

# SCIENCE & MILITARY

No 2 | Volume 11 | 2016



**Dear readers,**

Let me introduce another issue of the journal *Science & Military*, which is published at Christmas time. Christmas is the time when we can stop for a while, look back at all we have done this year and make plans for the upcoming year.

I am pleased to say that our journal is becoming more and more popular with its readers, which also has a positive effect on the quality of articles submitted for publication. In the past year, the journal has fulfilled its task as it has given space for publishing articles written by Slovak and foreign writers who focus on the research in the field of armament and military technologies, communication and information systems, military logistics, economics, management, national and international security and other areas of military science.

One of the successful innovations that the editorial board has done this year is publication of a monothematic issue *Science & Military* 01/2016, which presented new sophisticated technologies and the results in the field of communication and information technologies and their application in research, training and education with focus on military applications.

What are the plans of the editorial board for the future? Besides common requirements regarding continuous improvement of the journal's quality in terms of its content and specialisation, we have set a very demanding goal for the upcoming years, which is to increase the journal's impact factor by indexing *Science & Military* into SCOPUS database and the Current Contents Connect (ISI) database.

A very important criterion for including the journal into the SCOPUS database is its high quality which is evaluated from two points of view. The first is authorities, which is the publisher's reputation, diversity of writers and structure of an editorial board. The second viewpoint is the journal's popularity and availability, e. i. the number of its citations in the SCOPUS database. We have to focus mainly on increased citations of our authors. Therefore, we need to have enough high-quality scientific articles written by Slovak and foreign authors. A quality journal means particularly high-quality articles.

Dear readers, this issue also offers interesting articles that have been successfully reviewed. They are monothematic and they focus on humanities, security science and management. I am convinced that they will inspire you and make you think about and discuss the presented issues.

The first article, written by Zoltán Jobbágy and Judit Stummer titled "National Defence as Course in the Institutes of Hungarian Higher Education" provides the reader with a short overview about the course's legal background and introduces major findings of an empirical scientific research.

The next article titled "Autonomy, a Threat or an Opportunity?" written by Alexander

Ostenda is an attempt to provide an answer to a question whether the actions on behalf of obtaining autonomy for Upper Silesia by members of the Silesian Autonomy Movement (SAM) are a threat to or an opportunity for the Republic of Poland (RP).

The article titled "Some Results of Current Exploration Perception of Culture in Organizations" written by Marek Čandík and Petr Jedinák presents some results of the research, which was realized in 2015 and involved 502 respondents. The research was focused on perception of culture in organizations and the aim of the research was to identify the differences between perception of organizations culture depending on sex and education.

The article written by Ireneusz Teodor Dziubek and Bogumila Pawlaczyk titled "IT Support of Commandership and Crisis Management" deals with the issue of IT support of commandership and crisis management. Information has become one of the basic elements connected with civilization changes, especially because of rapid IT development.

Another article was written by Miroslav Bansik titled „Russia's Hybrid War” presents itself an attempt of assessment theory and practice of hybrid warfare exploited by the Russian Federation (RF). It presents the conclusions resulting from the National Security Strategy and the military doctrine. It sums up the methods and solutions of the armed forces RF as well as forecasts their role in reaching future political goals.

The next article titled "Strategic Management Within the Realms of the Police Related Organisation" written by Jacek Dworzecki and Dominik Hryszkiewicz regards the concept of strategic management which is analysed through the prism of the implementation of its fundamental assumptions in the current operation of the police related organisations. In addition, it describes principles concerning improvement of the quality assurance system of managing a police related organisation.

The final article by Bernard Wisniewski and Barbara Kaczmarczyk titled "Security of the State, How to Provide It?" displays new findings and recommendations in the field of state security. In view of the fact that nowadays there are many threats, it is necessary to build the internally and externally safe environment. It is also essential to search for new solutions thanks to which it will be possible to resist threats and minimise the effects of their occurrence.

Dear readers, on my behalf and on behalf of the editorial board, I would like to wish you all the best for the coming year 2017 and thank you for your readers' interest and quality articles.

Col. (ret.). Assoc. Prof. Eng. Marcel HAKAL, PhD.  
Chairman of the editorial board

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# NATIONAL DEFENCE AS COURSE IN THE INSTITUTES OF HUNGARIAN HIGHER EDUCATION

Zoltán JOBBÁGY, Judit STUMMER

**Abstract:** National Defence as a course offered in the form of e-learning in the institutes of Hungarian higher education has the purpose to support national defence in general, to offer opportunity for those who have an interest in military related topics, and to recruit potential candidates for the Hungarian Defence Forces. This article provides the reader with a short overview about the course's legal background and introduces major findings of an empirical research conducted among those who have participated in this course. The introduction of research data serves the purpose to highlight the practical importance of market segmentation.

**Keywords:** Hungarian Defence Forces, voluntary force, military recruitment, upper education, market segmentation.

## 1 INTRODUCTION

During the age of compulsory military service the relationship between the Hungarian Defence Forces and the Hungarian society was quite intensive. This relationship has, since the introduction of the all-volunteer force in the last decade, significantly weakened. It is not difficult to see that this new situation altered the traditional augmentation possibility of the military and as a result of it the planning and execution of recruitment demands a strategic change-of-view [1]. It became also obvious that providing the Hungarian Defence Forces with adequate personnel is not feasible through clear market mechanisms only. In order for the military to function properly a broad social acceptance and support is needed.

The limitation of marketplace opportunities for the Hungarian Defence Forces is even more prevalent as the prestige of the armed forces of the country is on a steady decrease [2]. The integration of the military into the Hungarian society roots traditionally on the assumption that the more realistic the picture the people, especially those who belong to age groups that can augment it, have about the role and tasks it plays the bigger the chance they join [3]. In recent years many tools, supporting an authentic information campaign to augment the military, have been introduced. One of them is the course titled *National Defence*, which is aimed at raising interest among students of civilian higher education institutes toward issues related to national defence. Addressing the so-called young generation to make them better involved into the contracted and reserve components of the Hungarian Defence Forces is of utmost importance for the current leadership of the Ministry of Defence who seeks contact with them on many platforms.

It is the authors' opinion that the efficiency of these efforts together with the results of the communication campaign could be increased through the segmentation, including statistical methodologies and strategic planning models, of the target groups.

## 2 LEGAL BACKGROUND

In Hungary there are many legal documents that make it possible for the young generation to increase its knowledge on topics related to national defence. The suspension of the draft system during peace period does not mean that a general obligation for national defence, as outlined in the Basic Law, does not exist. In case of emergency or of preceding defence situation the adult population of Hungary may be obliged to fulfil military service, defence related labour, or citizen defence tasks [4].

The Laws on National Defence and the Hungarian Defence Forces state that the preparation of the country for the purpose of national defence is the responsibility of the Government. It is also the Government's responsibility and task to realize a program on national defence related issues within the framework of public and higher education [5].

The latter law is augmented by the government's decree on further development of the reserve system of the Hungarian Defence Forces. This decree tasks the ministers responsible for education and national defence to compile a program in order to provide knowledge on citizen obligation and national defence in the institutes of public and higher education [6].

The strategic goals and tasks of the Ministry of Defence, especially those related to the increase of the efficiency of the recruitment activity, are marked by the endeavour to guide the attention of the younger generation toward the importance of national defence. It is assumed that this way the public support of the military and the relationship between the military and the society can be increased [7].

The Human Strategy 2012-2021 of the Hungarian Defence Forces also highlights the importance of educating toward national defence. Among others it names goals such as the indirect support of the military recruitment effort through the popularization of courses that address military-related topics in the form of educating toward national defence [8].

### 3 KNOWLEDGE ON NATIONAL DEFENCE IN CIVILIAN HIGHER EDUCATION

The development of *National Defence* as a course started in 2002 at the Miklós Zrínyi National Defence University (As of 01 January 2012 it's name is National University of Public Service). The aim was to create a course that provides the students with knowledge in issues related to national defence, the tasks and responsibilities of the Hungarian Defence Forces and its major military technologies. It had also the aim to help the students to better orientate in topics related to security policy. After years of preparation it was the Pannon University in Veszprém that included the course into the curriculum and offered it out to the students in September 2007. As of today the course is available in many institutes of higher education [9].

There are no pre-study requirements to take the course. Lecturing lasts only one semester and is done in the form of e-learning. It is offered out both on BA/BSc. and MA/MSc. levels, the students can take it in any study directions and in any semester. During the semester if the students demand it also invited lecturers may participate. *National Defence* as a course ends with a written examination and, if successfully completed, results in three credits (At the West-Hungarian University the course has only two credits.). All tasks related to the maintenance and support of the course belong to the responsibility of the National University of Public Service, Faculty of Military Science and Officer Education. During the last nine academic years, ranging from 2007 to 2015, altogether 10.966 students have chosen the course (Source: National University of Public Service, Faculty of Military Science and Officer Education, Office of Military Course Organisation).

### 4 INTRODUCING THE EMPIRICAL RESEARCH

#### 4.1 Aim of the research

With the research the authors would like to prove that the recruitment activity of the Hungarian Defence Forces must better take into account the characteristics of the various target groups. Based on research data the authors also would like to show that students who have taken *National Defence* as a course do not form a heterogeneous group. As a result of applied statistics they can be subdivided into different clusters featuring different characteristics. Among others differences can come from motivation, information gathering, family traditions, and gender issues. These factors cannot be ignored during the realisation of a recruitment strategies and the conduct of communication campaigns.

#### 4.2 Research hypotheses

In order to establish a foundation for the empirical research the authors outlined four, rather general hypotheses:

- H1: *National Defence* as a course, due to its nature, is mostly chosen by male students;
- H2: *National Defence* as a course is chosen because of the three credits rather than because of getting information on the Hungarian Defence Forces;
- H3: *National Defence* as a course is chosen mostly by students who have at least a minimum level of knowledge on the Hungarian Defence Forces;
- H4: Choosing *National Defence* as a course has nothing significantly to do with joining the armed forces, but increases knowledge related to security policy.

#### 4.3 Research methodology

The research is based on analysis of data collected during three semesters. Data collection was conducted at those institutes of higher education where *National Defence* as a course was offered to the students. It includes the first and second semesters of the 2014/15 and the first semester of the 2015/16 academic years. Data gathering was done in the form of an online survey, which the students received at the beginning of the examination period via e-mail to fill in as an on-line questionnaire. The questionnaire itself was built-up of blocks such as motivation for choosing the course, previous knowledge related to national defence and the Hungarian Defence Forces, evaluation of the course *National Defence*, and the possible readiness to join the Hungarian Defence Forces as contracted or voluntary reserve personnel.

During the research period 756 students studied the course at the Nyíregyháza College (As of 01 January 2016 it's name is Nyíregyháza University), the West-Hungarian University in Szombathely, and the Pannon University in Veszprém. During the three semesters 270 students filled in the questionnaire ( $N_{2014/2015. I.}=172$ ,  $N_{2014/2015. II.}=66$ ,  $N_{2015/2016. I.}=32$ ). Data processing was done as a combination of descriptive statistics and multifactor analysis during which recommendations as outlined by Babbie [10], Sajtos and Mitev [11], and Veres et al. were adhered to [12].

### 5 MAJOR FINDINGS OF THE RESEARCH

Based on the results it can be stated that no significant gender differences can be found among those who have chosen the course. Female and male students nearly equally participated in the course. Regarding the level of education however, those who attended BA/BSc education were

over represented as they significantly outnumbered MA/MSc students in all three semesters (see Tab. 1).

**Tab. 1** Distribution of respondents (%)

		A	B	C
Institute	Nyíregyháza College	9,3	65,2	46,9
	West-Hungarian University	-*	22,7	-*
	Pannon University	90,7	12,1	53,1
Gender	male	54,7	51,5	56,3
	female	45,3	48,5	43,8
Level	BA/BSc	90,7	93,9	93,8
	MA/MSc	9,3	6,1	6,3

Remarks:

A: 2014/15 I. semester, B: 2014/15 II. semester, C: 2015/16 I. semester

\*in the given semester the course was not launched

Source: Own research, N=270.

A major goal of the research was to find out what factors made the students to chose the course. The possible 12 variables to evaluate were located on a five Likert-scale. Based on the results the authors conclude that the most important incentive to chose the course was due to the three credits (4,28). Another important factor for choosing the course was due to the recommendation of colleagues and friends (3,68), and the information that could be gathered on the Hungarian Defence Forces (3,67). A further motivating factor was that no course attendance is required (3,55). It became also clear that future plans (2,45) and family traditions (2,27) do not have a motivating power among the students who chose the course (see Tab. 2).

**Tab. 2** Motivating factors (scale average)

Gaining credits	4,28
Recommendation of colleagues and friends	3,68
Information on the Hungarian Defence Forces	3,57
No attendance required	3,55
Interest in military-related topics	3,53
E-learning as methodology	3,38
National consciousness	3,25
Course thematic	3,19
Patriotism	3,13
Future plans/Carreer	2,45
Family traditions	2,27
Highschool participation in Military Knowledge as subject	1,74

Remark: 5=great importance, 1=no importance at all

Source: Own research, N=270.

The segmentation of the students is based on the motivation to chose National Defence as a course, which the authors organised into groups as a result of main component analysis. This also serves as departure for further analysis. As it was expected the answers of the students were not entirely independent and as a result of the main component analysis the 12 variables could be grouped along three major factors (see Tab. 3).

**Tab. 3** Rotated component matrix for choosing the course

	F1 25,6%	F2 18,0%	F3 16,1%
Information on the Hungarian Defence Forces	,822	,127	-,108
Interest in military-related topics	,767	,044	-,131
National consciousness	,721	,305	-,062
Course thematic	,713	,109	,194
Patriotism	,695	,383	-,061
Highschool participation in Military Knowledge as subject	,080	,796	,142
Family traditions	,222	,788	,041
Future plans/Carreer	,442	,676	-,076
No attendance required	-,107	,142	,807
Gaining credits	-,128	-,091	,659
E-learning as methodology	,154	,378	,636
Recommendation of colleagues and friends	,008	-,043	,585

Remarks:

F1: factor 1 (Interest), F2: factor 2 (Family and school values), F3: factor 3 (Practical aspects)

Varimax turn, KMO index=0,752; Sig.=0,000; annotated cumulative variance: 59,7 %

Source: Own research, N=270.

The first factor group, named as interest, stands for those variables that relate to national defence and susceptibility to military-related topics. This factor group also stands for the importance of patriotism and national consciousness. The second group stands for values that can come both from family and school. In this group tradition and career building play an important role. Also the fact that students had Military Knowledge as subject during their highschool time comes here to the fore. The third group that includes the remaining four variables reflects rather practical considerations and aspects.

Thus the established threefold order of factor groups serves as a departure for putting those who choose *National Defence* as a course into various motivation-based clusters. The authors applied hierarchical clusteranalysis to identify the number of students belonging to the respective clusters.

The first “interest” cluster includes 113 students (41,9 %) from which the majority is female (61,1 %). Male students make up a bit more than a third (38,9 %) of the group. There are 78 students in the second “family and school values” cluster (28,9 %). This group is dominated by male students (65,4 %) with females being underrepresented (34,6 %). In the third “practical aspects” cluster there are 79 students (29,3 %), from which the majority is again male (64,6 %). Female students of the group exceed one-third only by a margin (35,4 %).

Among those who took *National Defence* as a course 163 students (60,4 %) have only minimum knowledge on issues related to national defence and the Hungarian Defence Forces. Nearly one-third of the respondents have no information, at all. Only some students (8,5 %) mentioned that they had sufficient knowledge of the topic. Roughly every third student (31,1 %) admitted to have no information on the topic, at all. The cluster analysis made clear that a given level of knowledge is highest in the second cluster (78,2 %), whereas its lack is by far the lowest in the first cluster (42,5 %).

Among those who already had proficiency in military-related topics (68,8 %) it is of utmost importance to be clear about the sources. As it was expected internet (3,96) is the biggest source of information, but also family members play an important role (3,55). On the other hand presentations of experts of the Hungarian Defence Forces (2,51) or *Military Knowledge* as a highschool subject (2,39) do not play an important role (see Tab. 4).

**Tab. 4** Source of information (scale average)

Internet	3,96
Family members	3,55
Radio/Television	3,27
Printed media	3,04
Participation on military events	3,03
Presentations of experts of the Hungarian Defence Forces	2,51
Media outlets issued by the Hungarian Defence Forces	2,44
Highschool subject	2,39

Remark: 5=great importance, 1=no importance at all  
Source: Own research, N=186.

Further analysis made clear that printed media as a source of information plays the most important role in clusters two (45,9 %) and three (45 %). In contrast the number of those students who do not

pay much attention to the printed media is highest in cluster one (46,1 %). Radio and television as a source of information is highest in cluster three (55 %). In clusters one (44,6 %) and two (47,5 %) these sources play a less important role. The comparison of the three clusters make clear that internet is in all three of them an important source of information. Its importance is highest in cluster two (78,7 %), but also in clusters one (64,6 %) and three (71,7 %) it plays a defining role.

The analysis also made clear that information obtained during highschool is not significant in any cluster. In fact it was seen as most marginal in cluster two (72,2 %). Various media outlets issued by the Hungarian Defence Forces do not play an important role, either. In cluster one the proportion of those who did not obtain information from this source is very high (77 %). Also members of clusters two (53,1 %) and three (36,6 %) do not take advantage of this source of information.

The issue is entirely different if it comes to family members and friends as a source of information. More than half of those (55 %) who belong to cluster three relied heavily on information obtained from such sources. This source plays an important role in cluster two (52,5 %), and a slightly less important one in cluster three (50,8 %). A comparison of the three clusters made clear that presentation of the experts of the Hungarian Defence Forces as a source of information was not seen as important by students. Those who belong to cluster one (55,4 %) saw it as least important. Students of cluster three were least repulsive in this regard (41,7 %).

It was interesting to learn how students evaluate the course material of *National Defence* after the end of semester. The highest rank (4,06) was given to the comprehensive picture they received of the Hungarian Defence Forces. This was followed by knowledge increase related to security policy (3,95), and the chance to get the credits (3,10) (see Tab. 5).

**Tab. 5** Evaluating the course material (scale average)

I received a comprehensive picture about the working of the Hungarian Defence Forces	4,06
My knowledge regarding security policy has increased	3,95
I see political decisions related to the Hungarian Defence Forces more realistically	3,77
I gained knowledge I can take advantage of in my normal daily life	3,39
It was my aim to get the credits	3,10
I have still no clear picture in issues related to national defence	2,09

Remark: 5=great importance, 1=no importance at all  
Source: Own research, N=270.



The clusteranalysis fine-tuned the picture. Students belonging to cluster two stated that they gained a comprehensive knowledge of defence related topics and the Hungarian Defence Forces (93,6 %). Students belonging to cluster one were least convinced about this (61,1 %). Regarding security policy the result is similar. Students belonging to cluster two were most convinced that they gained a comprehensive knowledge of security policy (87,2 %), whereas students belonging to cluster one were again the least convinced (54,9 %). It became clear that in cluster two the number of those who took the course because of the credits and not its content is lowest (25,6 %). In cluster two the number of those who took the course because of the credits is twice as high (55,8 %).

The research also addressed the question of how the opinion of the students about the Hungarian Defence Forces changed after the completion of the course. It became clear that the most significant positive change took place among students belonging to cluster three (30,8 %). The number of students who did not change their opinion significantly is highest in cluster one (54,0 %). A negative change in the opinion, although not significant, was observable in clusters one and three (0,01 %).

It was interesting to find out how the students think about joining the Hungarian Defence Forces as contracted officer after finishing their studies. This way it would be possible for the student to take advantage of the specific knowledge gained at a civilian institute of higher education. After analysing the data available it became clear that the majority of the students (54,8 %) rejects this option. Only a tiny fraction (5,9 %) stated the intention to join. More than a third of the respondents (34,5 %) did not think about the option join the Hungarian Defence Forces. Some (3,7 %) did not even know what to do in case of applying for contracted military service.

The clusteranalysis helped the authors to deliver a more delicate picture. Those students who opposed the possibility to join the Hungarian Defence Forces as contracted officer most were found in cluster one (70,8 %). Students belonging to clusters two (48,7 %) and three (38,8 %) were significantly less repulsive. Those students who planned to serve as contracted officer most likely were found in cluster three (17,7 %). Students belonging to clusters one (4,5 %) and two (9,0 %) were significantly less certain to take advantage of this opportunity.

The possibility to serve as voluntary reserve officer in the Hungarian Defence Forces does not differ significantly from serving as contracted officer. The majority of the students (54,4 %) rejected this possibility. Nearly a third of them (31,1 %) have not thought about this option. In fact, during the three semesters analysed only three students served as voluntary reserve officer in the Hungarian Defence Forces. Some of them (5,2 %) did

not even know what to do in case of applying for reserve military service. The highest number of those who reject service as voluntary reserve officer can be found in cluster one (69,0 %). Those who plan to serve as voluntary reserve officer can be found in clusters one (15,3 %) and three (19,0 %). The three students serving actually as voluntary reserve officers also belong to these clusters.

## 6 CONCLUSIONS

Analysis of the data of the three semesters made clear that students who choose *National Defence* as a course form, in terms of motivation, heterogeneous groups. Clusters identified as a result of motivation differences can be further analysed along selected variables. This has the consequence that the research hypotheses can be evaluated in different ways when it comes to the whole group and the three clusters.

Members of the first and biggest cluster were mostly females. Prior to the course the majority of them had no information at all on issues related to national defence and the Hungarian Defence Forces. Only a minority had topic-related information from sources such as internet, family members, and friends. Also knowledge gained during high-school education plays as a source of information an important role. In this cluster the importance of the printed media as a source is generally low. This cluster features the lowest number of students who think that after course completion they received a comprehensive picture of the Hungarian Defence Forces and increased their knowledge in topics related to security policy. More than half of the students stated that gaining credits was the primary reason for them to take the course. This cluster has the lowest number of those who stated a significant and positive change of opinion on the Hungarian Defence Forces. More than half of them did not state a change of opinion even after completing the course. The number of those who reject the idea to join the Hungarian Defence Forces as contracted officer is highest in this cluster. Also the possibility to serve as voluntary reserve officer was turned down by the majority. More than two-third do not plan with this opportunity albeit some temper with the idea to apply.

Students belonging to cluster two are predominantly male. Prior to course beginning nearly a quarter of them had no knowledge of the Hungarian Defence Forces, at all. Those who stated that they already had knowledge prior to the course named internet and the printed media as the source of information. This cluster features the highest number of students who, as a result of this course, gained a comprehensive knowledge of the Hungarian Defence Forces, acquired extended information related to security policy, and gained knowledge they can take advantage of in their daily life. More than a third mentioned a positive opinion

change regarding the evaluation of the Hungarian Defence Forces. More importantly, no one mentioned a negative change of opinion in this regard. Nearly half of the students would not take advantage of the possibility to serve in the Hungarian Defence Forces as contracted or voluntary reserve officer. The number of those however, who plan to serve as military officer is twice as high as in cluster one.

Cluster number three is also dominated by male students. The great majority of them had, prior to the course, already knowledge of topics related to national defence with information coming primarily from internet. However, also family members and friends were named as important sources of information. More than two-third of the students mentioned that they gained a comprehensive knowledge of the role and tasks of the Hungarian Defence Forces, and acquired extended information related to security policy. A quarter of the students, however still has no clear picture regarding questions related to national defence, and one-third was motivated only because of the credits and not the course content. More than a third mentioned a significant positive opinion change in the evaluation of the Hungarian Defence Forces, but half of the student did not report on any change in this regard, at all. The rejection of military service either as contracted or voluntary reserve officer is the lowest in this cluster, but it still comes close to half.

