

ORGANISATIONAL INVOLVEMENT OF A PUBLIC SECTOR EMPLOYEE

Introduction

Management in the public sector forces both researchers and practitioners to constantly update their knowledge in the field of management and quality sciences. Observing the functioning of public institutions, one can increasingly often notice changes characteristic of the new public management understood as a set of public administration management techniques, or an ideology and system of values, which result in the premises leading to the implementation of solutions based on the effectiveness of activities and rationality of expenses [Hensel, 2008: 17]. The aim of the article is to show the value of employee involvement as decisive for authenticity and identification in the public sector.

Management as an information and decision – making process is becoming a standard of functioning, providing not only a new dimension of effectiveness, but also guaranteeing a good working atmosphere, openness, tolerance and mutual cooperation on various levels of education. Thus, efficiency and commitment may more and more often constitute the basic categories of organisational evaluation [Ziębicki, 2008: 73]. Each organisation requires an individual approach due to the specificity of work, region or team. Research is a source of information on the functioning of the employees, their commitment, the level of satisfaction with various aspects of the public institution. Employees constitute the core of the functioning of any organisation, their loss generates the costs of reemployment and necessary training, job rotation, and above all, the lack of trust of stakeholders and their dissatisfaction with the changes. Regular measurements of employee involvement and satisfaction are key to the welded functioning of the organisation. Employees also provide the

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crucial knowledge about necessary changes or employee requirements that may affect their involvement.

Literature on organisations and their management has long emphasised the importance of organisational commitment, which is perceived as a factor contributing to achieving high quality and effectiveness. It leads not only to the growth of productivity and work results, acceptance of change, innovation, creativity, learning, but also to operating costs reduction. Its high level reduces the employee retention rate, their satisfaction, loyalty and sense of security. The concept of organisational commitment is not new, but, recently a growing interest in the field of management and quality sciences, which is a consequence of wider changes taking place in the knowledge-based economy can be observed. One of the earliest concepts of organisational commitment was developed in 1960 by H. Becker who defined it as the “unwritten contract” between the employee and the organisation. In this perspective, it means that employees are organisationally involved, as they expect certain hidden benefits. Organizational involvement is therefore calculated in and based on the economic exchange relationship between the employee and the organisation. Commitment determines the attitude of the employee and can be perceived as his identification with the goals and values of the organisation. Often the scope of works significantly exceeds the issues of contractual obligations. The employee identifies himself with the activities of the organisation, feels responsible for the tasks entrusted to him. Moreover, in non-standard situations his actions show independence and initiative. Employee involvement is an above-average readiness to act, perceiving the interest of the organisation as his own [Drey et al., 2009: 740–745]. In the literature on the subject, the involvement of the employee, depending on the translation and the author’s interpretation, is concentrated on such notions as involvement and engagement. In this study, organisational commitment in terms of employees will be considered as:

- “Involvement” – employee involvement in work, related to internal motivation, which allows the employee to increase influence on the environment; willingness to act and take initiative; identification with organisational values;
- “Engagement” – commitment understood in the broadest sense, also as organisational commitment. From the perspective of an employee it is more closely related to external stimuli, in this meaning work is a significant value for the employee [Scholl, 2014].

1. Defining organisational commitment

The concept of organisational commitment has evolved over the years in both theory and practice. The author has compiled the definitions of selected scholars and presented them in Table 1.

Table 1. Selected definitions of organisational involvement

Author	Definition
W.A. Kahan	Mental state that enables employees to express themselves during their work, harnessing the self of members of the organisation to fulfil their role at work ^a .
A. Pocztowski	The degree to which employees identify themselves with and engage themselves in the life of the organisation, using their competencies to achieve its goals ^b .
Hay Group	The employee's commitment is evidenced by the employee's intention to stay in the organisation, and the willingness to make efforts for the company.
N. Rothbard	Commitment can be categorised in two dimensions: as focusing employee's attention, measured by the amount of time devoted to thinking about the employee's work function or as focusing absorption, measured by the intensity put into fulfilling his obligations.

^a Adamska-Chudzińska [2016: 48].

^b Pocztowski [2008: 429].

Source: own study based on the literature on the subject.

