is true for promotion opportunities – more opportunities were perceived by the better informed.

Changes should also be made in the area of discretionary annual award. It is recommended that the rules and criteria for its award be made available in writing to all staff. The majority of officials did not receive information (communication) about the rules for the annual award or it was provided in an incomplete way (confirmation of defined hypothesis H2). Officials who had already received information about the rules for the annual award were more likely to consider them legitimate. It seems obvious that the formulated reward criteria should be respected, but the majority of employees are of the opinion that their supervisor makes the annual award dependent on their liking for the elected officials.

Very often, officials pointed to the problem of the increasing number of official duties not going hand in hand with an increase in remuneration. While the level of remuneration depends on a number of macroeconomic factors and can be difficult to change, it is possible to review the workload of officials. Staff feel that the division of labour is not fair. More tasks are given to those who work more efficiently (and receive the same salary). This creates the risk of a decrease in employees' commitment to work (laziness).

A definite strength in the workplace is the relationship between co-workers and with the supervisor. It is advisable to maintain or strengthen these bonds, by organising team-building events or joint initiatives (not necessarily sports). Extending non-wage benefits (e.g. Multisport cards, MyBenefit system) can also be helpful in building relationships. Arguably, some employees would share the benefits, while at the same time taking care of their health and establishing interpersonal relationships. Equally strong points of the unit are the stability and legal form of employment. The above paragraph, provides a rationale for contradicting the first of the hypotheses formulated earlier (H1).

Employee involvement in the organisational affairs of the institution fosters loyalty to the employer, identification with the organisational culture and has a positive impact on satisfaction. Many civil servants come up with interesting, worthwhile ideas that would make work more enjoyable and effective. Some of them would probably be willing to share their initiatives, while others might have some concerns (e.g. about losing their jobs). If possible, I recommend the creation of a box/box into which all employees, anonymously, can put their suggestions for change written on a piece of paper, some of which can probably be implemented immediately.

In the future, the shortage of employees could be a problem for the institution. The average age of an employee at Bydgoszcz City Hall is over 40. The trend is unfavourable. People entering the labour market should be motivated so that they are more willing to work in the unit. Strengthening the prestige of the civil servant profession and its position in society is recommended. Current civil servants indicate that the social status of a person employed in public administration is depreciating.

It seems that the main problem in the workplace is precisely this incomplete flow of information, the lack of communication. This gives rise to further problems such as, for example, a sense of injustice in the awarding of an annual bonus, the failure to recognise opportunities for promotion and professional development and others. Based on research results defined proposals for changes to improve employee satisfaction:

1. Improving the vertical and horizontal flow of information between employees.
2. Strengthening strong interpersonal relationships among employees.
3. Creating an organisational culture that encourages the exchange of ideas, comments and views.
4. Creating a collective document regulating the modalities of remote working in the Office.
5. Enhancing the prestige of the civil servant profession and its position in society.

In spite of the research was dedicated to government unit employees, the results are important also for entrepreneurship. The article provides information about company from employee perspective.

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