The necessity to better define target groups was already addressed in a previous article of the authors. It was shown that clusters based on different variables, featuring different characteristics demand different approaches in the planning and execution of defence-specific marketing activities [13]. It is still important to emphasize that tools applied in the business sector are also of utility in public administration, hence the defence sector.

In the article the authors demonstrated that students choosing to study *National Defence* as a course cannot be treated as a homogenous group. Differences in terms of motivation, acquiring information, family traditions, or gender issues cannot be ignored.

Thus it is important to include the result of scientific research into the recruitment activities of the Hungarian Defence Forces, the further development of its reserve system, and a communication campaign related to the defence sector.

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# AUTONOMY, A THREAT OR AN OPPORTUNITY? CASE STUDY

Aleksander OSTENDA

**Abstract:** The present article is an attempt to provide an answer to a question whether the actions on behalf of obtaining autonomy for Upper Silesia by members of the Silesian Autonomy Movement (SAM), are a threat to, or an opportunity for the Republic of Poland (RP). Before moving on to the principal topic, the author is going to present the research methodology and familiarize the reader with the most important facts about the history of Silesia. Then, the author shall attempt to define the term autonomy. The reader will become familiar with the goals, structure and activities of the Silesian Autonomy Movement. Finally, specific examples of events will be provided along with results of sociological research. The whole will be summed up.

**Keywords:** Upper Silesia, Silesian Autonomy Movement, autonomy, threat, opportunity.

## 1 INTRODUCTION

In 2011, during the National Census conducted in the Republic of Poland, 847 000 people declared Silesian nationality, among those 376 thousand declared it as their sole nationality, 436 thousand as their principal identity and 411 thousand as their secondary identity [1].

Therefore, it is possible to state that Silesians constitute the largest minority in Poland, although unrecognized by the Polish State, which endeavors to be recognized under the Act on National and Ethnic Minorities and on Regional Languages, as well as to have the Silesian language be given the status of regional language.

The SAM board has undertaken numerous actions in order to achieve this aim, setting out a clear goal of its activities – autonomy in the framework of the Polish State, while SAM members are active in the fields of strengthening regional identity, in order to prepare Silesians for this process. The priority of the association, according to declarations made by SAM board members themselves, is carrying out all their actions in accordance with the law in force in the Republic of Poland.

The actions of SAM members have not always been favorably received by inhabitants of both Silesia and other regions of Poland. Some see the Movement as a threat to the territorial integrity of the country. It seems that this is often a result of misunderstanding some terminology. This generally comes down to misinterpreting the term autonomy, one of the main aims of the Movement, which results in treating the members of this organization as separatists. In response autonomists point out their Statue, where in article 5, paragraph 2, it is written that: *The activities of the Movement on behalf of Silesian autonomy are not directed at changing state borders.*

It is therefore, a good idea to take a closer look at the actions of the regionalists associated in SAM and draw conclusions, to ask a question whether their activities are aimed at destabilizing the Polish State or just the opposite, aid inhabitants in getting to know their small homeland. After all it is of

those very small homelands that the Republic of Poland is made up.

## 2 METHODOLOGY

The reserach was conducted based on analyzing literature and press publications as well as sociological research methods such as: survey, participant observation and in-depth interviews.

## 3 UPPER SILESIA

In its history Silesia has been a region where state, national and cultural borders intersected, with strong influences from Bohemia (present-day Czech Republic), Germany, Poland, and Austria, which has a multi-cultural and complicated history. In such a short text it is impossible to present the whole history of the region, that is why, for the purposes of the present work, the author shall only provide the most important facts of the last century, in order to at least familiarize the Reader with the history of the region to a minimal extent.

After the end of World War I, in the Treaty of Versailles signed on June 18<sup>th</sup> 1919, plans to organize a plebiscite in Upper Silesia, were presented. In the following years of 1919, 1920 and 1921, 3 armed uprisings, referred to as the Silesian Uprisings took place, however, due to some ambiguities in describing these events in publications of Polish and German scientists, the author will limit himself to what has been written above.

The Plebiscite in Upper Silesia took place on March 20<sup>th</sup> 1921. The official results were as follows: 59.7 % of those able to vote chose Germany, 40.3 % chose Poland [2]. The League of Nations Council of the Ambassadors divided Upper Silesia in such a way that: 29 % of its territory and most of the industry were in Polish hands. 230 000 Germans remained in Poland, while 530 000 Poles remained in Germany [3]. Here, we must again note that even until today there are differences between Polish and German sides as to the interpretations of the votes cast.

In the interwar period the Autonomous Silesian Voivodeship was established, however its autonomy was limited and after 1945 it was revoked.

During World War II another problem emerged, as many Silesians were conscripted, often against their will, into the Wehrmacht. Even today, the so-called “Silesian grandfather from Wehrmacht”, is a controversial topic in Poland.

In addition, during the last months of the war as well as after its end, the still widely discussed today problem of the Upper Silesian Tragedy, surfaced. It started with the entry of Soviet and Polish armies onto the territory of the then Upper Silesian Province. The Upper Silesian Tragedy encompassed numerous activities of criminal nature directed at the civil population of Upper Silesia. It was connected with mass murders, rape, robbery, and the devastation of material heritage, as well as with establishing of labor and concentration camps along with deportations to Soviet Union and repatriation of Silesians who were verified as Germans. Places where the greatest atrocities against Silesians, but not only Silesians, took place were The Łambinowice Labor Camp, managed by Czesław Gemorski, where approximately 1500 people died and The Jaworzno Central Labor Camp, which was established at the end of February 1945 on the grounds of the German KL Auschwitz sub-camp. It is estimated that around 6000 people were killed there. In the Świętochłowice-Zgoda camp, which was managed by Salomon Morel, during its 300 days of existence 2500 people lost their lives. According to eye witness reports the conditions in these camps were inhumane while the communist commandants and guards were often no less cruel than the Nazis in concentration camps [4].

During the communist dictatorship, the Polish State and administration which were essentially controlled by the Soviet Union, showed little or no understanding of Upper Silesian matters. At this time many Silesians were forced to abandon their Heimat (little homeland), emigrating to Germany. The emigrations became especially numerous in the 70's and 80's of the last century. In all, approximately 900 thousand Silesians left.

After the fall of Communism in 1989, in a free and democratic Poland, everybody was supposed to feel at home regardless of ethnic, political, racial, religious or language differences. Many regional organizations and associations started to emerge. One of these was The Silesian Autonomy Movement.

In mid 1998, laws were passed introducing three-tier territorial division of the Polish State. The principal units of this division – starting in January

1999 – were municipalities, counties and 16 voivodeships. In the current administrative division, the historical territory of Upper Silesia is partially located in the Opole Voivodeship and partially in the Silesian Voivodeship.



**Fig. 1** Historical borders of Upper Silesia on the map of Poland

Silesian nationality is not recognized by any state. The Polish Supreme Court in 1998 and again in 2007 concluded that in universal social view Silesians are not regarded as a separate national group [5]. An appeal against the 1998 decision was dismissed by The European Court of Human Rights in 2004, however it did not take a stance on the existence or lack thereof, of Silesian nationality [6].

In 2014, at an initiative of SAM as well as other Silesian organizations and associations, over 140 thousand signatures were collected in order to amend the Act on National and Ethnic Minorities and on Regional Languages, by adding Silesians to the current list of ethnic minorities<sup>1</sup>.

#### 4 AUTONOMY

In the Polish Language Dictionary published by Polish Scientific Publishers, under the term autonomy, we can find, among others, the following definitions:

1. „The right of a given group to independently decide about their internal affairs”.

<sup>1</sup> Act on National and Ethnic Minorities and Regional Languages from 2005 differentiates between a national minority and an ethnic minority using the criteria of identifying oneself with a nation organized in its own state. The act specifies nine national minorities: Belorussian, Czech, Lithuanian, German, Armenian, Russian, Slovak, Ukrainian, and Jewish as well as four ethnic minorities: Karaite, Lemko, Roma, and Tatar. The act has also introduced Kashubian as a regional language.

## 2. „Self-determination and independence in deciding about oneself”.

The term autonomy can be applied to a country, city, region, or nation, but also to an institution. Autonomy can be complete or partial.

Autonomous aspirations are generally connected with history. However, they can also be due to geographical, national or economic reasons.

The system of state government which is most conducive to autonomy is federation. In such a system most of the state's authority is transferred over to autonomous units. An example of such a situation can be autonomy of Cataluña in Spain. Specific legal acts reserve matters, which are transferred over to solely the political minority. State authorities cannot interfere in these matters. Their control is also excluded.

Presently, Poland is a unitary state, however historically autonomous areas had existed within its boundaries, e.g. Silesian Voivodeship in the interwar period. The legal basis for the autonomy of the Polish part of Upper Silesia and the Polish part of Cieszyn Silesia was established by the Constitutional Act of the Legislative Sejm from the 15<sup>th</sup> July 1920 (Organic Statutes of the Silesian Voivodeship) [7].

SAM defines autonomy as a model of region functioning, which is located somewhere between normal self-governance and a federation. The differences are described in the following way: normal territorial self-government is dependent, mainly financially, on the center. State authorities can, without limitation change the rules of everyday functioning of a city, municipality, county, or voivodeship, as long as it is done within – very general – framework of the constitution. Representatives and senators can pass laws, which directly concern local governments, without consulting them and without considering the future [8].

In the SAM statute we can read, that its aim is for Silesia to obtain autonomy in the framework of a mature decentralization of the Republic of Poland [9], which clearly indicates that autonomy must be implemented from the top, by the state, and not from the bottom by regional communities aspiring to extend their rights. Therefore, it would not in any way affect the legal order of the Republic of Poland, as it would constitute one of the elements of administrative reform. Poland, as seen by SAM members, would be a state, made up of autonomous regions, with the degree of autonomy to be determined by the needs and capabilities of individual regions [10].

## 5 SILESIA AUTONOMY MOVEMENT

Silesian Autonomy Movement, (formally registered as an association by the ruling of the

Voivodeship Court in Katowice from 19.05.1991) is a non-partisan association which advocates regaining of pre-war autonomy of Upper Silesia in modern form. Inspired by Western European regionalism, SAM proposes introducing strong, autonomous voivodeships in Poland, which would be financially independent from central authorities, and would independently decide about their own affairs. Silesian Autonomy Movement skillfully puts together tradition with modernity, working for the strengthening of Silesian identity as well as state decentralization. It assumes, that most of today's problems can be more efficiently solved on the level of local and regional communities, which is supported by numerous examples of developed countries. That is why, it supports consistent use of the principle of subsidiarity and strengthening of the position of regions in the European Union. It sees great value in the cultural diversity, which has for ages determined the face of Silesia. It constantly strives to be the advocate of regional interests, understood as the interests of all of the region's inhabitants and not only of one of the ethnic or national groups which inhabit it [11].

The most important projects carried out by the organization are:

1. Inventory of the lost and stolen cultural goods of Upper Silesia;
2. Annual Mass in the intention of deported Upper Silesians;
3. March for Autonomy;
4. The Monthly „Silesian Swallow”;
5. Upper Silesian Days of Heritage;
6. Digitalization of Upper Silesian Press;
7. The Rev. Augustin Weltzel Award – „Upper Silesian Tacitus”;
8. Popularization of Silesian symbolism;
9. Let's talk about Silesia;
10. Yellow and blue heart;
11. School cone for first-graders;
12. March to Zgoda.

Authorities of the Movement are:

- Chairman;
- Movement Board;
- Chief Council;
- Audit Committee;
- peer court.

The basic organizational cell is a chapter established to implement SAM aims and tasks, which functions in the framework of basic administrative structures. At the present the Movement is composed of 28 chapters with a combined number of members oscillating around 7000.

## 6 RESEARCH ANALYSIS

The largest group which makes up the organization are people under 40 years of age, which in all probability is a positive phenomenon. It shows that interest in the region among fairly young people, can be deemed as growing. On the negative side we must note the disproportions between male and female members. It seems that a lack of offer for women, can to some degree inhibit development of the Movement, especially due to the fact, that when establishing electoral lists, the principle of gender parity must be taken into account. The representatives of Movement's authorities are generally well-educated professionals or pensioners, who have been connected with Silesia since their birth.

The terms region, regionalism and identity are more or less understood by the respondents. All of them identify with Upper Silesia and in autonomy they see their region's future. They say that they are Silesians but allow for the fact that someone can be a Silesian-Polish, Silesian-German, or a Silesian-Czech. They are prepared to work on behalf of their little homeland, engaging themselves in various activities.

The respondents claim that central authority is inadequate in serving Upper Silesian interests, this view also concerns the implementation of a regional education curriculum. From the survey we can learn, that most of the respondents would not leave Upper Silesia, even if given the opportunity to better their quality of life.

The projects carried out by SAM members, in their opinion, greatly contribute to strengthening and expanding regional identity among the region's inhabitants, however, according to most of them they are inadequate. The grade given to these activities is relatively low.

For most of the respondents, the idea of autonomy was the reason to join SAM ranks. Other reasons included the possibility to express their own views, the want to work on behalf of Silesia, care for the good of the region and their little homeland, or local patriotism. In evaluating possible threats resulting from the strive for Upper Silesian autonomy – it was emphasized that all processes should be carried out in accordance with the laws in force in the Republic of Poland, while the Movement's activities towards Silesian autonomy are in no way oriented at changing state borders.

Further research (interview, participant observation) shows that Movement members should show invention, using the newest multimedia technologies, while constantly increasing their numbers as well as those of their supporters, in order to strengthen their position in implementing short-term as well as long-term goals.

Up to now activities have been carried out in an all too conventional way, and their methods of implementation leave a lot to be desired.

Despite a slowdown in the recruitment of new SAM members, an increase in political support has been observed. In local elections of 2006, SAM received 4.35 %, while four years later, twice as much, thanks to which for the first time SAM representatives were elected to the Silesian Regional Assembly – 3 mandates (the term concluded with 4 representatives as one representatives selected from Law and Justice party list transferred to SAM). SAM spent part of the term in the ruling coalition, which it left in April 2013. The arguments provided by Chairman Jerzy Gorzelik were, that Civic Platform (main coalition member) violated a number of elementary principles which voivodeship government should adhere to, in the “most sensitive” matters such as the Silesian Museum, the Silesian Stadium and Silesian Railways [12].

In the last local elections (2014), 4 representatives of the Election Committee of Silesian Autonomy Movement were elected to the Silesian Regional Assembly, while starting in June of 2015 SAM became part of the ruling coalition along with Civic Platform (PO), Polish People's Party (PSL) and the Democratic Left Alliance (SLD).

We must emphasize that many Polish and Silesian organizations see the actions of the pro-autonomy SAM as a threat to the interests of Poland. Their fears further increased when SAM representatives started to co-govern the Silesian Voivodeship.

Due to a limited form of the article, the author shall present only selected stances of the Movement's opponents, based on press reports and statements of their representatives.

**Polish Silesia Civic Movement (ROPS)** Based on declarations of its founders the Movement was created as a spontaneous reaction to the attempts of questioning the Polish character of Upper Silesia, by numerous extremist groups both in and out of the country. According to PSCM, Upper Silesia is and will remain Polish, while the aforementioned attempts are made by some separatists. PSCM organizes numerous debates devoted to issues of the “Polishness” in Silesia and is a principal opponent of separatists from Silesian Autonomy Movement [13].

**League of Silesian Sovereignty Protection** - organizes a manifestation in defense of the Polish character of Silesia. The event is supported by the local patriotic community. Among others, last year's participants included Silesian clubs of “Gazeta Polska” (Polish Daily), Solidarni 2010 as well as the former Rector of the University of Opole, Professor Franciszek Marek, who in his

speech expressed support for the idea of fighting a separatist movement such as SAM.

According to another scientist, Mieczysław Ryba Hab. PhD, a professor at the Catholic University of Lublin, the publicity which accompanies the accomplishments of the Silesian Autonomy Movement, is shocking for many patriotic communities in Poland. The professor, called the decision of Polish authorities to put the so-called "Silesian nationality" in the questionnaire of the national census, with the ability to be declared by Polish citizens, scandalous [14].

The Silesian Autonomy Movement is not favorably looked upon by right-wing parties. Adam Słomka from the Confederacy of Independent Poland (KPN), on his Internet blog expressed fears that further SAM activity may lead to methods known from places such as Basque Country or Ireland. Underlining the differences – in this case artificial – in a longer perspective will in his opinion lead to such methods [15]. Another right-wing politician Adam Hofman stated, that the Silesian Autonomy Movement must be fought and that ordinary Silesians should be proud that they are Polish. He emphasized that the Law and Justice Party, which he represents, has nothing against Silesians [16].

The examples shown above indicate that opponents of autonomy express many fears, and consider SAM a separatist organization.

Here, it is important to underline that during the initial period of SAM activities, conflicts with representatives of state and local authorities as well as political parties in the region were commonplace. However, after the year 2000 a distinct change was observed in the Movement's approach to other actors on the regional political scene [17].

The above-stated opinion can be confirmed based on the research conducted. The respondents often emphasized that: *all activities of the Movement on behalf of Silesian autonomy must be conducted in accordance with the laws in force in the Republic of Poland, or actions of the Movement on behalf of Silesian autonomy are not directed at changing state borders of the Republic of Poland*, which confirms that SAM goals have nothing to do with separatism. The want to spread Silesian identity, customs and language, organization of heritage days, and care for regional education, declared by those examined, can be viewed as success of the Movement, which transfers to the development of Silesia, and can become an opportunity for all of Poland.

In the author's view, after analyzing research, the activities of SAM are not a threat to the interests of the Republic of Poland in any way. SAM members attempt to change the form of the Polish State, which would allow for the implementation of autonomy from the top with all of its benefits and flaws.

## 7 CONCLUSION

Recently, discussions about Silesian identity, political goals and social aspirations, are more and more often conducted in daily press and on radio and television shows. Despite differences in viewing "Silesianity" and different visions of Silesian identity, politicians from left to right agree with one another on at least one issue, that being, that we are all Silesians. Adding to that, it means we can differ beautifully, while remembering our common interests.

Silesians, striving to have their nationality and regional language recognized and in the longer perspective to obtain autonomy, are not a phenomenon on the scale of the continent.

In Europe, the phenomenon of regionalization is presently very strong and in civilized countries the idea of autonomy does not bring any threats with it. Europe is becoming more and more open, while borders mean less and less as years pass by.

Tim Pauling, a correspondent of a Scottish daily "The Press and Journal" states that: *maybe it's better to have less burden on one's shoulders and to have smaller parliaments to help?* This is exactly what decentralization provides.

Silesia is such a diverse region, that surely the idea of autonomy can be a kind of an alternative for its inhabitants. Autonomy grants quickness and flexibility in decision-making. It also cultivates regional culture and language.

What problems await Silesia, struggling for its identity? Certainly money and the fight for its division.

The nearest future will tell, what kind of fruits the experiences of other European countries as well as the ever-growing sense of regional identity, will yield in Upper Silesia.

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## SOME RESULTS OF CURRENT EXPLORATION PERCEPTION OF CULTURE IN ORGANIZATIONS

Marek ČANDÍK, Petr JEDINÁK

**Abstract:** This paper presents some results of the research outputs which was realized in 2015 and was attended by 502 respondents. The research was focused to perception of culture in organizations and the aim of our research was to identify some differences between perception of organizations culture depending on sex and education. The obtained results of monitoring organizational culture showed differences in perception for employees with secondary school graduates and employees with university education. It is likely that respondents with higher education to the culture in the organization look more critically and expect it to improve.

**Keywords:** Human resources, perception, organizational structure.

### 1 INTRODUCTION

The paper gives some information of the research outputs of questionnaire survey focused on the behavior of managers towards colleagues and across the state and private organizations. Research conducted in 2015 and was attended by 502 respondents.

Human resources are the most valuable resource of any organization and hence should be the organization to its staff approached as those who are a priority element in the success of the organization (Mládková, L., Jedinák, P. et al., 2009, p. 74). People in the organization are subdivided into managers and ordinary workers (Veber, J., 2006, p. 27). The current trend in the proceedings organizations are carrying most of the activities covered by the implementation of managerial functions of human resource management (HR synonym) to line managers (Armstrong, M., 2002, p. 467). It is precisely these managers who have a major influence on how the executives in the organization satisfied. It's part of the culture and applied here includes management activities such as: leadership style, personality of the manager, working environment, conditions for performance, communication, teamwork (Koubek, J., 2006, p. 19). Generally, one could define the behavior of managers towards their colleagues is essential for successful fulfillment of the tasks of each employee in the organization of holding the work (service) position. (Mládková, L., Jedinák, P., 2011, p. 44). Only a satisfied employee pays the required performance (Armstrong, M., 2009, p. 96). I wondered how in practice workers perceive in organizations of their superiors workers (managers) - to evaluate their behavior espoused at work (official) position in relation to their subordinates (Koubek, J., 2004, p. 84).

### 2 RESEARCH METHODOLOGY

The aim of the research was to explore how employees perceive the quality of working conditions in the workplace. Conducted research was conducted at the Police Academy of the Czech

Republic in Prague (the Czech Republic PA). The research results are then interpreted using the methods of descriptive statistics and statistical data processing.

Based on a qualitative analysis of scientific literature was designed by non-standardized (original) questionnaire. This questionnaire has been validated in a pilot study in 2014 and was subsequently corrected in terms of validity (reformulation of some unclear issues, omission of questions, in which all respondents declared only consistent, resp. Disapproving attitude, etc.).

Obtaining data via questionnaire are preferred because of the advantages of efficient data collection techniques, mainly due to:

- the possibility of obtaining large amounts of data in a relatively short period of time;
- elimination of the influence of the interviewer on the respondent (respondent wants to impress celebrity interviewer) - so called. Interviewer bias effect;
- the possibility of mass data processing on a computer.

The disadvantages of obtaining data through a questionnaire survey include:

- risk of false information by the respondents;
- the fact that the respondent may not fully understand the issue and cannot be specified.

The questionnaire was distributed in the form printed (paper) form (1 page A4, double-sided). The questionnaire form was composed of three parts. The first part contained the identification marks of the respondents (gender, job title, number of years of experience, including in a leading position).

The second part of the questionnaire form consisted of a table showing how to fill in the questionnaire (5-point Likert scale, the respondents are asked to express the degree of agreement or disagreement with various statements that relate to a particular position- see Fig. 1). A Likert scale is a psychometric scale commonly involved in research employing questionnaires.

A scale can be created as the simple sum of questionnaire responses over the full range of the scale. Likert scaling assumes distances between each

item are equal. A Likert scale is the sum of responses on several Likert items. A Likert item is simply a statement that the respondent is asked to evaluate by giving it a quantitative value on any kind of subjective or objective dimension, with level of agreement/disagreement being the dimension most commonly used.

5	4	3	2	1
Strongly agree	agree	Neutral	disagree	Strongly disagree

**Fig. 1** Example of used 5 point Likert scale

The third part of the questionnaire forms represented the finding of the survey. The fact-finding part consisted of 13 questions focused to relations of respondents in the workplace and next 12 questions, of which he was subsequently, calculated the general attitude of the respondents to the working conditions at the workplace.