Definition of organizational involvement – for A. Pocztowski, understood as a degree in which employees identify and insert themselves in the life of the organisation, using their skills to achieve its objectives. Organisational commitment is a multi-dimensional category due to the variety of aspects analysed in the research. When analysing the indicated definitions and other scientific studies regarding organisational involvement, including employee involvement in work, it is worth distinguishing three aspects, namely:

- rational aspect,
- emotional aspect,
- behavioural aspect.

The first one is about understanding and supporting the goals of the organisation, the second shows a sense of attachment and pride in belonging to the organisation. However, the third one shows an attitude that goes beyond duties and means focusing on the additional effort made for the organization [Bugaj, Chałupczak, 2020: 347–350]. According to the definition in the Polish dictionary, diversity comes from the word diverse and is defined as something composed of things, people, etc. of various kinds [*Podręczny słownik...*, 2000: 837]. Considering the issue of management as the key indicator, the main perspective is the organizational involvement. Therefore, the multidimensionality of the concept of organisational commitment indicates the diversity of people's behaviour in the organisation. Thus, the concept of the multidimensionality of organisational commitment is inseparable with employee involvement.

2. Defining employee involvement

The idea of employee involvement is derived from research devoted to occupational burnout, in which it is necessary to explain the entire spectrum of phenomena [Korzyński, 2018: 79]. According to various authors involved an employee involvement refers to various aspects of the job, however, most importantly it relates to individual approach of every human being. Table 2 presents selected definitions of employee involvement.

Employee involvement is a key element for the success of the organisation and therefore it is a component of organisational commitment. Thus, every organisation takes the responsibility for the effort of building it. R. Baumruk [Baumruk, 2006: 24–27] says that engaged employees also affect the organizational commitment, which manifests itself in organisation's performance. Therefore, the concept referred to as "3S": say, stay, strive is worth mentioning. The indicated elements of the 3S concept affect not only the image of the organisation and its stakeholders, but also the employer himself for future employees. Adapting and implementing methods and tools used in management in business organisations to the needs of public organisations has become a significant challenge for the public sector [Frączkiewicz-Wronka, 2010: 8].

Table 2. Selected definitions of employee involvement

Authors	Definition
H. Becker	An individual disposition to one engagement in a coherent sequence of actions leading to a specific goal ^a .
R.W. Griffin	An attitude that reflects a person's identification with and attachment to the organisation ^b .
R.C. Tolentino	The state in which an employee identifies himself with a specific organisation and its goals and wishes to remain a member of that organisation ^c .
M.L. Berry, M.L. Morris	The state in which the employee is active at work and is positive towards it and pleased with it.

^a Adamska-Chudzińska [2016: 47].

^b Griffin [2015: 492].

^c Tolentino [2013: 51].

Source: own study based on the literature on the subject.

3. Involvement in the public sector

In the public sector it is a director who serves as a manager-leader, his attitude determines effectiveness and reliability. His actions directed towards employees and petitioners present a model of the person who is learning and developing and

fulfilling his development needs in a conscious way. The development of a director as a leader is a continuous process. Training of directors is not limited to the preparation for this role, but is necessary at all stages of his performance. Competencies related to managing one's own development are not so much a part of leadership education as its necessary condition. Thus, the activities of the director cannot be limited to his statutory roles. The activities of the school head are set out in Art. 68¹. Thus, the scope of the leaders' capabilities is determined not only by legal aspects, but focuses on the individual preferences of the individual. Based on the analysis of the literature and my own observations, I have made a subjective classification of conditions.

Emotional intelligence (EQ) [Griffin, 2017: 514] – a combination of certain psychological competences, which include, among others: self-awareness, self-acceptance, empathy, persuasion. It is only thanks to them that the educational experiences offered in other areas become learning experiences. The reflection of directors in the public sector on their individual role and development will increase the chance of implementing the proposed changes. To achieve this, changes are necessary in the minds of principals, their roles, the learning process, and the units in which they work:

- **Leadership** [Griffin, 2017: 160–170] is the integration of employees based on passion, loyalty and pride in performing the tasks entrusted to them. Understood here as an indispensable element of the effective functioning of an organisation, regardless of its nature. Effective leadership is inseparable from the ability to make changes and implement them effectively. Ability to render reflective service to people and institutions. There is an atmosphere of trust and support in them, and a visible priority is the willingness to help in solving problems.
- **Building relationships** [Kanbur, Kanbur, 2020: 213–227] promoting peer-to-peer behaviour, which constitutes the identity of the organisation through activities such as: formal or informal addressing each other; ways of resolving conflict situations; joining non-work activities.
- **Collaboration** [Butt, Imran, 2013: 1268–1276] that is, commitment based on mutual relations in the organisation with superiors and colleagues through the willingness to cooperate in a group to achieve the goals of the organisation. In an organisation with high leadership potential, employees' talents are revealed by discreet management, there is a willingness to take responsibility for more than the necessary minimum, there is a readiness to participate in all events related to the activities of the institution.
- **Taking responsibility** – is one of the levels of social competence [*Zintegrowany System Kwalifikacji*, nd] and speaks of commitment to taking initiative, taking

¹ Act of December 14, 2016. Educational Law (Journal of Laws of 2020, item 910 and 1378; and of 2021, item 4).

responsibility for action and a sense of influence on shaping reality, and loyalty to the organisation. Activity gives **satisfaction with work** – Enjoyment Performance [*Harrison Assessments*, nd] – by adjusting to the position in the context of predispositions in the hierarchy of values, which allows examining the real needs of employees in everyday functioning by identifying areas in which there are some deficiencies – development, recruitment – indicating solutions.

- **Possibility of development** – it is an increase in the flexibility of employees' behaviour, but also an increase in their decision-making powers. This entails an increase in their independence and responsibility as well as their interest in and commitment to work. Thus, the **quality of work** [Grzesiuk, Korulczyk, 2017: 31–32] – expresses its level and value determined by the degree of fulfilment by it of all the requirements necessary to perform the tasks and obtaining the result at the intended level (with the intended characteristics).
- **Testing the level of traits**, with a ready-made Harrison Assessment System tool [*Harrison Assessments*, 2021], which are not desirable in a given position, such as: dogmatism, unceremoniousness, domination. Appropriate **fit to the position is to** clarify the expectations of hard competences. By adjusting to the supervisor – the research area should include elements such as: working conditions, motivation system, cooperation with others, work organisation, quality of internal communication, development opportunities, work motivation, identification with the company, using the employee's potential, sense of the meaning of the work performed, organisational culture – pride in belonging to an organisation.

4. Methods and research tools

The researched reality constitutes the material intended for analysis in order to describe and classify it. Thus, the research-observational method is not limited to the registration of individual facts. The information obtained is interpreted, while subjected to selection [Apanowicz, 2002: 62]. Critical analysis of the literature in terms of both organisational and employee involvement in the public sector is largely based on the multidimensionality of activities of each of the given components. It is worth emphasizing that the sciences on management and quality also deal with the functioning of public sector institutions, contributing to the effective achievement of the set goals [Filipowicz, 2012: 33–42]. The key element focuses on long-term and direct interpersonal relationships, resulting from the way and possibilities of the work provided, e.g. within a project or organisational cooperation network. One thing definitely worth considering is what influences employee engagement. The collected facts are presented in Table 3.

Table 3. Collected facts in the observational method

	Facts	Recognition of facts in mutual relationships
Observational method	Self-fulfilment has a positive effect on commitment to work and organisation. This commitment also strongly influences job satisfaction ^a .	↓ This action is possible through the isolation of factors influencing employee engagement
	Burnout can have a serious impact on both your work and personal life ^b .	
	The quality of the relationship with the supervisor has a positive effect on job satisfaction ^c .	
	Work culture has the greatest impact on employee engagement, followed by communication, loyalty, job satisfaction, work performance, self-esteem, employee morale, work and the environment, work commitment and stress at work ^d .	
	Mental safety is primarily influenced by the social aspect of the environment; that is, through interpersonal relationships, group dynamics, management style, and social norms ^e .	
	Diversity of jobs (positions), development opportunities, autonomy and feedback had a significant positive direct relationship with commitment ^f .	
	Ways of experiencing, development and processes by employees which affect their behaviour and well-being ^g .	
	Vigour and dedication can affect the work-life balance of an employee ^h .	
	Feedback significantly and indirectly affects job performance and relationships were mediated by work engagement ⁱ .	
Differences in the social status of team members, which may affect the processes of creating work by employees ^j .		