**The object of research:** Organizational culture in the workplace.

**Subject of research:** Perception attitudes of employees about their working conditions in the workplace.

**Research method:** Questionnaire survey, followed by mathematical and statistical evaluation.

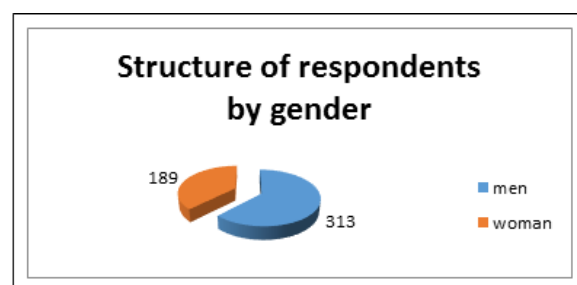
**Research question:** How workers perceive the organizational culture and working conditions in the workplace?

From a total of 700 state employees who were administered questionnaire was used for statistical evaluation of 502 questionnaires. Rate of return: 71.7 %.

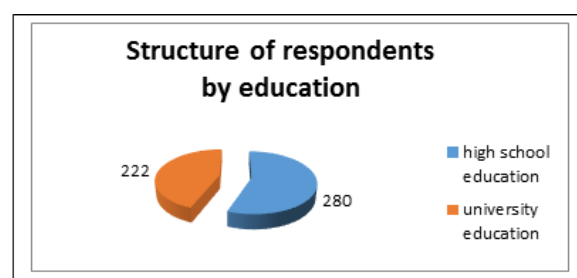
For statistical processing of data are obtained from a questionnaire inserted in numerical form to MS Excel 2010 and created the basic descriptive statistical indicators, including relevant charts. Baseline demographics were analyzed by standard tools of descriptive statistics. Data are then imported into the software environment Statistica v. 10, which we then extracted and selected using statistical methods. Data processing were used appropriate mathematical and statistical procedures that are included in this software environment.

In terms of gender, we have received the survey data from 189 women (37.6 %) and 313 men (62.4 %). Structure of respondents by gender is shown in Fig. 2.

Another attribute that our respondents wondered, was education. The study involved 222 respondents with completed secondary education with GCSE (44.2 % of total respondents) and 280 respondents with higher education (55.8 % of total respondents). The structure of the respondents in terms of education interprets Fig. 3.



**Fig. 2** Structure of respondents by gender



**Fig. 3** Structure of respondents in terms of education

For statistical evaluation we conducted calculation summaries surveyed 12 items on the culture of the organization and working conditions, which are then statistically evaluated.

Subsequently said processed outputs to the behavior of managers towards their colleagues. Processed issues out with the pilot study where data were obtained from 80 respondents. The final wording of the questions examined in the context of unification colloquium study program students at the Police Academy in Prague (66 students). After questions were included in the questionnaire, which was attended by 502 respondents.

**Question no. 1** - An employee is disproportionately punished for failure to fixed working hours (eg. even one minute late arrival means the need to make up a half-hour operating time).

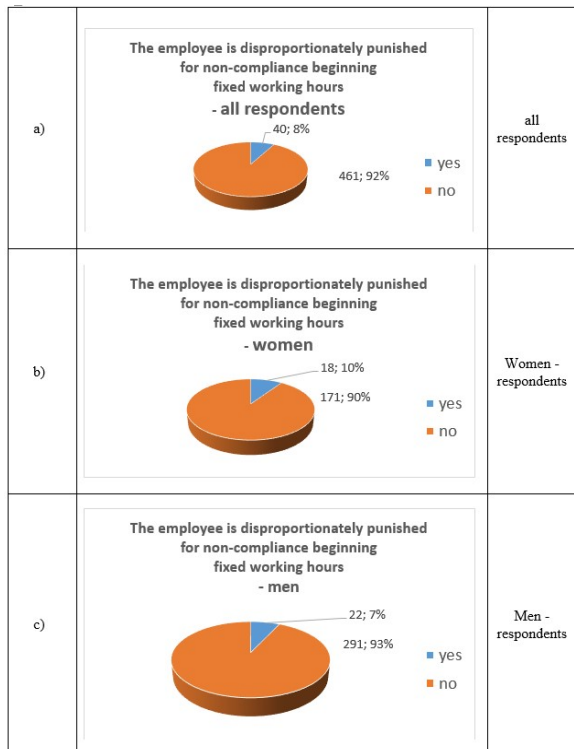
8 % of respondents declared consent to the interviewee claims (Fig. 4a). In terms of gender is a disproportionate punishment for failure starting time reflected a slightly higher number (10 %) in women than in men (7 %).

Note: The current trend is the implementation of flexible working hours and the staff is made possible work from home (or at least on selected days of the week).

**Question no. 2** - there is no option breaks (are fixed and non-compliance will be punished).

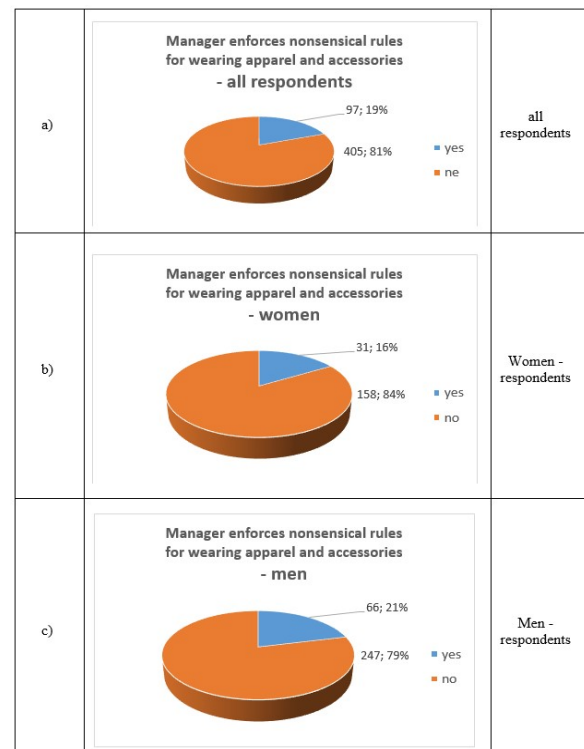
12 % of respondents (see Fig. 5) confirmed concurring opinion with the lack of options breaks and punishing non-compliance. Differences of gender was observed (women 13 %, men 12 %)

Note: Today requires each worker to work completely independently and be able to apply TIME MANAGEMENT.



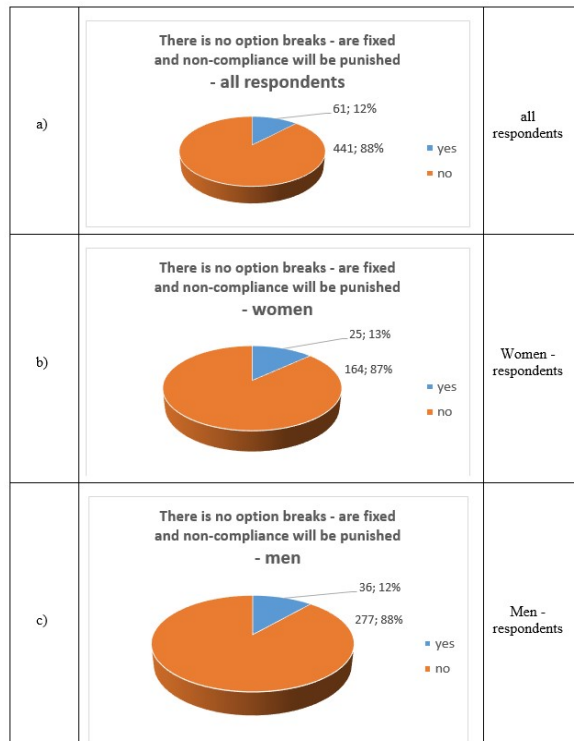
**Fig. 4** Found answers among respondents  
(The employee is disproportionately punished for non-compliance beginning fixed working hours).

Source: Own study, 502 respondents.



**Fig. 6** Found answers among respondents  
(Manager enforces nonsensical rules for wearing apparel and accessories).

Source: Own study, 502 respondents.



**Fig. 5** Found answers among respondents  
(There is no option breaks - are fixed and non-compliance will be punished).

Source: Own study, 502 respondents.

**Question no. 3** - Manager enforces nonsensical rules for wearing apparel and accessories.

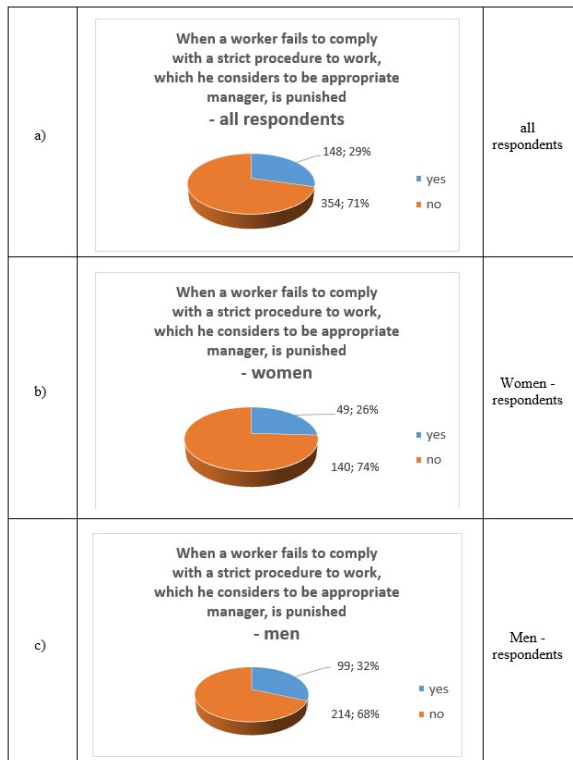
19 % of respondents (see Fig. 6) consider the enforcement of rules for wearing apparel and accessories for nonsense. Men, these rules shall be construed as meaningless to a greater extent (21 %) than women (16 %).

Note: The security forces are determined outfit methodology and discipline in most organizations (mainly with foreign capital) is implemented so-called dress code.

**Question no. 4** - When the worker fails to comply with a strict procedure to work, which he considers appropriate for the manager, he is punished.

29 % of respondents (see Fig. 7) confirms the application of penalties for failure to comply with strict workflow in employment. Application of sanctions by the employer declared a larger number of men (32 %) than women (26 %).

Note: In the state organizations and police forces are processing workflow methodology, but the degree of creativity worker is suitable).



**Fig. 7** Found answers among respondents  
(When the worker fails to comply with a strict procedure to work, which he considers appropriate for the manager, he is punished.)  
Source: Own study, 502 respondents.

**Question no. 5** - Deadline of holiday sets only the manager.

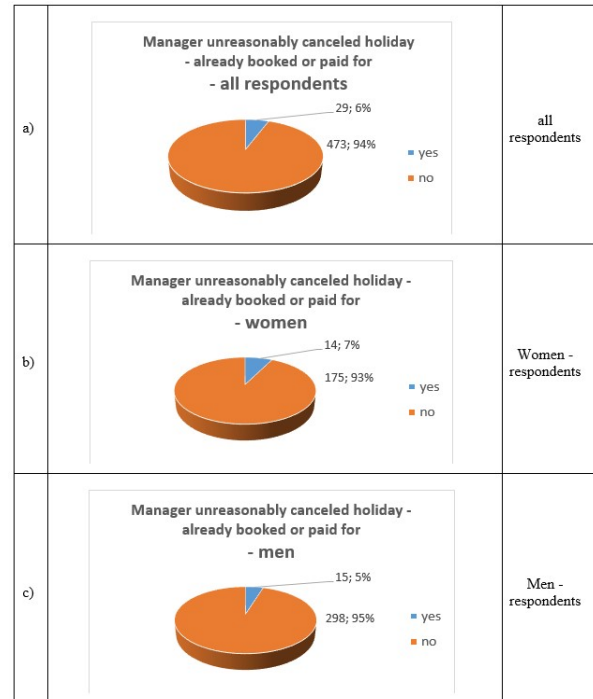
12 % of respondents (see Fig. 8) confirmed the agreement with the fact that the workplace sets a term leave only the manager. In terms of gender, this fact is applied more in women (14 %) than in men (11 %).

Note: It must be included also the legal norms, for example The Labour Code (Act no. 262/2006 Coll.) and Act on the service of members of security forces (Act no. 361/2006 Sb).

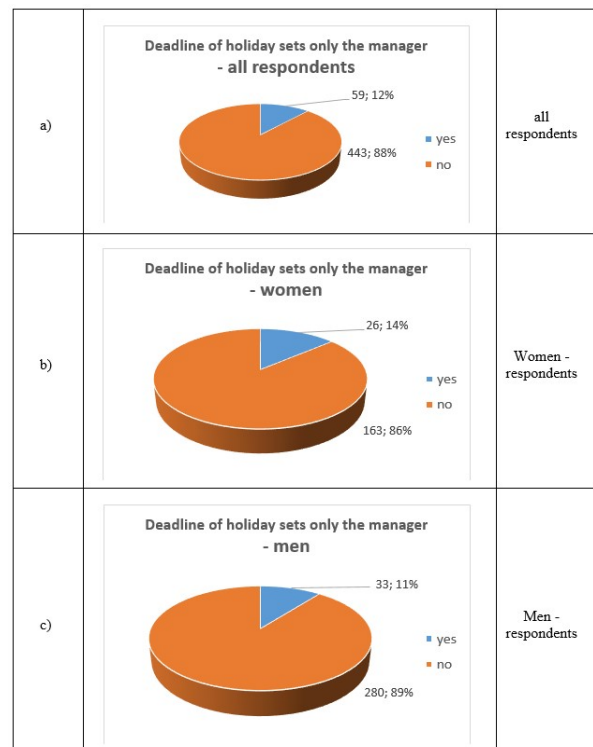
**Question no. 6** - Manager unreasonably canceled holiday - already booked or paid for.

Unjust cancel holiday declared by the employer, 12 % of respondents (see Fig. 9). Differences based on gender as male - unjustifiably canceled holidays indicated 7 % of women and 5 % of men.

Note: The employee should always be pre-planned holiday to consult with the supervisor and he should find a way to accommodate the employee.



**Fig. 8** Found answers among respondents  
(Deadline of holiday sets only the manager.)  
Source: Own study, 502 respondents.

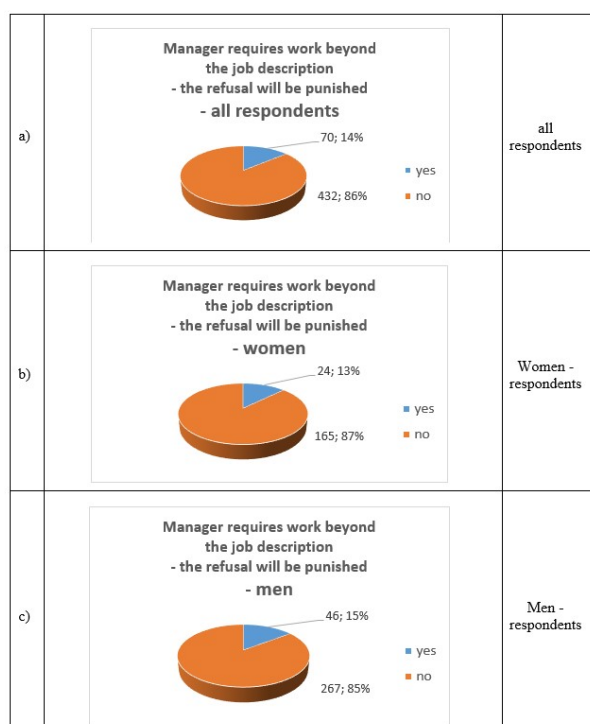


**Fig. 9** Found answers among respondents  
(Manager unreasonably canceled holiday - already booked or paid for.)  
Source: Own study, 502 respondents.

**Question no. 7** - Manager requires work beyond the job description - the refusal will be punished.

Punishment refusal to work tasks set by the employer beyond the job description says 14 % of respondents (see Fig. 10). Refusal of work tasks beyond the job description with the subsequent punishment named by 13 % of women and 15 % men.

Note: Sometimes it may be a bug in the system throughout the organization (work place due to its description and specifications). The manager should allocate work in accordance with the job description of every employee and supervise the staff were equally burdened with work assignments.



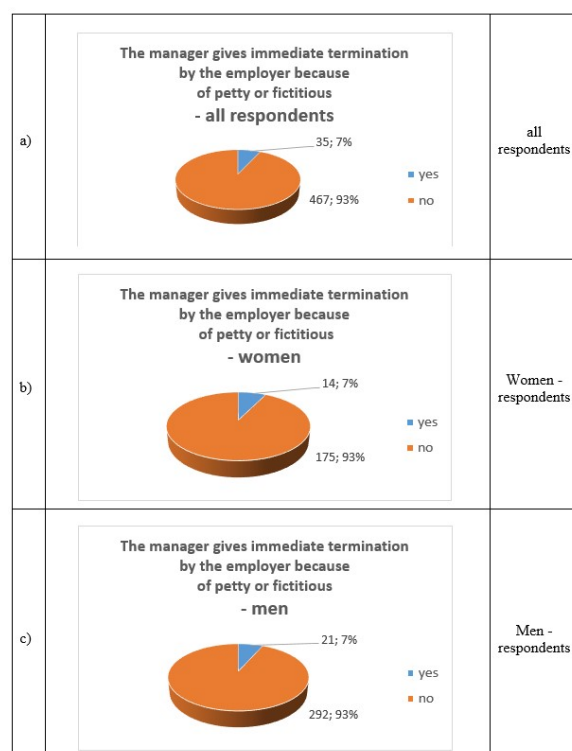
**Fig. 10** Found answers among respondents  
(Manager requires work beyond the job description - the refusal will be punished).

Source: Own study, 502 respondents.

**Question no. 8** - The manager gives immediate termination by the employer because of petty or fictitious.

7 % of respondents (see Fig. 11) confirmed that their work gives managers immediate termination by the employer for reasons of petty or fictitious. Differences based on gender were not identified (men – 7 %, women – 7 %).

Note: The manager always has all the circumstances constituting grounds for dismissal employee check and should always give employees opportunity to express to the situation.



**Fig. 11** Found answers among respondents  
(The manager gives immediate termination by the employer because of petty or fictitious).

Source: Own study, 502 respondents.

**Question no. 9** - Manager of forcing employees to work on weekends - beyond working hours.

12 % of respondents (see Fig. 12) declared concurring opinion arguing that the workplace forcing manager staff work weekends beyond employment contract (when employees have set an eight-hour five-day period). Differences between respondents based on gender were not identified (12 % males, 12 % females).

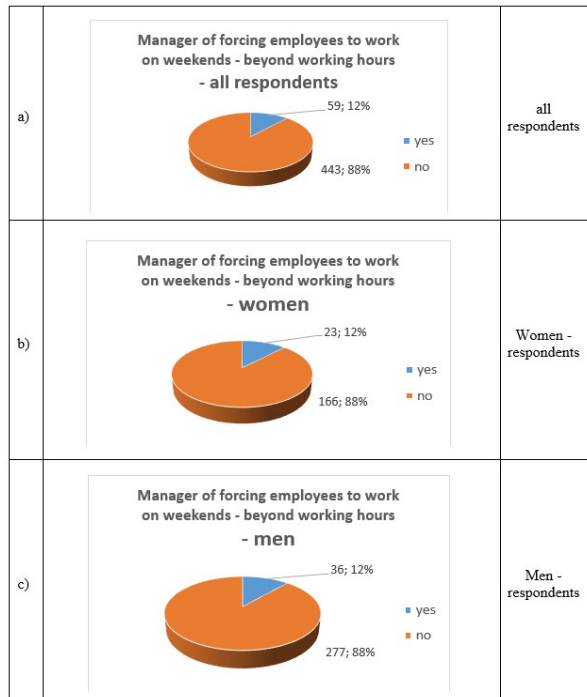
Note: The manager must always respect the rules relating to this issue and should always specific situation with the employee to discuss and jointly agree on payment for work done.

**Question no. 10** - The manager gives notice by the employer because of personal ties to people who are with him unpopular.

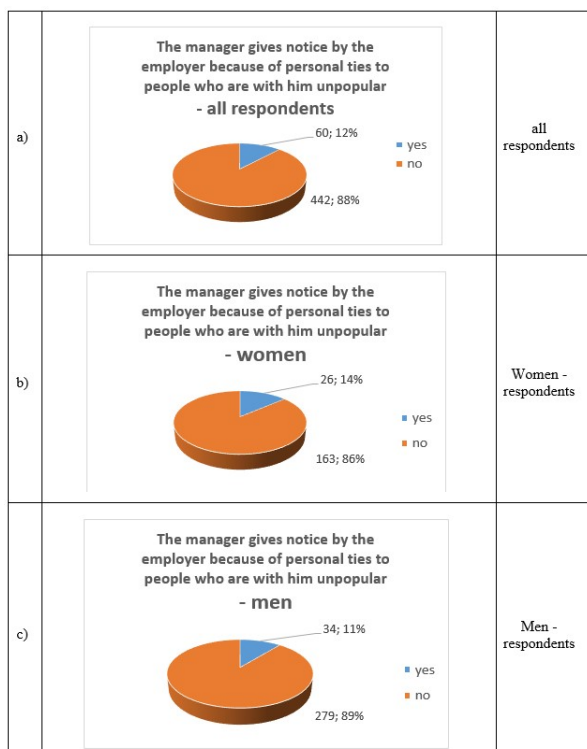
The fact that managers apply his subordinates notice was given by the employer because of personal, declared 12 % of respondents (see Fig. 13). In women, this fact was slightly more frequent (14 %) than in men (11 %).

Note: The manager should notice when employees always act in accordance with applicable laws and regulations and the worker should always get a proctor for its defense.





**Fig. 12** Found answers among respondents  
(The manager gives immediate termination by the employer because of petty or fictitious).  
Source: Own study, 502 respondents.

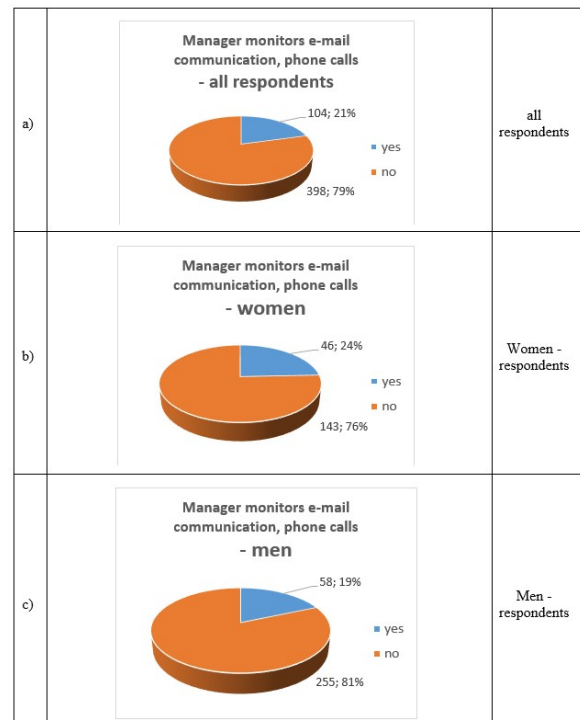


**Fig. 13** Found answers among respondents  
(The manager gives notice by the employer because of personal ties to people who are with him unpopular).  
Source: Own study, 502 respondents.

**Question no. 11** - The manager requires subordinates to service or handling personal matters.

Abuse of managerial positions in terms of handling personal affairs with subordinates declared 16 % of respondents (see Fig. 14). In terms of gender confirmed this fact 14 % of females and 18 % males.

Note: Always balanced natural authority of a manager and his approach (management style) subordinates.

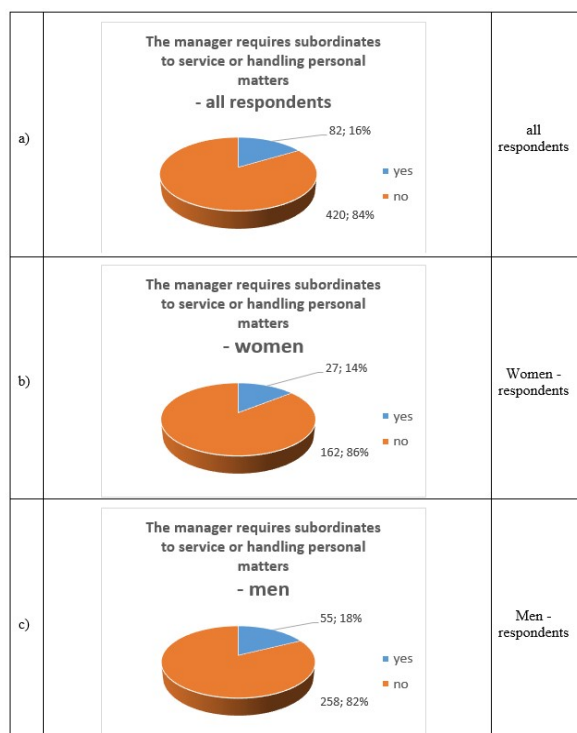


**Fig. 14** Found answers among respondents  
(The manager gives notice by the employer because of personal ties to people who are with him unpopular).  
Source: Own study, 502 respondents.

**Question no. 12** - Manager monitors e-mail communication, phone calls.

21 % of respondents (see Fig. 15) declared that the fact that managers in the workplace monitor email traffic and phone calls of his subordinates. This fact is confirmed by 24 % of women and 19 % men.

Note: Among the executive duties include checking the activities of subordinate employees - should always be remembered again working relationship manager and employee is based on mutual respect and trust.



**Fig. 15** Found answers among respondents  
(Manager monitors e-mail communication, phone calls.)

Source: Own study, 502 respondents.

**Question no. 13** - Manager forbids eating and drinking at the workplace outside of designated areas, even when that is not the reason.

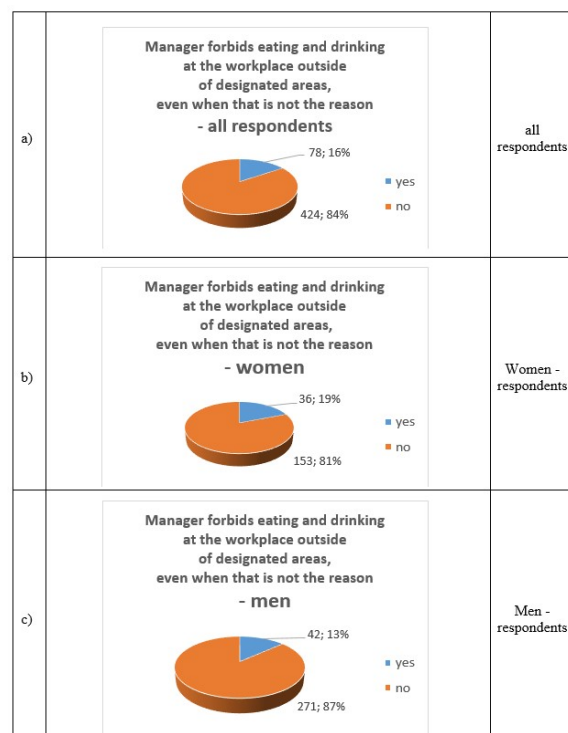
Groundless ban on eating and drinking in the workplace, 16 % of employers applies (see Fig. 16). A ban on eating and drinking in the workplace deemed groundless 19 % of women surveyed and 13 % of men surveyed.

Note: You must follow certain rules, and it is entirely appropriate to have a fixed space for eating meals.

The second part of the questions were directed conditions, labor relations and the quality of working life in the organization. This part consisted of 12 questions (Respondents establish its position using a five-point scale shown in Fig. 1):

- I know exactly what my duties are and what my manager expects me.
- I have the materials and equipment, the information that I need to do, I can do my job well.
- Every day in work I can to do, where what I'm best.
- At least once a week someone shows me recognition or praise me.
- In my job is someone who gives me courage for further development.
- My opinions are taken seriously.

- The mission of my organization makes me feel my job is important.
- My colleagues are doing quality work.
- At work, I have a good friend (friends).
- The advances we achieve at work, were the last half year evaluated.
- In my job I have the opportunity to learn and grow.



**Fig. 16** Found answers among respondents  
(Manager forbids eating and drinking at the workplace outside of designated areas, even when that is not the reason.)

Source: Own study, 502 respondents.

The overall attitude of the respondents to the conditions in the workplace is the sum of the respondents' answers to these questions.

The most important factor for verifying the conditions of statistical testing is normality (Šugár, J., Jedinák, P., 2010, p. 221). In the surveys we often encounter situations where the measured variable simultaneously affects a larger number of relatively weak random effects. This action is manifested by the fact that a considerable part of the results is centered around the mean and on both sides, the results are becoming less frequent. Normal distribution represents Gaussian bell-shaped curve (Jedinák, P., Čandík, M., Kovářik, Z., 2011, p. 465), (Forbeská, M., Koláček, J., 2013, p. 4). For the sake of clarity, we subjected verification computationally normality, and normality test (Shapiro-Wilks' W-test. Shapiro- Wilks' W-test of normality was published in 1965 and is based on the analysis of variance. This test is recommended CSN 01 0225.

On test statistics Shapiro-Wilks' W-test can be seen similar to the correlation coefficient between the arranged observations and their corresponding quantiles standard normal distribution (Kovařík, Z., 2010, p. 72). When the value of 1, it indicates that the data show a perfect match with a normal distribution (Kovařík, Z., Krejčí, P., 2012, p. 67). The hypothesis of normality reject significance level 5 % (Otyepka, M., Banáš, P., Otyepková, E., 2013, p. 33), while at this level establishes correlations between the data and their corresponding normal distribution quantile.

To obtain data (Hendl, 2009, p. 220) we applied F-test (verification of variance compliance:  $F=0,93650$ ,  $p=0,31217$ ) and Shapiro- Wilks' W-test (test of normality:  $W = 0.98905$ ,  $p = 0.00083$ ), because we note that we reject the assumption of normality test data and statistical evaluation proceed using non-parametric statistical evaluation methods (Meloun, Milítký, Hill, 2012, p. 49).

In terms of data analysis is interested in differences depending on sex and education of respondent.

We have established a working hypothesis:

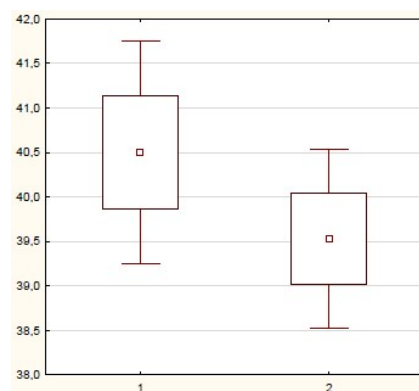
- H0<sub>1</sub>: Respondents' attitudes on organizational culture and working conditions (in the workplace), depending on the different sexes.
- HA<sub>1</sub>: Attitudes of respondents to the organizational culture and working conditions (in the workplace), depending on the different sexes.
- H0<sub>2</sub>: Respondents' attitudes on organizational culture and working conditions (in the workplace), depending on the level of education differ.
- HA<sub>2</sub>: Attitudes of respondents to the organizational culture and working conditions (in the workplace), depending on the educational attainment varies.

For a quick preview of the results obtained, we chose a diagnostic graphs – boxplot (Hendl, 2014, p. 47). Boxplot, sometimes called box-and-whisker plot, if necessary. Box-plot diagram enables us to judge the symmetry and the variability data file, the average value (or median diameter), upper and lower quartiles, minimum, maximum (Litschmannová, 2011, p. 10). Lower and upper inner and outer walls can detect the existence of outliers and extreme values. Points lying between the inner and outer walls can be described as secluded, points for external walls as extreme.

From the received boxplot (Fig. 17), we conclude that the interviewed women (left boxplot in Fig. 17) evaluate corporate culture in the workplace better than a group of men interviewed. The suggested difference subsequently subjected to a mathematical-statistical evaluation of whether this

difference at the 5 % significance level statistically significant.

From the test results it follows that outlined the difference in the perception of organizational culture (Fig. 17) is at 5 % significance level statistically insignificant, therefore working hypothesis H0<sub>1</sub> not reject. Although the interviewed women evaluated the culture of the organization better than men interviewed, but the difference is statistically insignificant.



**Fig. 17** Perception of culture in the organization in terms of gender

(1-women, left boxplot, 2- men-right boxplot.)

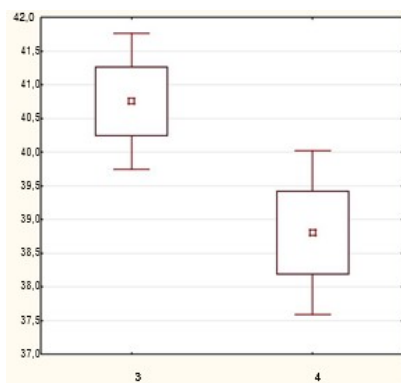
Source: Own study, 502 respondents.

Then we proceeded to verify the working hypotheses H0<sub>2</sub> (perception attitudes of respondents organizational culture in which they work, depending on the level of education). From the data received, we created a boxplot (Fig. 18). From boxplot illustrated in Fig. 18. it is seen that the culture of the organization in which they work, to better evaluate respondents with secondary education with GCSE, compared with respondents with university education. Shown boxplot suggests described differences.

In both groups was detected differences, so we use (due to the condition of normality rejected at the 5 % level of significance), nonparametric statistical methods. Obtained values of Mann-Whitney U-test:  $U=27877$ ,  $p=0,04714$  declares statistically significant difference between both groups of respondents.

The results of the Mann-Whitney U-test, we note that at the 5 % significance level we reject the presumption of conformity to the attitudes of respondents to the organizational culture (in the workplace), depending on educational attainment (a working hypothesis H0<sub>2</sub>) and accept the alternative hypothesis HA<sub>2</sub>. Therefore, we note that perceptions of organizational culture respondents with secondary education with graduation is at 5 % significance level statistically significantly different than for respondents with university education.





**Fig. 18** Perception of culture in the organization in terms of education  
(3-high-school education - left boxplot; 4 university degree of education - right boxplot.)  
Source: Own study, 502 respondents.

### 3 CONCLUSION

The obtained results of monitoring organizational culture showed differences in perception for employees with secondary school graduates and employees with university education. It is likely that respondents with higher education to the culture in the organization look more critically and expect it to improve. This pilot study suggests that it is advisable to conduct further survey that could identify the causes of differences in the perception of organizational culture among employees with secondary school graduates and workers with higher education.

### 4 SUMMARY

Results of examinations and their analysis showed some differences perception for employees with secondary school graduates and employees with university education.

One of the most important factors that determines success of organization is used culture on organization. On its formation contributed most line managers, not their behavior, style of leadership and how to develop its staff. Article presents selected findings implemented survey, which focused on the behavior of managers in the organization.

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## IT SUPPORT OF COMMANDERSHIP AND CRISIS MANAGEMENT

Ireneusz Teodor DZIUBEK, Bogumila PAWLACZYK

**Abstract:** The article refers to IT technology in support of command and crisis management. Information has become one of the basic components of a civilisation change, mainly due to the rapid use of the technological advancement. Possession of information has become the precondition of increasingly better as well as safer existence. In the theory of organisation, information is the content which the sender communicates to the recipient. The source of information is the object which communicates the state of the system in a way that is understood by the recipient. The importance of information within the system of organisation is unquestionable as managing the organisation is usually reduced to permanent decision making on a management level. Information is therefore an essential component and the basis of management. It integrates the managerial functions and all tasks and objectives for the implementation of which the organisations are established. With the increase of complexity of the issue of decision-making, the needs of decision makers grow. IT technology support decision-making process of command and crisis management.

**Keywords:** Crisis management, IT support of commandership.

### 1 INTRODUCTION

Information has become one of the main components of civilisation change. Possession of information has become the precondition of increasingly better as well as safer existence. As a consequence, it has grown in value and become characteristics of any act of human behaviour. It has become the decisive factor determining the failure or success of any taken actions.

The role of information has increased abruptly in view of revolutionary changes in technology that has made it a commodity designed to fulfil all needs. As a result of these changes a competitive value of information emerged and the need for its protection - comparable with other material goods [1].

Due to a large diversity of views, information has not been satisfactorily defined, even though there is a close link between information and human action and his security. Respective literature indicates even the lack of the definition of information and a common statement that *information is what reduces uncertainty*, and the experts' views are mainly grouped into three sections referring to:

- perception of information as something that constitutes knowledge;
- deriving information from knowledge, recognising that it constitutes knowledge;
- treating information as a function of probability [2].

Seeking the proper definition by analysing the information content, the features of information, the sources of its origin or areas of its practical use, M. Wrzosek determines that in case of *organisation and management* the information is constituted by the processed data which is the reflection (representation) of the facts or concepts in the form that makes their transmission and processing possible. Data is transformed into information when the institution, a person or a system becomes aware

of its value. In *the theory of organisation*, information is the content which the sender communicates to the recipient. Both the sender and the recipient may be a person or a device. The source of information is the object which communicates the state of the system in a way that is understood by the recipient. In *economics*, information results from the observation or measurements characteristic for a controlled economic phenomenon or an economic process undertaken in order to carry out assessment and take appropriate corrective measures. *Praxeology* is concerned with information as the notion with purposeful and practical implications. In this sense information helps an individual or automatic device to engage into smooth and more efficient action. *Cybernetics* defines information from another perspective reducing it the relationship between the sender and the recipient and the measure of reducing imperfections within the organised system [3].

In conclusion, it should be stated that definitions characterised above present some but not all aspects of information. Yet, some common components can be determined, and they should include:

- *source* of information;
- *information system* (layout, channel);
- *individual* as a unit capable of operating data-processing system.

Discussing more specifically the question of the value of information in the information process, the emphasis should be put on:

- *transinformation* that is accurate information;
- *pseudo-information* that is seeming information (extensive, too general, unclear);
- *misinformation* that is false information;
- *para-information* (assuming, allusions).

*Information system* which is designed to meet the information needs of decision-making system becomes in fact the *transinformation system*. Others just contribute to the degradation of information resources [4].

*The quality of information* is an inherent element of the structure of information, thereby the way it is transferred that is *transmission of information* [5].

The way information is transferred is usually determined by technical specifications or solutions adopted by an organization. It may be executed by: direct interpersonal behaviour, variety of devices or using organization that specializes in transmitting information. Modern, dynamic technical development means that in addition to the traditional transfer of information via e-mail, press, television, radio and telephone, transfer by e-mail, electricity or electromagnetic pulse is widely applied [6].

## 2 INFORMATION IN COMMAND AND CRISIS MANAGEMENT

The importance of information within *the system of organisation* is unquestionable as managing the organisation is usually reduced to permanent decision making on a management level. Despite the fact that some decisions in daily operations are a subject to a routine, most are derived from developments taking place within the organisation and its surroundings. In this context, referring directly to the management process, the essence of information is seen as analysed and processed data which notifies the recipient of the situation and contributes significantly to the decision-making process. Information is therefore an essential component and the basis of management. It integrates the managerial functions and all tasks and objectives for the implementation of which the organisations are established [7].

Here, referring directly to *crisis management* [8] it is recalled that the process is understood as a decision-making cycle, including the decision-making phases, stages and activities, and it is associated with the acquisition, processing and use of information. As a result of this process, a decision is made, intention generated, emergency response plan and tasks for executive agents (units) at the disposal of administration developed [9].

Mentioned above a decision-making cycle of the crisis management team is executed in four basic, mutually permeable decision-making phases:

- identifying the location;
- planning;
- task setting;
- supervision.

These phases are inextricably linked with the acquisition, processing and use of information. The significant role of information in the process of crisis management is especially evident in the phase involving the *identifying the location*. It aims to prepare a clear, transparent and most accurate overview of the situation on the basis of which decisions can be made. They also perform other functions: inspiring, supporting, maintaining,

conclusive and monitoring as well as they determine, as previously indicated, the right decision. With the increase of complexity of the issue of decision-making, the needs of decision makers grow. In cases where they cannot get proper information, their decisions must be based on suppositions, feelings, or even guessing.

In conclusion, the considerations so far show that the management authority in the process of crisis management expects the information to fulfil three types of tasks, in particular:

- to help to make decisions;
- to provide the members of the management authority team with means of communication;
- to satisfy the needs of the environment and subordinate execution subsystem.

Almost every crisis is characterized by specific parameters among which surprise aspect, shortage of time and shortage of information stand out. Lack of the latter - complete and updated, relating to the causes, the size of the event, as well as the data about the forces and means necessary to carry out efficient neutralisation of threats - may be responsible for the failure of decision-makers, authorities and services.

## 3 INFORMATION PROCESSES IN THE MANAGEMENT AND COMMAND

A characteristic feature of the contemporary reality is the transformation of *industrial society into the information society*. Thus, under the conditions of growing volatility of environment, new aspects of human activity, characterized by cause and effect relationship, have evolved.

The investigations that have been carried out show that from the point of view of efficiency of the information system, information processes come in the category of primary research areas. They control the delivery of information in the organisation and are responsible for the efficient flow of information.

Information processes are assigned with an appropriate hierarchy which usually corresponds to the level of its generalisation. The lowest level includes basic processes of recording, transmission, storage and retrieval of data referring to the changes in the system or its surrounding. The next level involves the use of information for choosing the most appropriate policy option, which would minimise the difference between the actual and the desired state. The third level of generalisation includes cognitive activities related to the improvement of the system by seeking and applying innovative and nonprogrammable decisions. Different areas of organisation and management theory deal with the processes involved, depending on the research needs. Therefore, the emphasis is put, appropriately to their weight, on computer sciences, decision theory and system analysis [10].

Within the structure of information processes the activities related to the flow of information stand out, including:

- from the outside of the unit and addressed to the unit;
- from the unit and addressed to the outside of the unit;
- with a total circulation inside the unit.

Another problem concerning this structure is the issue of the propagation of information and its availability. This interest area suggests that there are the following types of information:

- open, not requiring encoding;
- addressed, always intended for specific recipient;
- encoded, not addressed;
- encoded, addressed to a specific recipient.

Taking into account the form information takes, we can distinguish formal information which has a defined and required form, and informal information of unpredictable character and frequency of occurrence. In this case, the flow of information is significantly diversified. The processes that take place are multiform and occur within different systems. There are, therefore, the basic channels of information flow:

- person to person;
- appliance to appliance;
- person to appliance [11].

Comparably, as in other areas, in crisis management the information process is based on the developed methodology of specific actions related to collected data and information.

It consists of three separate stages:

- collecting;
- processing;
- dissemination of information.

The *collecting* stage consists of gathering in one place scattered data coming from different sources but relevant in terms of crisis management. It is a continuous process, carried out in every situation and at every level of management. All actions taken for these purposes should comply with the precisely defined area of responsibility and all information relevant for the designated area should be under supervision.

The *processing* stage refers to action that produces information content of new quality, appropriately adjusted to the needs of the user. In the area of data processing we distinguish the following aspects: the records, segregation, analysis, evaluation and conclusions. The records refer to lists, tables with data about movement of people, things and issues and their number. Segregation applies to ordering the content of information, its classification and division into appropriate categories. Analysis of the information content consists of examining its substantive content and the

conditions it was formed in. It is important to delimitate the border between the necessary and unnecessary database. Conclusions constitute the final stage and they involve reasoning that brings the acquired content into a new logical sequence which helps to determine the probable course of future events.

The *dissemination* stage refers to transferring the collected and processed data to specific users. The efficiency of the flow of this information is dependent on the existing structure of the information network [12].

#### 4 POLISH PROBLEMS WITH THE IMPROVEMENT OF THE INFORMATION PROCESSES

Performed analyses of the dynamics of the information process, supported by appropriate observations allow to distinguish a number of barriers, recurring not only in crisis management. Among them, the most frequently are mentioned the following:

- imperfect processing of the data obtained;
- the condition of the means of communication that does not provide sufficient protection against distortion and loss of information;
- lack of modern working methods;
- the problem with identifying ways of rational use of the available technical means of collection, processing and transmission of data [13].

Available research results suggest that the most striking feature of the information the citizens are provided with is its being out of date, its lack of accuracy and reliability. Information does not respond to the recipient's needs and very often it does not comply with the actual state [14].

An example is the information system related to warning and alerting the population. So far, the existing systems have been primarily designed to be used in the event of war. Warning is thus the transmission of announcements and information about the aerial attacks, contaminations and infections. They are delivered to entities in charge of prior noticing and alerting the population by the authorities responsible for detecting or determining the state of emergency. Their objective is to take appropriate safety and protection measures. Alarming consists in providing certain signals or announcements about immediate danger of natural disasters and environmental hazards, contaminations and infections, as well as air-raids. The existing signals and announcements were introduced by the *Ordinance of the Council of Ministers of January 7 2013* [15].

Today, there are many risks that could cause a great number of casualties and considerable material damage. All this requires a new approach to a comprehensive system of warning and alerting

about the risks, and its performance should be clearly specified [16].

At this point it should be noted that an important role in the information process of the management crisis is performed by the *National Security Bureau* [17] (RCB). The Bureau is primarily responsible for producing a full risk analysis based on the data obtained from all possible centres operating within the public administration as well as the data received from international partners. Other tasks include developing optimal solutions to arising crises and coordinating the flow of information about the risks.

The flow of information as defined by the information process presented above is provided by individual departments of RCB. Characterizing their tasks it should be noted that the *Department of Operations* is responsible for the implementation of the functions of the *national crisis management centre* by performing a 24-hour duty and providing flow of information for crisis management. It also monitors and analyzes the current situation in terms of national security and occurring risks. To achieve these goals, it uses the reports provided by the crisis management centres and the data obtained from other available sources. The Department is also responsible for informing the relevant units within the system. It collects and analyses information on risks and provides the exchange of information on international and national levels, which concern the implementation of projects within *NATO Crisis Response System*. It also runs a database of forces and resources included in the National Crisis Management Plan, required for crisis response and including the use of the *Geographic Information System*. The structure of this system is presented on Fig.1.

The new solution encountered a number of difficulties on the part of the Polish governmental authorities. The report of the Supreme Chamber of Control [18] published in December 2011 showed that the construction of a coherent system of emergency response was delayed, and identified omissions were a reason for concern. Among a number of failures included in the report there are: lack of *National Plan for Crisis Management* (KPZK); deficiencies in the compatibility of crisis management plans on municipal and county levels; the evidence of not preparing a single list of objects, installations, equipment and services critical to the security of the state and its citizens, and the lack of a national plan to protect them.

As a result of intensive work on March 06, 2012, the Council of Ministers approved the National Plan for Crisis Management. The new plan was to replace the previously in force the National Emergency Response Plan [19]. Referring to this fact, it was indicated that it contains not only a comprehensive approach to crisis management, but also reflects the new attitude to the process of monitoring the situation and civil planning. Functional Annexes included not only the procedures for the implementation of tasks related to crisis management, but also from other areas like: communication; a system for monitoring of risks, warning and alert; the principles for communicating the risks to the community and appropriate protective actions in case of emergency.