^a Gopinath [2020: 24898–24904].

^b Habib [2020: 72].

^c Nguyen [2020: 449–456].

^d Dash [2021: 2].

^e Schaufeli [2013: 4].

^f Albrecht, Green, Marty [2021].

^g Meyer, Schneider [2021: 107–121].

^h Puspitasari, Darwin [2021: 334–337].

ⁱ Hamzah, Nordin, Dwiyaniti, Nadzirah Mawi [2021: 73–84].

^j Wenqing, Wang, Rispens [2021: 291].

Source: own study.

Employee involvement can be verified by distinguishing the factors presented in Table 4. Taking into account general factors which are the combination of economic – financial, psychological, administrative and legal, political factors [Stabryła, 1998: 187]. Detailed factors are determined by the activities of each organisation relating to the management method and organisational culture of a given unit.

Table 4. Factors influencing employee involvement in work from the perspective of three dimensions

General	Specific
<ul style="list-style-type: none"> ■ ways of communicating ■ assumptions ■ standards ■ attitudes^a ■ remuneration system adequate to the qualifications of employees and market rates ■ maintaining open communication between the subordinate and the superior ■ hiring employees with appropriate competences ■ supporting the development of employees – in particular through their participation in training, courses and internships^b ■ clarity of purpose and course of action ■ possibility of unrestricted operation ■ opportunity to learn and improve professional competences 	<ul style="list-style-type: none"> ■ rituals ■ myths ■ taboo ■ values ■ conducting periodic appraisals of employees, and they must be informed in advance about the objectives and rules of these activities ■ clear and understandable internal information system ■ precise definition of the scope of duties individually for each employee ■ the possibility of developing interests^c ■ the possibility to performing challenging tasks

^a Sikorski [1999: 236–240].

^b Borkowska [2014: 9–26].

^c Juchnowicz [2010: 63–64].

Source: own study.

Thus, general and specific factors in the three dimensions: staff, organizational and organizational culture have been clarified through a set of factors identified as part of the subjective own study. These factors have been subjectively interpreted, which allowed to draw conclusions, and to group them into general and specific categories. Such a process allows for general reference first, and then for detailing the factors through organisational individuality. However, each public institution will be guided by a different specificity of work and the value system of these factors will change. In general, the concept of employee involvement constitutes the attitude of a strong identification of the individual with the profession [Otley, Pierce, 1996: 65–84]. This identification of the employee with the profession performed, according to many researchers dealing with this subject, is a man with a manifestation of his own initiative, effective in his actions. At the same time, three factors are of key importance here: a high degree of identification of the employee with the company, associating his own professional future with the company, and a feeling of strong motivation to give more of himself than it results from the scope of his duties. From the perspective of employees, one can speak of their specific behaviour, that is, “commitment to work”. Organisational commitment in terms of employees, including employees in managerial positions is supporting employees in development, initiating specific behaviours, creating processes and activities supporting this commitment. A dimension as defined by a Polish language dictionary is the meaning, scope or aspect of something. In this study, it is the indicated scope adopted by the author of

the research. In the employee dimension (involvement and engagement), scopes will be considered in terms of the diversity and interdisciplinarity of terms. Employee involvement in the work of employees – researchers treat not as a temporary state, but as a constant and deepening affective – cognitive attitude to duties, behaviour, people and objects related to work. It is of an exploratory and practical nature, as the mentioned components are closely related to each other, which means that employees develop their attitude. Among the many publications related to the analysis of employee attitudes, an important role is played by the role of the indicated general and specific factors. These goals should be clarified by presenting environmental and individual conditions. It is worth remembering that leaders – managers are the basis for the actions taken, which translates into the need to identify factors influencing the building of an effective motivation system for employees. These examples also show interest in personalised offers tailored to the needs and values of individuals. An extremely important aspect is organisational commitment that affects employee engagement. In order to achieve success, it is worth using a wide range of activities in the management method, e.g. by:

- employing specialists who know local needs – work environment;
- adaptation of activation methods to the needs of the group;
- increasing participation in learning and knowledge sharing among employees;
- showing confidence in the employee in the manner of performing the entrusted task;
- building an atmosphere in the team by jointly enjoying success and learning from failures;
- use in practice, the balance between work ± and life;
- as an employer or supervisor, show your trust by combining the values, goals and aspirations of your employees;
- talk about problems and look for solutions when they arise, thus preventing your frustration as a supervisor and an employee at the same time.