To summarise this part of our considerations, it should be noted that featured issues on information flow and communication require system solutions that will guarantee that actions taken will correspond to the level of risk and will eliminate it quickly [20].

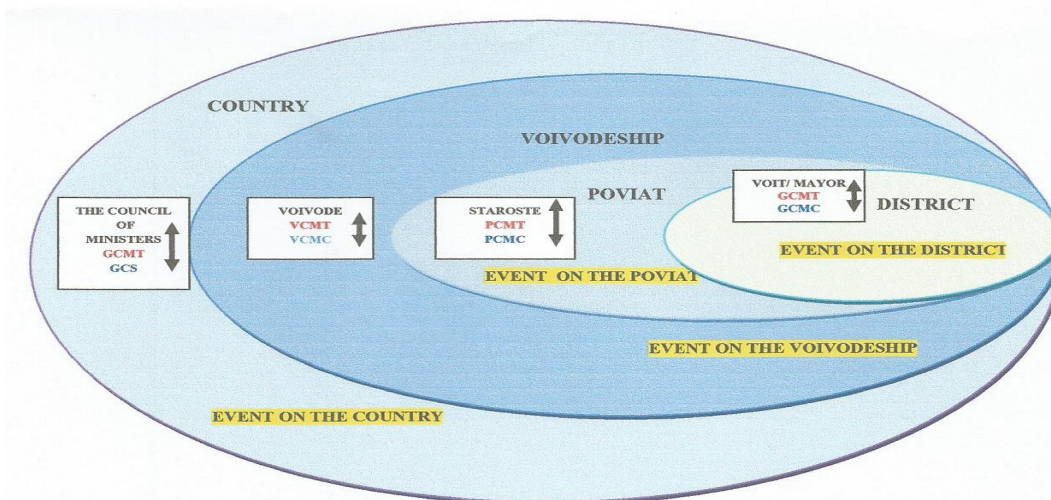


Fig. 1 Organization of notification and emergency response model

However, it should be noted that the dynamic changes and developments in computer technology, contrary to expectations, have not led to constructing such models of thinking that would result in making complex decisions. Such systems do not solve problems that arise at given time or place, and do not propose new solutions relevant to the situation. They only support decision-making process.

Thus, the above-mentioned process is supported by the following IT systems:

- data collection regarding the risk situation;
- database, processing and imaging information on emergency;
- performing calculations necessary for decision-making [21].

Discussed issues that support decision-making and exchange of information would not be complete without mentioning the communication system.

In crisis management, according to the performed tasks, we can distinguish the following elements of the communication system:

- elements of control;
- elements of the subsystem to transmit information, organized in a telecommunications network and postal network, and at lower levels of management (of command), the signalling network;
- elements of the power system (OS security, logistics protection, communication circuit).

## 5 SELECTED EXAMPLES OF COMMAND AND MANAGEMENT SUPPORT SYSTEM

The most interesting example of possible solutions for crisis management support is the system that has been adopted in Wielkopolska. The C3M software was installed there. It provides the cooperation of the Provincial Centre for Crisis Management with powiat (district) crisis management centres and services, inspections and guards on the provincial level.

As experience has shown, implementation of the system has enabled:

- unification of the flow of information within the provincial crisis management system using standard IT tools;
- creating a single platform for procedures, plans and policy options;
- providing support for service on duty in centres for crisis management.

The C3M software has a modular structure which is adapted to the structures of crisis management. The software can be customized to specific requirements and the structure of the unit by combining individual modules and their setup.

The software set consists of closely related modules:

- *Administrator* - gives full control to a person in charge of the system to authorize access to the system by individual users;
- *Database* - contains information already available to crisis management obtained from other applications such as: *DATABASE-WATER* (monitoring flood risk in Wielkopolska region); *ARCUS* (an information resource collected through the existing application *ARCUS 2005*); *FUEL PLATFORM* - a module designed for inspection and services designated by the decree of the Governor of Wielkopolska to control the market of liquid fuels;
- *IKK* - a module system that gives users possibility to communicate with each other via e-mail, transfer of data, fax, phone calls and texting;
- *GIS* - an application designed for geographical databases. It covers the full range of information about the environment, natural resources, infrastructure, water resources and population. Any data in formats compatible with generally accepted standards can be used as source material in this software. The data can be in form of graphics, bitmap and a variety of GIS databases. This module provides possibility of interactive work with a digital map like obtaining information about the objects; searching for information within the map; connecting the section of the map to the information contained in a software form (for example, insight to the information about the area at risk of industrial toxic agents; insight into area threatened by fire or flood);
- *Plans and procedures* - defining plans and procedures, master plans. The application is suitable for the development of the plan, preparing descriptions of procedures and operations for specific events, also gives the possibility to enter the information during removing the effects of the event. The procedures included are also linked with the legal database;
- *Event log* - an essential tool in a crisis management centre to register the course of events and situations of crisis, it provides the possibility to document the development of the situation by entering specific records and registering all kinds of attachments concerning the event;
- *Lists and records* - it can be used to define and modify the lists required for the crisis management system (such as: inventory of sirens, the list of upper-tier establishments, and lower-tier establishments or data concerning the Emergency Response Plan).

The application discussed above is systematically upgraded and regarded as a kind of testing ground, where the parties involved have



access to common databases, including mapping and surveying data [22].

*ARCUS 2005* is among most developed and upgraded applications in Wielkopolska. This database includes forces and measures at the Wielkopolska region, and it has evolved from a hard copy document through applications based on MS Office software to stand-alone application. It allows simultaneous viewing of all of the unit's resources regardless of their location in the group or class, as well as preparing data tables (Fig.2) using *GIS* software.

The application allows the user to:

- gather, store and analyze information concerning security in crisis situations in municipalities of the region;
- render the situation on the map of municipality (powiat, voivodship);
- generate specific reports on the status of forces and measures of the municipality, powiat;
- count the resources on the municipal, county or provincial level or with regard to selected units of local government administration.

The map module of the application allows the user to:

- prediction of contamination and threats, and their graphic presentation on the map;
- automatic search for the locations and their positioning on the map;
- implementation of the plans or cartographic rendering of the crisis situation.

The *ARCUS 2005* application solved thereby a problem of comprehensive data collection from the level of municipality to the level of the province, and its transfer. At present, as it has already been recognized as a proven tool to support crisis management, it functions in local government units many levels (community, district and provincial) in *Wielkopolska Provincial Office*, as well as in several other provinces under license.

The data can be exported to *.slk* or *.csv* file format. If *Excel* or *Open Office* software is installed on the computer, the exported file can be open and edited there. Selected resources can also be edited on the map along with the data of the selected unit. Graphics tools cover a wide range of shapes, lines and tactical characters as well as they can provide an image of any location chosen from the list of all villages in the municipality (Fig. 3 and Fig. 4) [23].



**Fig. 2** ARCUS 2005 Database of forces and measures for Wielkopolska region  
(Gmina- Municipality; Powiat - Powiat; Tryb pracy - Mode; O programie - About software; Ustawienia - Settings; Zestawienia - Records; Zasoby - Resources; Miejscowości – Locations.)

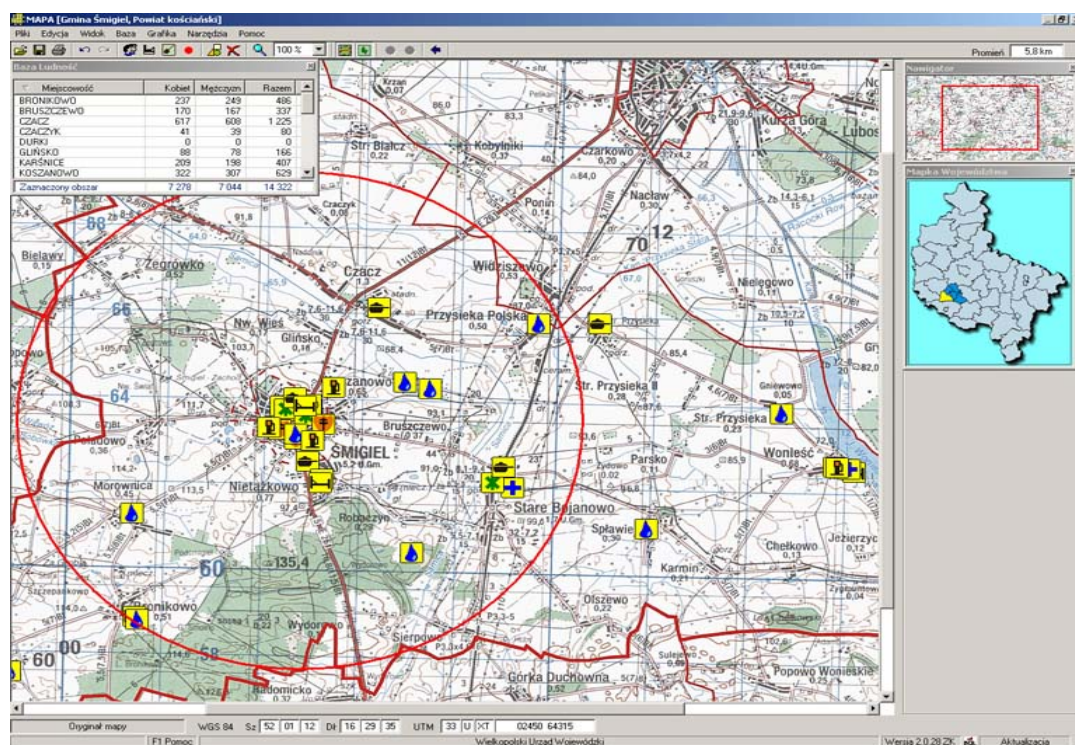


Fig. 3 Graphics of ARCUS 2005

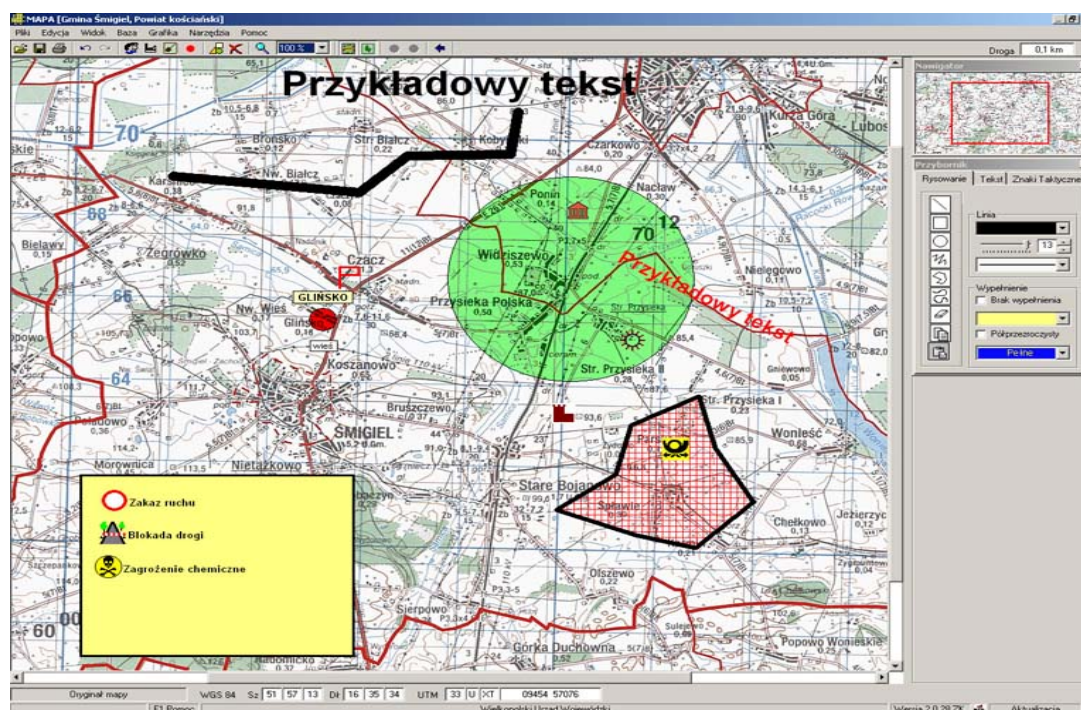


Fig. 4 Graphics - forecasting of chemical contamination, its display on the map and automatic reporting of data Norm ATP 45 - ARCUS 2005  
(Przykładowy tekst - sample text; Zakaz ruchu - traffic ban; Blokada drogi - road block; Zagrozenie chemiczne - chemical risks)



Municipality is the primary source of information for the database. After entering the data to the system, it is being transferred to an encrypted, binary file sharing. The municipality is obliged to update the database in the system every 90 days. Data file of size from a few hundred to tens of MB depending on the amount of information is sent as an email attachment to the district office and *Provincial Crisis Management Centre* (WCZK). The operator uploads the data from the file that updates the information contained in the database. The update is appropriately indicated in the information fields showing the date of the update made by municipality and the date of the transfer. The data is compiled into two groups: threats and resources, which in turn are divided into class, kind and sub-kind.

The positive experience resulting from using digital maps and working simultaneously on

multiple layers of data, including aerial photographs as one of the layers, have inspired the Poznan authors of the *ARCUS 2005* application to create a new one. Using *Engine ESRI* development environment they produced a new application called *Arcus-Geo* that is designed to work on Graphic Information System materials with functions corresponding to the *ESRI ArcView* application.

The input data for *Arcus-Geo* software can be all the information gathered in any form: map, aerial photo, any kind of information stored in a digital form - including the one exported from *ARCUS 2005* forces and measures database of the region (county, municipality). The application performs a number of tasks like entering new data, searching, updating and structuring data.

The main objective of *Arcus-Geo* software was a quick access to data and their visualization on the background map (Fig.5).

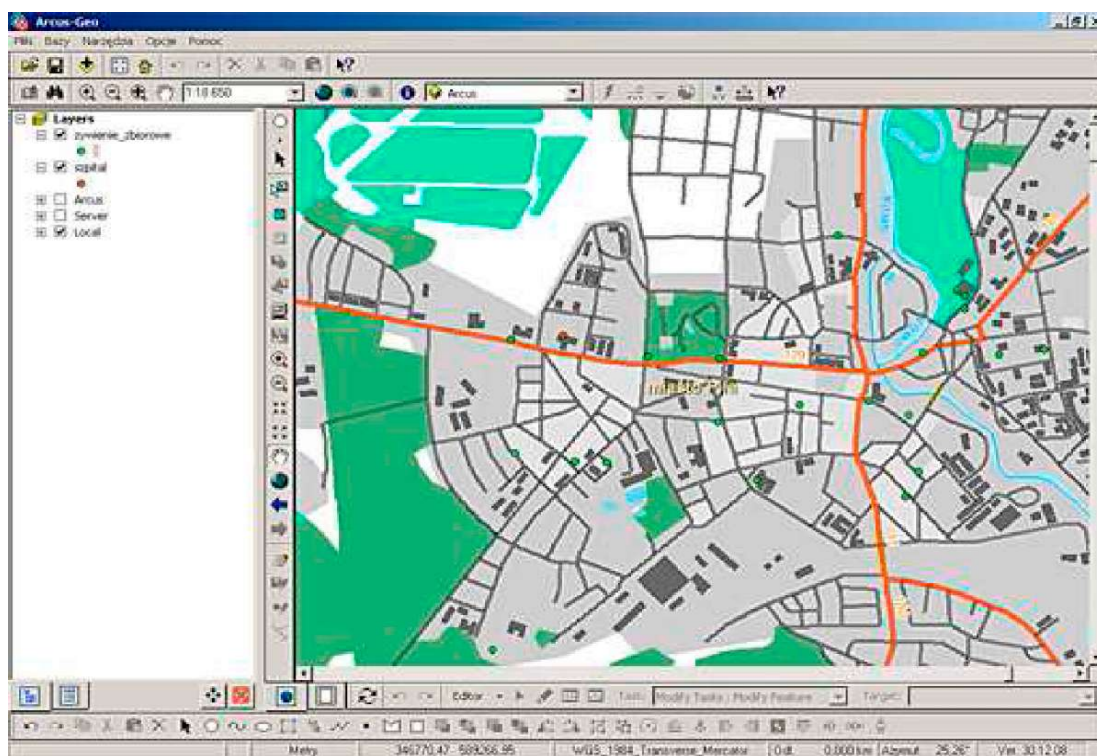


Fig. 5 An example of a data visualization - Arcus – Geo

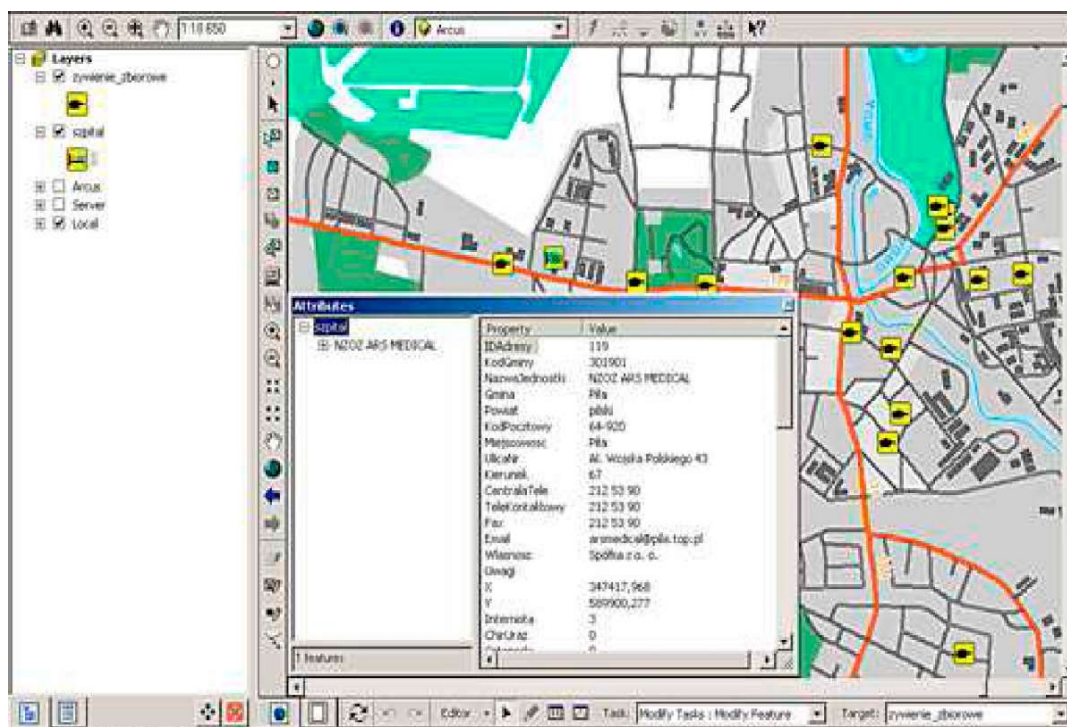


Fig. 6 Table containing a database of a chosen object - Arcus – Geo

The records of the database are composed of fields. These records represent individual geographical features or cartographic resource, and their fields correspond to attributes. The data entered is presented in a graphic form resembling a map to make it readable by the user.

The user selects the objects to be displayed (Fig.6). The criterion for the selection of objects may be their location or the value of the attributes. While viewing a digital map you can change the rendering of individual objects or groups thereof.

The situation, when visualised on the screen, can be saved as a draft which after opening the source application all the settings including layers and the way objects are displayed are saved. Moreover, there are programmed procedures such as zooming in and out of the map section, colour change, and change of the position of captions describing objects on the map. The scale of the map and settings which are decided by the operator determine how detailed the images are. The images can be printed in form of a map from within the application [24].

From the point of view of this research, it is important to mention that in Poland there are computer companies that have already introduced

their products to both home and international markets.

*TELDAT* company from Bydgoszcz is known for their most current and high-level IT developments in the world. They designed and manufactured a proprietary solution software called *JASMINE* which is their flagship product. *JASMINE* is a *Network Centric Data Communication Platform* that provides a support system for command and military operations. This product is currently the only solution of this type in Poland, as well as in many other fields in the world [25].

From the point of view of support and crisis management, an important product of the company is the *C3IS Jasmine Command Support System*, which supports the processes of command the management of military operations. It provides support military operations on all levels up to and including a single soldier (Fig. 8 and Fig. 9). It creates and significantly increases the situational awareness of troops, especially the command and force headquarters, and among other things, supports the development of the *Common Operational Picture* (Połączony Obraz Sytuacji Operacyjnej - POSO).



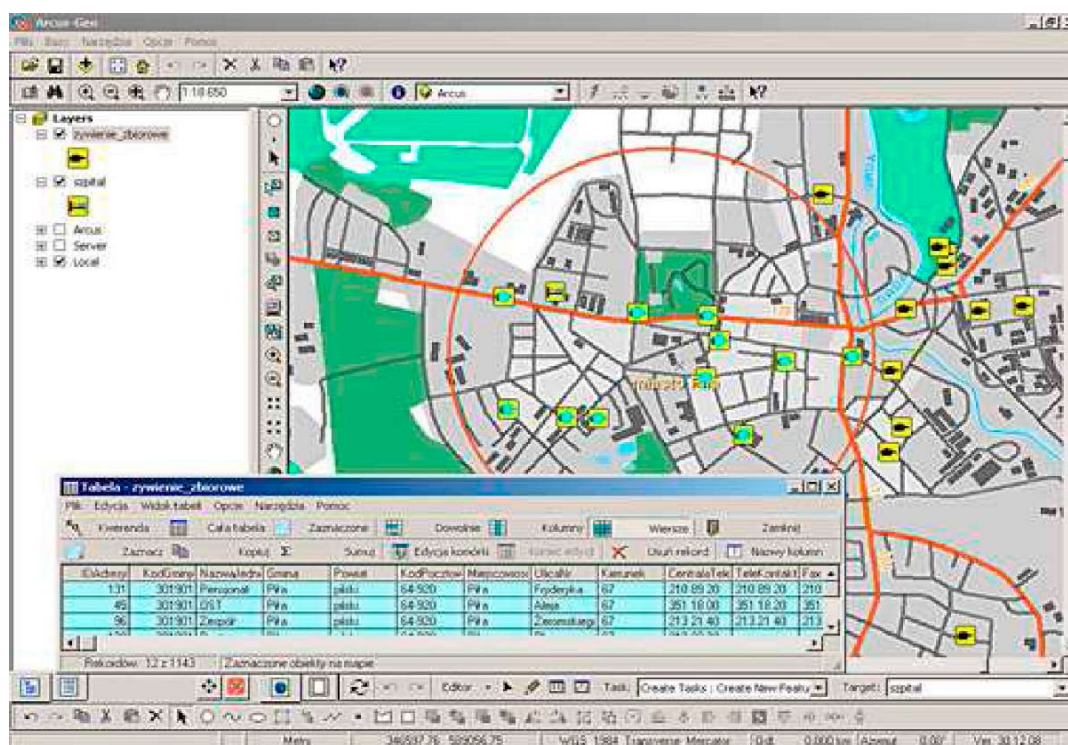


Fig. 7 The units selected in the sample buffer of 1000 meters - Arcus - Geo



Fig. 8 C3IS Jasmine Command Support System

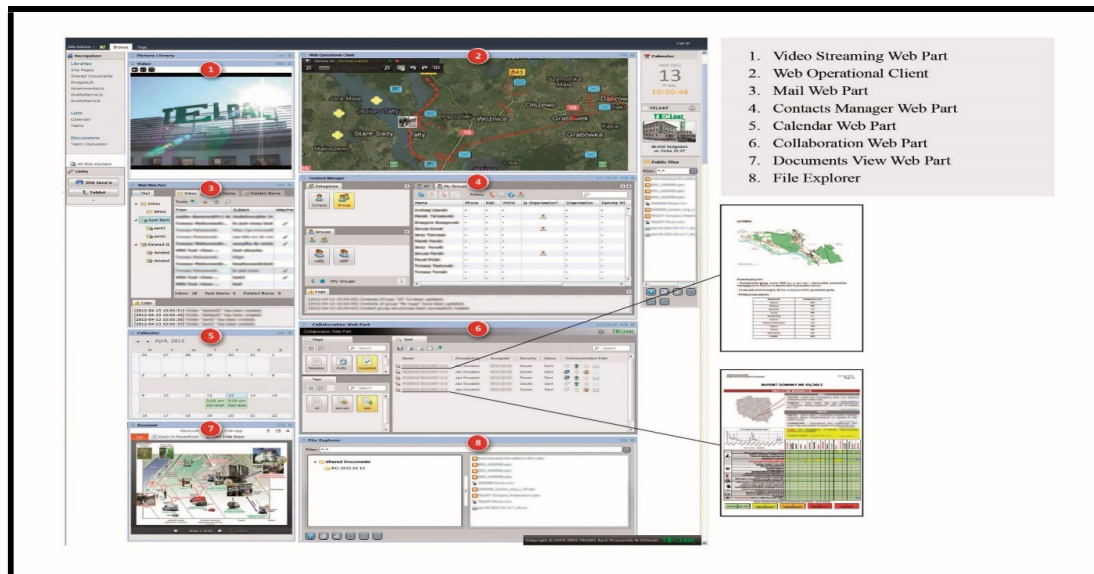


Fig. 9 Example of C3IS Jasmine software



Fig. 10 Post for Crisis Operations Monitoring - general view

The *Jasmin C3IS* software is mainly used:

- to build and significantly increase the situational awareness of the army, especially on operational and tactical level;
- to create Common Operational Picture;
- to work with other systems;
- to increase security of military components by providing real-time communication, automated and ongoing monitoring and rendering of military components and their elements including soldiers and vehicles and in consequence helps to provide fast and accurate support or evacuation; to ensure IT security for networks, data, voice and video (e.g., motion picture);
- provides interoperability with the coalition systems with the use of NATO standards;
- to collaborate with reconnaissance systems and to use information from all accessible battlefield sensors (including attack helicopters, unmanned aerial vehicles, battle vehicles and dismounted soldier sensors);
- to aggregate and priorities data;
- to archive data including voice messages in order to reproduce accurately the course of events during the action and define their actual facts;
- to share documents via servers;
- to exchange data automatically with other systems;
- to store operational data in a database of the model;
- to transfer operational data;

- to plan the missions, visualize and provide full support for plans and orders in accordance with STANAG 2014 standards;
- to integrate with the document management system (creation of templates, orders, team work, control of the flow information);
- to run Operations Record Book;
- to analyse the terrain using 3D technology;
- for quick exchange of text messages (CHAT);
- for voice;
- services using VoIP technology;
- to use various transmission media [26].

*Post for Crisis Operations Monitoring* (Stanowisko Monitorowania Operacji Kryzysowej) SMOK-3 from the Military Communication Works No.1 in Zegrze is also worth noticing (Fig. 10).

It is intended to provide workplaces for the crisis response team (headquarters) in field conditions. It enables management of the action in the area where the telecommunications and IT infrastructure may be destroyed or its use maybe hampered.

This post provides three permanent workplaces and access points for any number of temporary jobs - for example an ad hoc organized *Command Center*. This is possible through the use of optical fibre lines, twisted pair cable or WLAN. Proper configuration of workstations ensures their versatility and possibility for alternative work. Specialized software designed for workplaces provides support for anti-crisis management, access to IT and telecommunication systems and access to system databases. IT system, depending on the design options, consists of a server (or two servers), storage system, workstations with high operating parameters and access points. It provides the organization of the networks: an *internal* LAN and access to a *WAN* (public, ministerial) securing the operating system. Telecommunications equipment, depending on the design options, provides access to the fixed network, to radio communication network which is operated when needed, departmental (internal) radio networks, satellite communication systems, and possibility to build own frequency in the area of operation. Thus, the *SMOK-3* post allows you to:

- launch a monitoring system (or a command system) of a crisis operation in any area;
- access to frequency and IT systems in area concerned (or organizing, to a limited extent, such a system);
- manage communications security and IT systems;
- manage telecommunications network and provide ICT services;
- monitor ICT network;
- scan and keep records of hardware and software in the network and analyze safety rules concerning networks and terminals;

- distribute remotely, install and restore the damaged software of computer terminals;
- exchange e-mails;
- compose and edit electronic documents;
- develop action plans, supervise their implementation, forecast events and other functions according to user's requirements;
- store and archive documents and databases, log events [27].

## 6 CONCLUSIONS

The research presented above has revealed a new outlook on civil-military cooperation with regard to improving command and crisis management. Its aim should be not only the mechanisms of coordination of joint activities, but it should also provide opportunities to develop a system of management and command not only for the purposes of crisis, but also for the purposes of defence.

The process of the implementation of all these efforts should be based on expert staff, prepared infrastructure and new technical possibilities, including ICT measures.

In light of the above assumptions, it seems necessary to create one but comprehensively coherent IT system.

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## RUSSIA'S HYBRID WAR

Mirosław BANASIK

**Abstract:** The article presents itself an attempt of assessment theory and practice of hybrid warfare exploited by the Russian Federation (RF). It presents the conclusions resulting from the National Security Strategy and the military doctrine. It sums up the methods and solutions of the armed forces RF as well as forecasts their role in reaching future political goals.

**Keywords:** Russian Federation, Armed Force, National Security Strategy, Military Doctrine, hybrid warfare, threats, security.

### 1 INTRODUCTION

During the final days of last year, President of the Russian Federation (RF) V. Putin signed the National Security Strategy<sup>1</sup>, a strategic planning document expressing national interests and priorities as well as political goals and activities that are supposed to guarantee improvement in security and stable, long-term national development. The National Security Strategy is not the only document which has recently undergone transformation. As a result of rapid changes in the global environment of international security, amendments have been made to the Military Doctrine<sup>2</sup> that precede the Strategy by one year. The document unambiguously shows that the North Atlantic Treaty Organisation (NATO) poses a threat to the Russian Federation. Additionally, the new Naval Strategy<sup>3</sup> of the Russian Federation put in effect in the second half of last year criticises NATO's plans to place military installations toward its border lines. The fact that these activities were undertaken as a consequence of Russian aggression against Ukraine have been, unfortunately, omitted.

Within the last two years, Russia has surprised the West twice. The first time was when Russia, through its actions in Ukraine, contradicted the West's confidence that the Russian armed forces were largely ineffective. It turned out that the international community did not know how to respond to coordinated hybrid operations, the success of which soon led to the strategic advance against not only Ukraine but also the whole Western world. Ukraine alone has become a nation capable of being independent. On top of that, after two years we can observe the continuing powerlessness of international organizations and individual nations against hybrid warfare. The other surprise turned out to be, for the first time since the end of the Cold War, the application of Russian armed force outside the former Soviet Union, in Syria. Undoubtedly, the European Union paying homage to the rule of *soft power* has not resolved both the problems of Ukraine and the migration wave. In this situation the

thesis seems to be true that the main beneficent of foreign policy for the last two years has been Russia. In the opinions of experts, Russia owes its international political success to its military, which has effectively broken an American monopoly on usage of the armed forces for expeditionary interventions.

The main aim of the article is to assess the significance and/or meaning of hybrid warfare and the use of military instruments in order to reach RF strategic objectives. To do so, the following research problems are addressed: 1) What conclusions may be drawn from the National Security Strategy? 2) What is the meaning of hybrid warfare in the implementation of Russian political goals? 3) In what ways does Russia plan to use military force? 4) What will the new generation of wars be characterized by?

### 2 NATIONAL SECURITY STRATEGY

In the new National Security Strategy, one can see aggression and criticism of the West. Only one paragraph of the Military Doctrine mentions the threats coming from NATO. The Strategy, however, says directly that the USA and its allies negate an independent policy of the RF. Moscow blames NATO and the EU for the immigration crisis. The document further says that Washington and Brussels are responsible for unconstitutional assassinations in Ukraine which have created military conflict at Russian borders<sup>4</sup>.

The Strategy similarly refers to the Islamic State. Russians claim that it is a result of the policy of double standards used in the fight against terrorism. Moscow holds that some nations legitimize terrorism, extremism, and ethnic conflicts by using colour revolutions and hybrid warfare. It accuses the West of using modern technology, especially in the field of information, to reach their own goals by manipulating public opinion and falsifying history<sup>5</sup>. As a result of these irresponsible operations of Western countries, instabilities have appeared in Iraq, Afghanistan, Libya, and Syria, leading to widespread proliferation of organized crime,

<sup>1</sup> Стратегия национальной безопасности Российской Федерации, Москва.

<sup>2</sup> Военная доктрина Российской Федерации, Москва.

<sup>3</sup> Морская доктрина Российской Федерации, Москва.

<sup>4</sup> Стратегия национальной безопасности Российской Федерации, Москва.

<sup>5</sup> Стратегия национальной безопасности Российской Федерации...op. cit., p. 5.

violence, drug trafficking, and weapons of mass destruction<sup>6</sup>. It seems, though, that Russian strategists most fear the radical activities of social groups and organizations which use nationalistic and extremist religious ideologies, foreign and international organizations, and private entities that can destabilise political and social situations in the country<sup>7</sup>. In this context one can observe the fear of hybrid warfare entailing non-kinetic operations carried out by non-military agents, mainly in the psychological sphere. This fear is connected to that of discrediting the power of the RF and its standing in the world, as well as the possibility of impact on the conduct of government in the country and abroad<sup>8</sup>.

Threats to military security have remained the same as defined in the National Security Strategy until 2020. It includes the policy of the strongest nations aiming to achieve military dominance, particularly in the realm of nuclear capability, but also in precision-guided weapons development<sup>9</sup>. The document indicates that the role of the armed forces is to continue dominance in international relations; nevertheless, pursuing modernization of offensive weapons only weakens the global security system, the role of the international treaties, and agreements on armament control.

In response to the threats articulated above, the strategic objective is to provide security with the aid of the armed forces of the RF. More attention is paid to issues of mobilization readiness and civil defence. It is stressed that, to protect its national interests, Russia will pursue a foreign policy that excludes costly confrontation and a new arms race. The use of military force is seen as a last resort, possible only after the exhaustion of political, economic, diplomatic, and other means<sup>10</sup>. Weapons of mass destruction are only to be used against existential threats.

Interestingly, according to the Strategy, security is defined in a wide context spanning several fields, e.g., economic, social, medical security, and so on. Other non-military threats are related to, for example, weakly developed technologies, weaknesses of the financial system, an unbalanced

budget, grey markets, corruption, criminal activity, and even underdevelopment of specific regions<sup>11</sup>.

The Kremlin is aware of the changing global context of threat perception and security problem-solving. Currently, instruments of political, financial, and information impact, which are more powerful weapons than conventional ones, take on new meaning in the solution of geopolitical security problems. Individual countries, in the fight for influence in the international arena and to secure their own national interests, mainly use modern methods of economic/financial impact and technology.

Nearly one third of the Strategy is dedicated to health, education, and stability problems. It is believed that weak health negatively affects military conscription, cultural insecurity weakens the effectiveness of propaganda, and economic instability drains the security budget and generates social unrest.

The following conclusions are drawn from the analysis and assessment of the Strategy of the West. Firstly, we should not be taken in by the new language of articulation of the Strategy. In the tone of the statement, we can note antagonisms toward the West, but the Strategy core remains unchanged in comparison to the Strategy of 2009<sup>12</sup>. Secondly, the real security fears of the Kremlin are not related to military threats, but rather to political, economic, and technological challenges. Thirdly, the Russian economy may suffer from a serious crisis, and its geopolitical aspirations are disproportionate to its current opportunities<sup>13</sup>. Therefore, the conclusion may be that Russian strategists fully understand the modern spectrum of the political-information-economic competition area, and, on the other hand, are not appreciated by their Western equivalents.

### 3 SIGNIFICANCE OF HYBRID WARFARE IN THE RUSSIAN STRATEGY

In a geopolitical context, hybrid war is a new concept. Russian strategists understand hybrid war as a concept applied mainly in special operations and combined operations of opposition forces, as well as in fighting state extremism and non-state actors that pose threats to international security<sup>14</sup>. Hybrid war can be conducted inside or outside hostile territory in order to overthrow the government. Internal operations consist of supporting the opposition and its operational

<sup>6</sup> *Russia wants world war - An updated National Security Strategy of the RF*, Live Leak.

<sup>7</sup> STELMACH, A.: *Nowa rosyjska strategia bezpieczeństwa posiada antyzachodni charakter. Priorytetem Daleki Wschód*.

<sup>8</sup> БАРТОШ, А.: *Гибридные войны как проявление глобальной критичности современного мира*, Геополитика и Безопасность, No 1 (29) 2015, p. 71 – 78.

<sup>9</sup> *Russia's National Security Strategy to 2020*, Москва 12 May 2009.

<sup>10</sup> *Russia wants world war - An updated National Security Strategy of the RF*, Live Leak.

<sup>11</sup> *Стратегия национальной безопасности Российской Федерации*, op. cit., p. 13.

<sup>12</sup> JANKOWSKI, D.: *Nowa strategia bezpieczeństwa narodowego Federacji Rosyjskiej*, portal Geopolityka. Org.

<sup>13</sup> GALEOTTI, M.: *Russia's New National Security Strategy: Familiar Themes*, op. cit.

<sup>14</sup> БАРТОШ, А.: *Гибридные войны как проявление глобальной критичности современного мира*, op. cit., p. 73.



preparation to influence the economy and society in coordination with diplomatic activity as well as conducting hard action. In order to achieve this, the military uses broad reconnaissance, special operations, organized crime, and extensive society-oriented information and psychological campaigns. Structures of state and legal authorities are impacted by, among other things, information and communication technologies<sup>15</sup>.

Considered among a wide range of geopolitical goals, it seems to be mistakenly perceived by some theorists of war that the art of hybrid warfare is merely a new form of fighting, or even conflict that includes all known methods of warfare. Also, the understanding of hybrid war as military strategy that implies a combination of conventional, irregular, and cybernetic operations is too narrow. Others perceive hybrid war as more complex: combining nuclear, biological, and chemical weapon strikes; deploying conventional operations as well as improvised explosive devices and information war<sup>16</sup>. Ultimately, it has proven to be true that in hybrid war one avoids open, direct, kinetic conflict. Hybrid threats are complex and may include, among other things, cyberspace, low-intensity combat operations below the level of war, global terrorism, piracy, illegal migration, corruption, ethnic and religious conflicts, demographic challenges, transnational organized crime, globalisation challenges, or finally the proliferation of weapons of mass destruction. Hybrid warfare is defined by NATO in equally broad terms. Given the Ukrainian experience, Deputy Secretary General Alexander Vershbow presented a definition of hybrid war as *a combination of military threats with economic blackmail, diplomatic hypocrisy, media manipulation, and evident disinformation*<sup>17</sup>. This definition reflects the operations conducted by Moscow. However, it should be understood in a broader sense, which means that such conduct also poses threats to all allies and aims to destabilise international economics and politics, thus compromising regional security. The use of Russian armed force in Crimea should be considered an element of a consistent strategy of integrating all tools at the state's disposal. However, there have been other targets achieved by armed force in eastern Ukraine. Therefore, armed force has arguably been an effective tool in achieving the strategic objectives of the RF by hybrid warfare.

Certainly, the idea of hybrid warfare is not a new one. The phenomenon consists of high effectiveness due to simultaneous, coordinated use of political, military, special operations, and information

resources<sup>18</sup>. The logic of hybrid warfare implies the Chinese concept of an unlimited warfare which assumes an employment of many possibilities of impact on the opposite side at their most sensitive places by means of both military force and a wide spectrum of non-military instruments<sup>19</sup>. The boundaries between the state of peace and war are in decline, between the activities with the use of force and without it, kinetic and non-kinetic ones, regular and irregular activities, between what is a battlefield and what is not, between what is a weapon and what is not<sup>20</sup>. Unrestrictedness of the hybrid war operations likewise the Chinese concept of warfare consists in non-application of the rules of the art of war, international regulations and any rule for the use of those impact instruments. The strategic objectives are met as a part of the spectrum of irregular, unconventional and asymmetric operations as well as the other military and non-military objects' activities<sup>21</sup>.

War aims at persuading the opposite side to behave in accordance with expectations, thus warfare is a kind of influence sphere. In this context, the method of impact seems to be important. In the case of hybrid war, kinetic operations are no less relevant, though they may be replaced by non-kinetic operations with non-military objects, at least in the first stage. In order to reach strategic objectives, diplomatic and economic operations are carried out, and when they fail other, more effective methods are used until the armed forces are included. Therefore, we can speak about the full spectrum of capabilities attributed to various impact instruments, in particular the non-military ones. When it comes to the fiasco of *soft power* in the Russian strategy, if the situation requires, it has been seen to resort to the application of hard power together with weapons of mass destruction. The greatest effects are when all impact instruments at state disposal are applied together, not separately, according to the plan elaborated before.

These days, the classical understanding of war fades into the background and the role of other instruments for achieving political goals increases. Nowadays, the number of strikes or casualties are not the measures of success they were just a couple of years ago. They have been replaced by political effects achieved by specific (untraditional) use of

<sup>15</sup> Ibid. p. 75

<sup>16</sup> KUNGUROV, D.: *Russia prepares for hybrid wars*, Russia and India Report.

<sup>17</sup> TOPYCHKANOV, P.: "Hybrid War"—a Scholarly Term or a Propaganda Cliché?, Russian International Affairs Council.

<sup>18</sup> RÁCZ, A.: *Russia's Hybrid War in Ukraine: Breaking the Enemy's Ability to Resist*, The Finnish Institute of International Affairs, Report 43 (2015), 16.6.2015, p. 87.

<sup>19</sup> LIANG, Q., XIANGSUI W.: *Unrestricted Warfare*, Beijing 1999, p. 25.

<sup>20</sup> Ibidem, p.180.

<sup>21</sup> FLEMING, B.: *The Hybrid Threat Concept: Contemporary War, Military Planning and the Advent of Unrestricted Operational Art*, Leavenworth 2011, p. 44.

armed force<sup>22</sup>. Does strategy rely more on political and economic instruments than on military? Without a doubt, a state that uses hybrid warfare minimizes damage and costs incurred on the state attacked. It also avoids loss of personnel, which in turn leads to avoidance of social protests. Undoubtedly, armed forces are used in a different way than in the past. They essentially provide their relevant capabilities which are closely integrated with political and economic instruments as well as social media, and thanks to this they can achieve their strategic objectives more easily.

The example of Ukraine shows that one of the goals of hybrid warfare is sponsorship of political movements which generate chaos and instability of a state in all possible areas of its function, which reflects the nature of modern-day conflicts. In this respect, the so-called Gerasimov<sup>23</sup> Doctrine is not a military doctrine in the classic sense. The document describes the nature of modern-day conflicts and the methods of their solution rather than only the method of using armed force. The most important conclusion is that non-military measures and the kinetic impact sphere are more effective than military means. On the other hand, one may say that Russian operations are oriented toward the exploitation of weaknesses and sensitivities of the opposing side.

The RF military doctrine proves the conviction of war art theorists who hold that, in the 21<sup>st</sup> century, the era of high technology, political goals as well as strategic/military wars and armed conflicts are resolved not only with direct operations, but also other forms of fighting. Integral to the general concept of warfare, along with armed force are operations conducted in economics, diplomacy, ideology, and other forms of competition<sup>24</sup>. Hence, verification of some concepts related to the art of war has become necessary. War in the RF is understood as an *asocial and political phenomenon, a specific social state linked to rapid change of the relations between nation and society, and a transfer to organized use of coercive measure and achievement of political goals. Along with armed force, which is the essence of war, diplomatic, economic, and other forms of war and the corresponding measures are applied*<sup>25</sup>. Such a

complex, integrated application of various impact instruments may suggest a reflection of the Western concept of a so-called '*comprehensive approach*'<sup>26</sup> expressed by coordinated civil and military efforts leading to crisis situation solutions. However, the conclusions drawn from analysis in the 21<sup>st</sup> century indicate that the views of the RF are aligned with the theories of rebel wars of E. Messner<sup>27</sup>: that modern conflicts take place in society. Since the boundaries between military and civilian society are blurring, the aim of a military campaign is not only impact on the armed forces of the opposing side, but also on the society in its cultural and physical aspects. This makes it necessary to conduct civil and military operations rather than only military ones as it has been so far<sup>28</sup>.

Assessments of the theory and practice of waging war indicate an increasing role of non-military and indirect operations. Non-military operations include comprehensive measures—extra or complementary kinetic armed operations applied both in external and internal policy of the state. Throughout history, the scope of non-military measures in international conflicts has continuously been increasing. It is safe to argue that in the future such forms and methods of impact on the opposing side will gain momentum. On the other hand, indirect operations in modern conflicts have found their reflection in the methods of asymmetric, information, and cyberspace battles. They aim at an increased element of surprise, and, as a result, accelerated achievement of war goals. In other words, they are operations that neutralize the opposing side without the use of conventional weapons<sup>29</sup> - for example, information that plays an important role in a strategic sense (especially surprising and misleading the opposing side), disorganization of the government and its defence systems, and at last organization of anti-governmental manifestations which ultimately reduce the state's abilities to defend itself<sup>30</sup>.

V.A. Kiselev and I.N. Vorobyov indicate a geopolitical dimension of hybrid war. They introduce the concept of hybrid operations as a form of conducting military activities. According to them, hybrid operations are conducted in order to separate a part of state territory and annex it to another with

<sup>22</sup> MANEA, O.: *Hybrid War as a War on Governance*, Small Wars Journal.

<sup>23</sup> ГЕРАСИМОВ, В.: *Ценность науки в предвидении. Новые вызовы требуют переосмыслить формы и способы ведения боевых действий*, „Военно-промышленный курьер“.

<sup>24</sup> ЧЕКИНОВ, С., БОГДАНОВ, С.: *Военное искусство на начальном этапе XXI столетия: проблемы и суждения*, Военная мысль № 1, Москва, 2015, p. 32.

<sup>25</sup> ЧЕКИНОВ, С., БОГДАНОВ, С.: *Военное искусство на начальном этапе XXI столетия...op. cit.*, p. 33.

<sup>26</sup> RINTAKOSKI, K., AUTTI, M.: *Comprehensive Approach. Trends, Challenges and Possibilities for Cooperation in Crisis Prevention and Management*, Helsinki, 2008.

<sup>27</sup> МЕССНЕР, Е.: *Хочешь Мира, Победи Мятеевойну!*, Москва, 2005.

<sup>28</sup> GRESSEL, G.: *Russia's Quiet Military Revolution, And What It Means For Europe*, CFR/143, Brussels 2015.

<sup>29</sup> ЧЕКИНОВ, С., БОГДАНОВ, С.: *Военное искусство на начальном этапе XXI столетия...op. cit.*, p. 42.