Conclusion

Cooperation between the organisation and the employee is an indispensable element in the organization's management. This correlation submit on the involvement of employees which somehow affects the employee, the end result is organizational effectiveness. Employee engagement is shaped by a variety of factors that the classification combines in three dimensions. A committed employee works better, he naturally radiates with “good energy” and thus influences other employees – members of the organisation. So, it is essential for managers in public institutions to determine levels of employee engagement in the organisation. Each organisation requires an individual approach due to the specificity of work, region or team. However, it is worth

remembering about tools such as Harrison Assessment System, Gallup Institute [Gallup, nd] or FRIS [FRIS, nd]. Hence, it is strongly anticipated that a “good word” praise will be an effective way to recognise employees for their efforts and achievements. Following this line of thinking, it can be concluded that the form should be consistent with the way and style of management by the leader in the organization. Therefore, it should be put into a team that is the key to activities, each unit is an important element, but the way they function depends on how they can cooperate with each other. Michael Jordan, after years of playing in the NBA, said: “Thanks to your talent you can win games, but it is intelligence and team play that make the championship win”. Therefore, for organisational commitment to be high, first you need to develop employee commitment that will allow you to get it. It is worth remembering that we employ a person who lives, feels, thinks and has a life outside work. Social roles are a significant element in human life, and professionalism by itself does not exist without a human being.

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Abstract

The article attempts to present the employee dimension of organisational commitment in the public sector. Attention was drawn to the diversity of employees' approaches and the specificity of work in the public sector. The employee component determines the above-average performance and the economic relationship taking place in the organisation. The aim of the article is to show the value of employee involvement as decisive for authenticity and identification with an organisation in the public sector. The use of the observational method

allowed for the inclusion of facts in mutual relationships and dependencies. In reference to the trends in management and quality sciences functioning in the literature on the subject, as well as educational publications, recommendations for management staff in the public sector have been collected and refined.

KEYWORDS: ORGANIZATIONAL COMMITMENT, DIMENSIONS OF INVOLVEMENT, EMPLOYEE INVOLVEMENT, PUBLIC INSTITUTIONS, EDUCATION

JEL CLASSIFICATION CODES: D73, H54, Z18

PRACOWNICZY WYMIAR ZAANGAŻOWANIA ORGANIZACYJNEGO W SEKTORZE PUBLICZNYM

Streszczenie

W artykule podjęto próbę przedstawienia wymiaru pracowniczego zaangażowania organizacyjnego w sektorze publicznym. Zwrócono uwagę na różnorodność podejść pracowników i specyfikę pracy w sektorze publicznym. Komponent pracowniczy stanowi o ponadprzeciętnym działaniu oraz o ekonomicznej relacji zachodzącej w organizacji. Celem artykułu jest ukazanie wartości zaangażowania pracowniczego jako decydującego o autentyczności i identyfikacji z organizacją w sektorze publicznym. Zastosowanie metody obserwacyjnej pozwoliło na ujęcie faktów we wzajemnych związkach i zależnościach. W nawiązaniu do funkcjonujących w literaturze przedmiotu trendów w naukach o zarządzaniu i jakości, jak również publikacji edukacyjnych zostały zebrane i uściślone rekomendacje dla kadry zarządzającej w sektorze publicznym.

SŁOWA KLUCZOWE: ZAANGAŻOWANIE ORGANIZACYJNE, WYMIARY ZAANGAŻOWANIA, ZAANGAŻOWANIE PRACOWNIKÓW, INSTYTUCJE PUBLICZNE, EDUKACJA

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