<sup>30</sup> Ibid.

complex political-diplomatic, information-propaganda, financial-economic, and military undertakings. In addition to that, there are no *sensu stricto* military campaigns conducted. Operations in the territory of the opposing side can be supported by special operations and armed structures, earlier organized and prepared for use in the separated territory but, in their opinion, to neutralise the armed forces of the opposite side<sup>31</sup>. Similar to E. Messner and G. Gressel, they consider society the main object of fighting. According to M. Galeotti, people are the centre of gravity in hybrid war, including those who make political decisions and those influenced by the consequences of those decisions. He argues that *we are living in times when rebels take places at the heads of societies*. He concludes that modern campaigns *do not consist in persuading whoever to the Russian way of thinking, but rather to undermine people's faith in anything and to create an environment in which nobody is sure about anything*<sup>32</sup>. Thus, a central element of hybrid operations is political decision, and in at the optimal time the development of armed groups and special operations targeted at the society dwelling in the territory targeted for separation. Simultaneously, forming and training the opposing armed structures for independent operation destabilises the political, economic, and social situation in the territory controlled<sup>33</sup>.

As mentioned before, special forces will play an important role in conducting hybrid operations. They are likely to come into use when diplomatic methods have not brought about expected results and will be oriented toward the achievement of political and economic goals. Special forces operations will divert attention of a certain nation from external problems by creating internal ones, leading to instability of political and social systems. They usually form an opposite front and assign leaders of opposition or revolutionary (insurrectional) movements. This side can also carry out hard actions when, from the political point of view, the use of regular armed force is unfavourable or premature.

Attention should be paid also to the methods of achieving operational goals of separating a specific territory and its annexation to the other state. In the opinion of V.A. Kiselev, the first hidden step of action is about the formation of opposing organisations and their training to conduct armed force operations independently. The next step relates to a violent seizure of power, or a peaceful one backed by the threat of using force<sup>34</sup>. In this type of

operation, non-state, non-commercial organizations may play a big role. Members of such organizations may be citizens of the isolated territory and their operations targeted at discrediting power, lowering the authority of legal force structures including the military, bribing owners of the means of mass information, and conducting information operations under the pretence of defending democracy, which should lead to local elections and their seizure of power. It seems that in hybrid operations private armed organizations will also play a big part<sup>35</sup>. This thesis explains the independent battalions effectively taking part in the counter-terrorism campaign conducted in Ukraine in 2014.

#### 4 USE OF RUSSIAN ARMED FORCE

Military doctrine as distinct from strategy defines what wars the armed forces will take part in and how they will fight them. The Russian Military Doctrine reflects, therefore, the official approach of Russian authorities toward the problems of preparation for and waging of an armed struggle. Assessment of the document indicates that Russian theorists have drawn conclusions from colour revolutions, and the conflict in Ukraine proves that the use of armed force will vary considerably from the one described in previous doctrine of 2010<sup>36</sup>. The nature of conflicts means the war is called a hybrid war or non-linear war, and it points out new differences in the use of the armed forces. Hybrid war gets a new strategic dimension and *it cannot be characterized as a military campaign understood in classical sense of this concept*<sup>37</sup>. Armed forces are used in the territory of the opposing side without declaration of war and with relatively low intensity of combat operations, making it difficult to discern clear boundaries between war and peace. Future battlefields are prepared beforehand through detailed planning of impact synchronized with masked use of the armed forces. Such a combined impact clearly indicates that a state possesses a collection of tools to achieve its strategic objectives, and hybrid war is one of them<sup>38</sup>.

In the doctrine it is possible to see the meaning of asymmetry and non-linearity, but, in fact, what is new? Certainly, it is a way in which military tools are combined with others to achieve strategic objectives. One new idea is the consideration of asymmetric operations which clearly shift from direct destruction to indirect impact, from war with

<sup>31</sup> КИСЕЛЁВ, В., ВОРОБЬЁВ, И.: *Гибридные операции как новый вид военного противоборства*, Военная мысль № 5, Москва 2015, p. 1.

<sup>32</sup> MANEA, O.: *Hybrid War as a War on Governance...* op. cit.,

<sup>33</sup> КИСЕЛЁВ, В., ВОРОБЬЁВ, И.: *Гибридные операции как новый вид военного...* op. cit., p. 41.

<sup>34</sup> Ibid. p. 35.

<sup>35</sup> SABAK, J.: *W Rosji powstają prywatne armie*, Defence 24.

<sup>36</sup> *Военная доктрина Российской Федерации*, Москва.

<sup>37</sup> BĒRZIŅŠ, J.: *Russia's New Generation Warfare In Ukraine: Implications For Latvian Defense Policy*, Policy Paper no 02/2014.

<sup>38</sup> VEN BRUUSGAARD, K.: *Crimea and Russia's Strategic Overhaul*. Parameters Autumn 2014, Vol. 44 No. 3, p. 85.

weapons to new cultural war technologies, and from traditional battlefields to information battles, psychological warfare, and finally to a war of perceptions<sup>39</sup>. The above philosophy allows states to reach military targets without a direct military confrontation. It means that non-military measures of impact, in particular in the non-kinetic area, constitute a peculiar weapon which enables them to reach their strategic objectives.

The effectiveness of hybrid warfare in achieving political goals was unprecedentedly confirmed during the Crimea annexation by the Russian Federation in 2014, chiefly thanks to blurring borders between war and peace as well as synchronized impact on the adversary in many dimensions, with the use of various tools and methods at their disposal. This type of action in the strategic dimension poses a big challenge to their coordination. Integrated impacts on the adversary require operational control at the state level. In the RF this role is played by the National Defence Management Centre<sup>40</sup>. It is headed by the General Chief of Staff; nonetheless, members of the civilian leadership must be allowed access to confidential matters merely for military purposes. Complex thinking about achieving political goals requires the collective action of military and civilian players.

The engagement of the Russian Federation in Syria under the cover of a fight with the Islamic State aimed, in fact, at reinforcement of the position of Russia in the Middle East and its political power. The propaganda and information dimension was more significant than the physical engagement. The air strikes were, in fact, targeted at rebels in order to reinforce the regime of Bashara Al-Sada. The involvement in the fight against terrorism led to consolidation of the Russian society and diverted its attention from both the economic issues and the situation on the Ukraine, and it also reinforced the image of the military force<sup>41</sup>. It was also a great surprise for the West and it was intended to cause Russia to be perceived as a global actor without which the international problems could not be solved. The air strikes had also positive global effect on Kremlin. It brought about a constant, mass wave of refugees which produced problems unsolvable to the European Union. Kremlin, deliberately uses migration as an instrument to overload the European

aid structures and as a result to break down the European determination for admitting refugees<sup>42</sup>.

Through the operations undertaken on the military grounds the Russian Federation attempts to restore its international position. It can be seen, inter alia, in a demonstrational agitation of the activities of the maritime force on the North Atlantic<sup>43</sup>, in making bases in the Arctic region or in conducting wide-scale airmobile military exercises in the region of the Baltic States. Kremlin has the will and instruments for applying the military factor with more disproportional determination than the democracies on the West are ready for. Therefore, just in the psychological and political area the asymmetry speaks more against the West<sup>44</sup>. Kremlin likewise China treats the military operations as an instrument for making politics.

The Russian Military Doctrine implies the use of the armed force not only in the Russian territory. Moscow claims the right to armed intervention outside the country in the case of threats to Russian interests or citizens. Another characteristic feature is the fact that the RF is not afraid of direct military aggression, but considers the threat in terms of information and internal security, which means fears of national destabilisation not necessarily caused by the activities of the regular armed forces of the opposing side. Destabilisation may be caused by radical groups' activity, private organisations, separatists, and extremists, which proves that hybrid warfare can be also waged within Russian territory. The grounds for this assumption is fear of foreign migration to the Russian Federation as well as infiltration of unwanted people, terrorist organizations, or reconnaissance-diversion network groups interested in the escalation of political tension and creation of radical forces<sup>45</sup>.

As syrian's practice testifies, the Russian military force can be used to support the regimes of the neighboring states. The doctrine stipulates also a fight with the regimes established as a result of deposing a local government which leads the policy counter to the Russian interests. It may also be used in the special service of foreign countries against irregular armed force operations, in this case those applying asymmetric methods, as well as against hostile operations in the information security area, in

<sup>39</sup> BĒRZIŅŠ, J.: *Russia's New Generation Warfare In Ukraine: Implications For Latvian Defense Policy*, Policy Paper no 02/2014.

<sup>40</sup> БАРАНЕЦ, В.: *Что Такое «Национальный Центр Управления Обороной России» И Зачем Он Создан?*

<sup>41</sup> DYNER, A.: *Rosyjskie zaangażowanie wojskowe w Syrii – nowy etap*, Biuletyn PISM nr 23(1373), 18 marca 2016.

<sup>42</sup> *Dowódca sił NATO: Rosja i Syria destabilizują Europę falą uchodźców.*

<sup>43</sup> BEDNARZAK, T.: *Rosyjska flota podwodna coraz bardziej agresywna. Tak źle nie było od czasów zimnej wojny*, Interia.

<sup>44</sup> Ibidem.

<sup>45</sup> КИСЕЛЁВ, В., ВОРОБЬЁВ, И.: *Гибридные операции как новый вид военного...* op. cit., p. 47 & 48.

particular by the young generation for spiritual destruction and patriotic/historical traditions<sup>46</sup>.

For combating internal hybrid threats, along with the regular Russian armed forces there are paramilitary and non-military forces consisting of about 170,000 citizens who are structured, trained, and ready for action. It is not predicted that the regular armed forces will be used in case of natural disasters and catastrophes, because the Ministry of Emergency Situations has its own subdivisions. The conclusion is that the armed forces are not being prepared for so-called *soft threats*, since there is simply not such a need<sup>47</sup>.

In the opinion of V.K. Belozorov, the armed forces will need to be prepared and used against political threats that include *economic sanctions, ideological pressures, irregular formations operations, extremist religion groups, and even sexual minority organizations*.

For the conclusion, it is worth saying that hybrid defence, like hybrid war, will require integration of intelligence operations with those of politics and the military, as well as the use of other instruments in order to win (as in Crimea) without even a shot being fired<sup>48</sup>. Preparation for this will certainly require the possession of special equipment and well-trained divisions, such as, e.g., police armed force divisions that are able to oppose protesters, a counterintelligence service with a proper budget, and tools for identifying provocateurs/opposition political leaders/agents/etc<sup>49</sup>.

## 5 A NEW GENERATION OF WAR

S.G. Tchekinov and S.A. Bogdanov predict the evolution of hybrid war. They claim that, in this century of advanced technology, future wars belong to a new generation characterized by non-contact and precision strikes far inside the country under attack<sup>50</sup>. They think that net-centric armed struggle will be dominated by the outer space and electronic dimensions. Propaganda, information, and psychological impact on the society of the attacked nation will not be forgotten in the non-linear war. They hold that war will be waged according to the side's rules which takes the advantage of the technology sphere thanks to a stronger economy. They say war will come in two phases: open and closed. The open phase will be a crucial period of

war. It will be the time when information, space, counter-air, and radio-electronic operations will be conducted. Precision strikes will be conducted with newly gained weapons based on now-unknown rules in the whole territory of the defending side. In this phase of war, destruction of control centres and infrastructure critical to state function will lead to the collapse of the political-economic system and demoralization of the society. Paralysis of the economic sector will not allow military needs to be met, which will lead to failure. On the other side, the enemy will achieve its political goals in a relatively short span of time<sup>51</sup>. The closing phase consists of the ultimate removal of the remaining resistance points through the use of special forces, air-power, and advanced technology weapons.

This does not exclude non-military operations that consist of a combination of political, economic, information, and diplomatic instruments in the starting phase of conflict. The use of nuclear weapons is also taken into account when conventional operations do not bring a fast and decisive outcome<sup>52</sup>. The present military doctrine allows the use of nuclear weapons in the case of existential threats; nonetheless, statements by V. Putin in officially published documents reveal that after the annexation of Crimea<sup>53</sup> the requirements for a nuclear strike were significantly lower.

## 6 CONCLUSIONS

The conflict in Ukraine and Syria as well as doctrinal records point to a new way of integrating military and non-military tools to achieve the strategic objectives planned by the Russian Federation. This new space of hybrid struggle includes political, diplomatic, economic, information, and psychological dimensions, among others. Special operations, strategic misdirection, and circumvention combined with activities within the local society conducted in Ukraine misled the authorities there and also masked the true intentions of the Russian Federation. Applying the hybrid war strategy also led to division of the international community and difficulties in achieving consensus. In practice, except sanctions imposed on the RF, consensus does not have a practical dimension. The RF's actions, though below the level of war, evoke fear in its neighbours and raise the possibility of applying Art. 5 of the Washington Treaty. Asymmetric operations conducted in the strategic dimension indicate that the combination of military and non-military capabilities is optimal. Hybrid operations confirm that the border line between civil and military segments of society are fading, and the military campaign aims at influencing not only the

<sup>46</sup> БЕЛОЗЁРОВ, В.: *Геополитические смыслы Военной доктрины Российской Федерации*, Геополитика и Безопасность, No 1 (29)/2015, p. 13.

<sup>47</sup> GRESSEL, G.: *Russia's Quiet Military Revolution, And What It Means For Europe...* op. cit., p. 6.

<sup>48</sup> GALEOTTI, M.: *Time to Think About "Hybrid Defense"*, War on the Rocks.

<sup>49</sup> Ibid.

<sup>50</sup> ЧЕКИНОВ, С., БОГДАНОВ, С.: *The Nature and Content of a New-Generation War*, Military Thought, No. 4/2013, p. 15 – 18.

<sup>51</sup> Ibid. p. 21.

<sup>52</sup> Ibid. p. 22.

<sup>53</sup> *Ukraine conflict: Putin 'was ready for nuclear alert'*, BBC News.

conduct of the armed forces of the adversary but also of the whole society. This brings the cultural and psychological aspects home to us. The above arguments indicate a new trend of conducting civil-military operations, not merely military ones. Currently, military operations are not undertaken merely to physically destroy the adversary, but to undermine the morale of the armed forces, the government, and the whole society. The impact on the culture of society, the political system, and the media play a bigger part in achieving military goals.

The experience in Ukraine also proves the argument that strategic innovations introduced by the RF characterized by the planned, integrated use of military and non-military instruments as well as synchronized kinetic and non-kinetic effects went far beyond documented policies. The application of all or selected elements of national force using military, paramilitary, political, economic, and information instruments allows much flexibility in achieving political goals. In order to implement a successful, coordinated state strategy, coordination of actions at the state level is very important.

Assessment of the theory and practice of hybrid operations confirm the crucial significance of armed force in achieving strategic objectives. The Ukrainian experience, which showed alternative forms and methods of fighting as well as a focus on influencing the non-military realm of the enemy, confirms the significant role of armed force at each stage of confrontation. The unconventional use of force in asymmetric and paramilitary operations creates a big challenge for the international community in opposing new threats. Recent military reforms have made the present armed forces of the RF better prepared to enact state policies and achieve strategic objectives than predicted by the assessment of Western experts.

There is a perception in the RF that, in developed societies, armed force will play its part in economic security through the short-term achievement of political goals. Russian armed forces will undergo transformation and will be prepared to wage a new generation of warfare by applying indirect and direct forms of impact. An information advantage and preceding operations will be key elements in determining the success of this warfare. There is a high probability that countries whose policies are only directed toward defence will be doomed to fail.

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## STRATEGIC MANAGEMENT WITHIN THE REALMS OF THE POLICE RELATED ORGANISATION

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**Abstract:** The paper regards the concept of strategic management which is analysed through the prism of the implementation of its fundamental assumptions in the current operation of the police related organisations. Rules and trends of strategic management and planning at the central level of the management of such institutions, among others, were discussed in the paper. In addition, it describes principles to improve the quality assurance system of managing a police related organisation. The text has been written within the framework of the implementation of the project No. DOB-BIO7/03/01/2015 entitled: 'Creation of an IT system supporting communication in the police and other services subordinate to the Ministry of the Interior in terms of internal security' funded by the National Centre for Research and Development.

**Keywords:** Strategic management, security forces, Poland.

### 1 INTRODUCTION

The operation of any organisation is carried out in an ever-changing environment and the said occurring changes stem equally from the demands and the diversity of the realities of the internal environment of the institution, as well as from the accompanying external environment. Today, an adequate response of an organisation to multi-level expectations is an indispensable condition for its development.

Changes in the environment police organisations operate in, especially correlated with the level of security, force those organisations to constantly strive for raising the level of readiness, comprehensive preparations for the performance of statutory duties and for improving the efficiency of the undertaken activities.

The creation and expansion of the European Union, which in the 21<sup>st</sup> century included also the countries of the former 'people's democracy', leads to consequences in the context of the evolution of public life in those countries, intensifies consumerism and introduces technical methods in all aspects of social functions. In those changing conditions institutions of police provenance also evolve through, among others, improving their technical, organisational and economic capacities. Abilities to attract and effectively implement the current doctrine of activities – new information and communication technologies are simultaneously improved, knowledge and experiences of other entities (whether general or particular) which deal commercially, legally or statutorily with security issues are also enhanced.

Today, a social model referred to as the 'knowledge society', in which science and intellectual capital play a crucial role, becomes increasingly important. The term 'labour economics' referring to the working age population who is able to work is gradually replaced by the term 'intellectual abilities economics'.<sup>1</sup>

The Police, as a specific form of social organisation, operates for the benefit of the whole community. Filling a social mission by ensuring a high level of performance of statutory tasks is the primary role of this institution. The Police really influences social relations by, among others, supervising the compliance with existing legislation, protecting citizens from crime and performing specific services to society.

This article is addressed primarily to people who scientifically and professionally deal with the public security management in a broader sense, to students in faculties/specialties of, among others: internal/national security, dispositional groups management, security systems administration, as well as to others, for whom the issues of security and public order in the local, regional and continental levels are very important.

### 2 STRATEGIC MANAGEMENT DEFINITION

Strategic management in the modern sense is both a field of knowledge and specific practical activities. It includes both general methods and principles, as well as specific detailed techniques. The complexity and diverse range of activities of contemporary organisations cause that very different research methods and techniques are used in strategic management.

The genesis of strategic management should be primarily linked to such researchers as A. D. Chandler Jr., H. I. Ansoff and P. F. Drucker.<sup>2</sup>

A. D. Chandler analysed the relations between organisational structure and strategy. He formed the view that strategy should be the foundation for the activity and organisational structure has to be subordinate to it. The author was also an advocate of decentralisation in management and attributed most importance to planning and coordination in the management process.

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<sup>1</sup> ARMSTRONG, M.: *Zarządzanie zasobami ludzkimi*. [Eng: Human resources management].

<sup>2</sup> STABRYŁA, A.: *Zarządzanie strategiczne w teorii i praktyce firmy*. [Eng: Strategic management in the theory and practice of a company].

Whereas H. I. Ansoff was famous as a pioneer of planning and analytical approach to management. In 1965 in the book entitled *Corporate strategy*, he presented long-term planning methodology and offered recommendations regarding conducting diagnostic tests.

In turn, P. F. Drucker is the creator of the analysis principles of products based on the concept of categorisation. Those principles should be interpreted as a kind of harbinger of strategic analysis. In the literature it is underlined that the 'father of management' applied the term 'economic chain' which was the source of the concept of the 'value chain'.

In the 1980s there was a rapid development of the concept of strategic management. M. Porter is one of the persons who contributed the most to this development, in his book entitled *Competitive Strategy. Techniques for Analyzing Industries and Competitors* published in 1980 he presented the concept of strategic sectoral analysis. K. Ohmae also had a significant impact on the development of the concept of strategic management; in 1982 in the publication entitled *The Mind of the Strategist* he formulated many rules of carrying out a strategic analysis. The author is a supporter of the concept of 'global localisation', which means the creation of a distribution network satisfying the needs of a 'global customer'.

Referring directly to the concept – strategy, it should be indicated that this is, in simple terms, ensuring the survival and development. The concept of strategy is derived from Greek (strato – army) and (agein – lead). In ancient Athens 'strategos' was in command of the army and was a member of the War Council. Originally, the term had a narrow meaning as the command of the army and military art. Only in the period of the Napoleonic wars, military theoreticians were induced to make a transition from reflections on the conduct of battles to the need to learn about the military art.

Industrial and institutional concept of strategy, based on the definition by C. Sicard, reflects the way in which a company intends to pursue its mission: it is a procedure to achieve success. Whereas, B. Karlof states that the aim of the strategy is to combine resources into models of integrated activities in order to gain a big competitive advantage and achieve specific objectives.<sup>3</sup>

W. R. Griffin defines strategic management as '... management process aiming to formulate and implement strategies which contribute to a higher degree of compliance of the organisation with its environment and achievement of strategic

objectives'<sup>4</sup>, while J. Stoner, R. Freeman, D. Gilbert Jr. consider that it is '... management process covering the development of strategic plans and subsequently acting according to those plans'.<sup>5</sup>

A. Stabryła, representing the community of Polish scientists, believes that strategic management is '... information and decision-making process (supported by planning, organisation, motivation and control functions) aiming to deal with the main problems of the company's activities, its survival and development, taking into account especially the impact of the environment and key factors of its production capacity. Key issues are connected with the basic areas of activity of the whole company and strategic business units within it. For this reason, it is assumed that strategic management is focused on the one hand on global activity, and on the other hand on particularly sensitive or troublesome areas of activity, namely the ones that because of their uniqueness are of crucial importance to the whole company'.<sup>6</sup>

Today, strategic management should be based on sound knowledge, because both the environment and the interior of an organisation are becoming less and less predictable. The sense of uncertainty arises and increases reluctance to act and think strategically. Therefore, in the knowledge society, society of the future is to become, management should also develop based on specialised knowledge.<sup>7</sup>

To briefly recapitulate the above considerations, the authors of the article hold the view that the concept of strategic management should be perceived as a system of management which is characterised by specific features and aims to adapt the activities of a given organisation to the changing social and economic environment.

## 2 CONTEMPORARY TRENDS IN STRATEGIC MANAGEMENT AN OUTLINE

The literature includes many attempts to classify main trends and approaches to the issues regarding strategic management. Many authors underline that behavioural, neoclassical and systemic trends had

<sup>3</sup> ZELEK, A.: *Zarządzanie strategiczne* [Eng: Strategic management].

<sup>4</sup> GRIFFIN, R. W.: *Podstawy zarządzania organizacjami* [Eng: Management of organisations basics].

<sup>5</sup> STONER, J.A.F., FREEMAN, R. E., GILBERT, D. R.: *Kierowanie* [Eng: Management].

<sup>6</sup> STABRYŁA, A.: *Zarządzanie strategiczne w teorii i praktyce firmy* [Eng: Strategic management in the theory and practice of a company].

<sup>7</sup> PENC, J.: *Systemowe zarządzanie organizacją. Nowe zadania, funkcje i reguły gry* [Eng: Systemic management of an organisation. New tasks, functions and rules].

the greatest scientific impact on the contemporary form of strategic management.

Behavioural trend attributes the key role to the organisational culture and its creative role in the development of an organisation. It contributes to the development and implementation of the strategy and its lack is a kind of hang-up on change and progress. This trend prefers the soft way of management which is conducive to creativity and innovativeness of employees.

Neoclassical trend is connected with the concept of management through objectives. Its main postulates include the views that the ultimate goal of a business is to create a customer, multiple objectives of the organisation, clear definition of objectives in the most important areas for the organisation and that marketing and innovations are two fundamental features of a company.

The systemic trend treats a company as a cybernetic model, i.e. as an 'information and decision-making system', whose objectives, organisation, operation, costs and effectiveness reflect the economic system of the company. Strategic aspects regard the formulation of objectives, the use of cybernetic concepts for strategic analysis, optimisation of the use of resources, the use of matrix structures and the relation between the hierarchical structures of systems and the structure of the strategic management system.

### 3 PRINCIPLES OF STRATEGIC MANAGEMENT

While analysing main concepts and schools of management one may emphasise specific rules and principles which will ensure the efficient performance of tasks within strategic management.<sup>8</sup> Below there are several principles described that are the foundation in the use the methods and techniques of strategic management in the practical activities of an organisation. The following principles were defined in the literature regarding crisis management issues:

- *The specific purpose principle* – the formulation of the mission, visions and strategic objectives for the organisation compliant with the values approved by the senior management.
- *The principle of the systemic approach* – the perception of an organisation as a multidimensional system, each part of which should cooperate with others. In practice it includes such design of structures that allow for an efficient cooperation of all parts of the structure from the perspective of its intended objectives.

- *The principle of strategic thinking* – concerns focusing on key objectives and their advantages over interim objectives, using techniques of strategic analysis and the implementation of '4F' model:

- Focus – focus on the development;
- First – become a leader in innovations;
- Fast – quickly adapt the organisation to changing conditions of the environment;
- Flexibility – flexibility of operation.

- *The principle of strategic behaviour* – concerns the skills of accurate preference in the selection of strategies and the order of implementation, analytical decision-making and forecast in preparing the organisation for changes.
- *The principle of situational approach* – concerns the positive development of relations of an organisation with the environment, compliance with an adaptive approach in situational requirements for performance.
- *The principle of strategic choice* – involves making a significant change in the strategic position of an organisation, using selection criteria for strategies which determine economic efficiency, making strategic choices regarding expansive and defensive orientation.
- *The principle of competitive advantage* – involves satisfying all needs of customers, rational obtaining and use of resources as well as searching for creative personalities.
- *The principle of creativity* – concerns active creation of the market and creative influence on the environment and needs of customers.
- *The principle of strategic change* – involves, among others, the implementation of modern management concepts, self-improvement in the process of overcoming reluctance to changes, the development of organisational culture as well as the organisation's capacity to introduce changes in the key areas of activity.
- *The principle of using key competences* – involves the effective use of workers' competences in the areas where they will be needed the most, employees turnover in the organisational structure according to their competences, organising interdisciplinary task forces and the proper use of the knowledge and skills of employees.
- *The principle of integrity* – concerns efforts to make employees identify with the organisational culture, development of shared responsibility, participation of employees in the decision-making process and effective management of stakeholders.
- *The principle of the development of human knowledge* – includes the management of human capital based on knowledge, motivation for professional and scientific development, creating a learning organisation and continuous improvement in all areas of activity.

<sup>8</sup> HRYSZKIEWICZ, D., SUCHANEK, P.: *Zarządzanie strategiczne w Policji. Teoria i praktyka* [Eng: Strategic management in the Police. Theory and practice].

- *The principle of positional analysis* – involves the implementation of the concept of benchmarking in connection with the competitive strategy of an organisation, conducting research regarding the assessment of strategic position in the market, carrying out internal performance assessment system.
- *The principle of the development of social relations* – involves activities developing social communication, developing positive relationships with the environment, for example through the implementation of the concept of social responsibility and creating a positive image of the organisation.
- *The principle of collecting information about stakeholders* – creating a system to monitor competitors, suppliers, etc., using the services of consulting firms and creating a system of information flow.
- *The principle of strategic complementarity* – concerns the complementarity of the established objectives, not producing a product or providing a service with low productivity and obtaining resources in a way that ensures the autonomy of an organisation.
- *The principle of control* – includes the construction of a strategic controlling system and the use of tools to study the condition of an organisation in different areas of activity.
- *The principle of emergency response* – involves the postulates of management ‘by exceptions’, minimising losses and creating a security system in the event of uncertainty and risk.
- *The principle of globalisation* – concerns taking into account globalisation processes in the carried out activities, aiming to build a system of international cooperation and integration into the global financial system.
- *The principle of global business planning* – involves the use of forecasting methods and giving the leading role to international undertakings.

The above-mentioned principles are complementary and they overlap, creating specific postulates and guidelines in the process of strategic management. They constitute a guide for creating strategies that does not provide answers to all important questions, but points the way in the practical use of strategic management tools.<sup>9</sup>

#### 4 STRATEGIC PLANNING

Planning is closely connected with the decision-making function of the management process. Planning involves the development of the concept of operation and different versions of

a plan as well as the preparation of planning documents for the organisation and its individual organisational units. Versions of those plans are simply drafts of given decisions which need to be approved by senior management in the organisation. On the other hand, documentation includes different types of opinions and evaluations used in the development of plans. At the level of strategic management it contains a catalogue of key tasks, their characteristics and the necessary strategic potential needed to achieve established objectives.

Any modern organisation, regardless of what it does, whether it is large or small organisation, whether it is a concern or public body, has to answer two fundamental questions:

- What does the organisation plan to do in the future?
- What it really does?

The strategy is a general programme to determine and define organisational objectives. However, it should be noted that an organisation operates even if it is not intentional and planned. This means that each organisation has a strategy even if it is not planned. From the perspective of our discussion we perceive strategic planning as a kind of awareness of the organisation regarding its position and the direction the organisation has taken or wants to take. This awareness is the knowledge of set objectives, structure, markets, environment, organisational culture, philosophy of decision-making, human capital needs and expectations held by stakeholders about the organisation. Contemporary organisation has to have a long-term strategy. Practice shows that it is not an easy task. That is why strategic planning is such an important area in an organisation, the importance of which takes on a new shape in practice of management.

It should be noted that there is no single universally accepted definition of strategic planning. Many authors instead of the term ‘strategic planning’ use terms such as ‘long-term planning’, ‘far-reaching planning’. The literature includes five most important characteristics of strategic planning:

- it regards basic issues;
- it provides a framework for more detailed planning and the basis for everyday decisions;
- it is connected with a long period;
- it facilitates the organisation in focusing on the most important activities;
- it is an activity of the highest level of management.<sup>10</sup>

Strategic planning in an organisation applies to all employees. This includes not only the organisation as a whole, but all its parts. For this

<sup>9</sup> HRYSZKIEWICZ, D.: *Spółeczna odpowiedzialność Policji – teoria i praktyka* [Eng: Social responsibility of the Police – theory and practice].

<sup>10</sup> KUC, B. R.: *Zarządzanie doskonałe* [Eng: Perfect management].

reason, virtually all levels of management and all organisational units have to assume the responsibility for strategic planning. It is a very important tool allowing for the simultaneous development of competences and commitment of all employees. It is also an action, in which the senior management plays the most important role. Planning at the lowest levels is operational planning with a shorter term.

Most modern organisations recognise the importance of strategic planning in long-term development. The tasks of strategic planning include:

- improving the operation of an organisation. The main role is to develop a distinctive concept of the organisation, which will allow for the formulation of tactical and operational plans;
- responding to the changing environment. One should plan ahead to be able to respond to changes occurring in a dynamic environment;
- implementing the concept of creative organisation, i.e. one that is not only a participant in the market and recipient of external stimuli but one that shapes its environment.

Planning determines directions we want to take. It also allows the organisation to create an early warning system allowing for an effective anticipation of problems before they occur and their fast resolution. It also minimises losses that may be incurred as a result of poor decisions on the perspectives for actions. The larger the organisation and the wider the scope of its activities the more necessary strategic planning is.

Ensuring a consistent direction of the organisation's activities, helping managers to notice market opportunities and making informed choices as well as reducing errors are clear advantages of strategic planning.

Like any tool it also has some disadvantages. The possibility of creating an expanded bureaucracy with formalised strategic planning is indicated as main disadvantage. Planners focus on expert opinions, consultations and advanced planning models so they may lose contact with the product and the organisation's customers. In some cases strategic planning may also discourage decision makers from taking any risks which may lead losing some opportunities. This may happen especially in very formalised, inflexible organisations, in which excessive bureaucracy obscures or distorts the environment. Planning becomes an end in itself rather than a tool for actual organisational development.

## **5 PRINCIPLES OF IMPROVING THE QUALITY ASSURANCE SYSTEM FOR THE MANAGEMENT OF THE POLICE RELATED ORGANISATION**

The following should be included in the basic principles used to facilitate the management of an organisation to improve the quality assurance system: focusing on the customer, leadership, involvement of employees, flexible approach, process approach, systemic approach to management, ongoing improvement and learning, making decisions based on facts, mutually beneficial relations with suppliers and social responsibility. The order of the above-mentioned principles does not reflect their importance.

Meeting the needs and expectations of customers as well as systematic and objective assessment of their satisfaction are some of the conditions for a successful introduction of quality assurance management in a police related organisation. Today we may state that the times in which the provision/transfer of services or goods ended the relationship between the service provider/supplier and the customer are over. This fact is referred to in the main assumption of the principle – focusing on the customer, which is reflected in the statement that organisations, including the police related organisations, realised that they are dependent on their customers and therefore they should identify and understand their current and future needs and expectations. These needs should be always met to increase the level of provided services and improve the quality/supply of the offer beyond customers' expectations. Attention should also be focused on the assessment of customers' satisfaction and loyalty to the organisation, for example by carrying out tests on the quality assessment of the provided services in order to, among others, show the changes in the perception of the organisation.

In the case of a uniformed organisation this means that each employee and officer has to be aware of and take into account the fact that citizens, institutions (state, local government, social) and other entities are customers of their organisation, which was established to protect them. Objective, reliable and representative opinions of consumers of safety (i.e. citizens, corporate bodies and legal persons, institutions, etc.) about the organisation and the level of carried out tasks as well as officers who are the backbone of any police related organisation, are a *sine qua non* condition to ensure not only quicker and more effective response to current expectations of subjects provided with safety, but also to anticipate citizens' needs in the near future. Monitoring public opinion is one of the methods that is a source of knowledge and opinions

of citizens about the work output provided by a uniformed organisation.<sup>11</sup>

The principle of leadership should be regarded as crucial in the management process of an organisation and its essence is reflected in the statement that '... management staff is not only a guarantor of taking directions of strategic development of an organisation, but it also has to provide an example for other employees, both in terms of behaviour, performance and establishment of good relations in the workplace, in which the staff achieves the organisation's objectives'. Leadership is connected with many activities, which in essence aim to engage employees using any available method and means in continuous improvement of their competences. The leader is committed to consistently recognise the needs of other members of the organisation, to inspire them, to dispel a sense of fear related to work, to provide favourable conditions for further professional development and to create communications within the organisation based on open and businesslike message transmission.

In addition, the leadership also shows the active participation of management in the processes aimed at improving the operation of the organisation. The leader is an element of the organisation that determines the atmosphere in the workplace and contributes to improving the quality of human relations in a police related organisation. Also in uniformed organisations are there leaders who shape the future of individual parts of the organisation, gain trust and are perceived as credible, they are authority figures and their behaviour is a model of appropriate behaviour for employees/officers in a given institution, they motivate and inspire others, in short they make the organisation unique.

The principle involvement focuses primarily on gaining new knowledge and skills by employees, improving competences and motivation to make full use of qualifications for the benefit of the organisation. Competences of employees are the highest value of an organisation and are indisputably the most important source creating the potential advantage of an organisation in today's competitive market. The above statement is the main assumption of the analysed principle that indicates that employees/officers at all levels of management decide upon the actual value and culture of a police organisation, which is based on society's trust in the institution and they are its backbone and their active and initiative participation in all areas of activities of the organisation allows for efficient use of qualifications for the good of this organisation. The

fulfilment of this principle is reflected in, among others:

- communication of uniformed managers with employees at all levels of management;
- opening a constructive dialogue;
- systematic and active identification and elimination of obstacles affecting employees' performance;
- setting requirements for employees and identifying the opportunities for further development of competences, knowledge and skills.

In addition, managers (including managers of the organisation) in accordance with the above-mentioned principle:

- divide duties and prerogatives adequately for employees' qualifications;
- introduce factors of motivational nature in the organisational reality;
- make substantive, periodic assessment of employees;
- implement elements of the learning organisation model to the operating doctrine;<sup>12</sup>
- initiate creative and innovative approach to reaching organisational objectives;
- transform the information included in the feedback from the interaction between the superior and subordinates for the purposes of the organisation;
- influence employees' attitudes.

Officers are expected to be creative, inventive and able to implement new, legal solutions, able to accept and quickly adapt to changes in the organisation, willing not only to take action in a model situation (standard interventions), but also to respond effectively to new and unexpected events occurring more and more often in social life.

The principle of learning is another equally important principle of the quality assurance management system in an organisation. This immanent principle in the management system of an organisation does not require any argumentation and exemplification. Operation and development of institutions are heavily dependent on the systematic and advanced process of education and professional

<sup>11</sup> ERNEKER, J., BILSKÝ, P., ČUŘÍK, P.: *Analýza faktorov ovplyvňujúcich dôveryhodnosť Policajného zboru u občanov Slovenskej republiky*.

<sup>12</sup> Elements of a learning organisation (human capital, applied system solutions) aim to revise the used concepts, always search for new opportunities to achieve desired effects, create new models of non-stereotypical thinking, develop during teamwork, always learn. A learning organisation is an organisation expert at the tasks connected with creation, acquisition and transfer of knowledge and at adapting their behaviour in response to new knowledge and experience. Source: PENC, J.: *Strategiczny system zarządzania. Holistyczne myślenie o przyszłości. Formułowania misji i strategii* [Eng: Strategic management system. Holistic thinking about the future. Formulation of missions and strategies].



training, in which employees of the organisation actively participate. Continuous improvement of employees' knowledge, competences and skills is the basis to achieve current objectives and success of the organisation in the future.

The implementation of the above-mentioned principle involves, among others:

- determining the level of employees' knowledge identifying current and future needs in the field of professional training and development;
- assessing practical skills and competences of the employees in the context of their further effective development for the benefit of the organisation;
- providing resources (financial, material and technical), which are necessary for the proper development of the organisation.

Moreover, the principle includes also a number of other parts that compose it, for instance, planning and selection of appropriate methods, place and time of training, initiating rising to educational challenges, monitoring the quality of the conducted trainings and the evaluation of their results. Consistent and continuous development of professional skills and qualifications related to the profession and general education of officers ensure the effective implementation of objectives of any organisation, including police related organisations.

A police organisation which strives for success, including success perceived through the prism of building up public trust in the organisation as well as relating to the improvement of the effectiveness of preventive and detection work resulting in, for instance, a lower number of criminal acts, has to be a learning organisation which is able to respond flexibly to the dynamic development of society based on knowledge and at the same time generating many risks.

The emergence of new forms of crime determines the need to update and expand the information by the officers and because of that it increases the role of education and refers to the subsequent principle forming the quality assurance management system in the organisation. This concerns the principle of flexible approach, whose main assumption may be expressed in the statement that the current and future success of the police related organisation obliges its employees/officers to creative and effective work/service, among others reflected in the immediate and adequate response to emerging unpredictable new threats and very fast adaptation to changes in the organisation, that should be interpreted as an opportunity to achieve something new, better, more efficient.

This mission may succeed only thanks to talented and qualified employees, who are expected to be flexible in the proceedings, think creatively, have a good grasp and act immediately in difficult situations. The principle of flexible approach

requires forecasting, predicting and analysing the development of future threats in the field of protection of life, health and safety of citizens and of their property. The organisation has to be able to meet the expectations of customers (citizens) and simultaneously take into consideration the need to take action to improve the safety and satisfaction of its employees (officers, civilian staff).

The principle of process approach is the basic principle for the efficient creation and development of all management systems, including the quality assurance management system. The essence of this principle is expressed in the statement that the organisation which understands and manages interrelated activities and regulates processes will have higher efficiency, thus it will achieve its objectives faster. The use of this principle requires focusing on key processes in the organisation, which leads to an increase in efficiency of the organisation with a simultaneous reduction of costs and also allows for a clear definition of responsibility and competences of individual parts forming a given organisation.

The principle of systemic approach to management is based on the above-mentioned principle, and its essence is the perception of the police system as a set of interrelated processes that have to be identified, understood and properly managed, which will contribute to the increased efficiency and effectiveness in achieving the objectives of the organisation. The use of this principle requires, for example, a definition of the structure of the processes in the management system of the organisation, revealing the barriers between the processes and a mobilisation of resources necessary to increase efficiency of the process, etc.

One of the main objectives of any organisation – including a police organisation, is the continuous increase of efficiency and the search for opportunities for further development.

The principle of ongoing improvement and learning of an organisation refers not only to increasing the efficiency of processes and quality assurance management systems, but it also aims to enhance the ability to flexibly respond to changing conditions and realities in which the entity operates (organisation, uniformed organisation) and indicates to the need to create a favourable social and psychological atmosphere in the organisation, motivating employees for further development. The process of development is not a one-time activity, which ends after the organisation achieves its objectives, on the contrary, achieving improvement is the starting point for further positive transformation.

Implementation of this principle requires:

- identification of weaknesses of the organisation – which in the long term should be interpreted as an opportunity for an improvement;

- planning of corrective actions;
- creation of reorganisational projects;
- ongoing development of methods and techniques used in the corrective actions;
- monitoring of the efficiency and effectiveness of the implemented solutions and corrective actions.

Making a constant effort to achieve a higher level of the organisation as compared to the current state is an appropriate response to the expectations of citizens.

The essence of next principle of quality assurance management, i.e. the principle of making decisions based on facts, is reflected in the statement that any appropriate and constructive decision has to be preceded by an analysis of data and information. The use of this principle in practice requires:

- planning and implementation of various methods for monitoring and measuring the quality assurance management system in an organisation;
- professional training and development of employees in the field of the application of modern methods and tools for data collection and analysis;
- systematic collection of objective and reliable data from processes carried out within the operation of the management system of an organisation;
- willingness of managers in the organisation to implement the obtained data in the management process;
- providing workers of the organisation with the results of analyses;
- implementation of solutions which stem from the results of analyses and are consistent with development trends in the market.

The realisation of the concept of quality assurance management also requires the use of the principle of mutual beneficial relations with suppliers. Each organisation works more effectively when it ensures the development of positive relations (including partnership) with suppliers based on mutual trust, sharing knowledge and integration. A reliable supplier - partner, has a significant influence on the performance of an organisation. While searching for an analogy referring to the above-mentioned principle and also correlated with the issues of the operation of a uniformed organisation, it should be noted that at the stage of preparation of educational initiatives for each programme of a course or other form of training professional development, apart from the availability or supply of hardware and equipment or tangible deliverables, it is also very important to select appropriate instructors (teachers) conducting classes because the quality of the offered form of education greatly depends on them.

Any organisation which cares about its future and maintaining credibility in the eyes of society, has to be fully aware of the responsibility for decisions and actions. Because they have a direct or indirect influence on the environment in which the organisation operates. The principle of social responsibility is a reference to this axiom and should be complied with through:

- compliance with fundamental ethical principles by the organisation;
- respect for human rights;
- tolerance;
- consulting with interested parties;
- effective communication with the use of real and relevant information.

A police related organisation is expected to be, among others, lawful, credible, reliable, ready for cooperation, to respect of the interests of all interested parties, i.e. both clients (customers, suppliers) and employees, ensure the satisfaction of customers and employees, initiate and participate in efforts to increase the sense of security of citizens and institutions, etc.

## 6 CONCLUSION

It should be noted that enhancing the quality of the work output of a police related organisation is primarily dependent on the continuous improvement of the conditions of providing service and adequate vocational training of officers. Immanent components of this organisation improvement process include initiatives involving, among others:

- implementation of the principles of modern management in an organisation (including, among others: quality assurance management and strategic management);
- modernisation of resource base and technical facilities;
- providing professional stability of staff of an organisation;
- effective connection of education system for officers with the applicable rules of advancement in the organisation.

In conclusion, it should be noted that taking holistic actions in a multiplanar manner – including in the field of strategic management, supported by, among others, reliable legislative work output of legislative authority, will result in positive synergistic effects in the common plane of social and institutional actions for safety.

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# SECURITY OF THE STATE, HOW TO PROVIDE IT?

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**Abstract:** The ultimate goal of each state is to ensure the safety of its citizens. In view of the fact that nowadays there are many threats, it is necessary to build the internally and externally safe environment. It is also essential to search for new solutions owing to which it will be possible to resist threats and minimise the effects of their occurrence.

**Keywords:** Security, danger, system, state, strategy.

## 1 INTRODUCTION

Considerations regarding the state security are complex. On the one hand the reason for this is the multiple understanding of the term *security*, on the other hand - *the state*. Undoubtedly, the events of recent years and especially months indicate the need to abandon the traditional idea of building the safe state environment in which two dimensions were mainly seen, i.e. internal and external ones as well as the systemic approach to the search for new optimal solutions for risks prevention and the minimisation of effects of their occurrence.

It appears to be also important that "changing international conditions (...) have created unfavourable situations for the international security environment. This is particularly true for the period of the last twenty years, when phenomena significant for this environment occurred including, among others, the accelerated process of globalisation, disappearance of the division of risks, the so-called "bipolar world", disintegration of large states and its consequences, proliferation of weapons of mass destruction, increasing terrorist activity, migrations of populations. These phenomena took on different forms and characters, in fact there were many threats, which resulted from various factors. These threats can be classified into two groups, associated primarily with the military area as well as its outside"<sup>1</sup>.

The use of the two above only outlined reflections requires well-established scientific knowledge. Knowledge, which has its sources in valuable literature. Knowledge that arises from scientific and constructive disputes. The following observations must be seen in these terms.

## 2 STATE SECURITY

The arranged presentation of the author's enquiry is associated with the solution, the essence of which is to define precisely the basic concepts such as a state and security.

The fact appears to be evident that achieving this objective is possible by addressing the following issues, which took the form of questions:

What is the relationship between the components of the state as far as security is concerned?

What constitutes the security strategy and policy of the state?

Given the subjective and objective scope of considerations it should be noted that the last few years appear in the scientific literature as "a period full, in line with the expectations, of works of two types: summaries, syntheses and evaluations of the achievements of the 20<sup>th</sup> century, and forecasts of what the 21<sup>st</sup> century might bring. That is the direction that can be observed in both the achievements of the research centres, forecasts and analyses, as well as publications (...) of research centres and universities (...) all over the world. However, the diverse perspective and the different nature of the publications are only seemingly sharp and clear. In addition to the historians (...), the vast majority of authors combine the same diagnostic and prognostic approach, pragmatic orientation to draw conclusions for the future while studying the past (...) The practical need is therefore one, common, regardless of the field. It can be expressed by the future oriented question: what should we have, what should we be able to do, what we should be (in the more or less clearly specified future) to, firstly, survive and, secondly, to be as close as possible to fulfilling our dreams, expectations, aspirations and plans, implementing our mission as far as possible? The need for this very knowledge is, as one can see, a derivative of the primary motives of our human activity - the need of being and the safe development, additionally complemented by our individual or collective standards of life and development: quality, pace, scale, relationships, etc. Moreover, this need is universal, common to individuals, groups, organisations, regardless of their size, location, the area of activity".<sup>2</sup>

It is not surprising to say that a state's fundamental elements are society, territory and power. Such a simple understanding of a state will provide the basis for further considerations. In

<sup>1</sup> KULCZYCKI, M.: Ewolucja myśli strategicznej NATO wobec zagrożeń i wyzwań XX i XXI wieku. In *Katastrofy naturalne i cywilizacyjne*, M. Żuber (ed.), Wrocław : WSOWL, 2010, p. 92.

<sup>2</sup> RUTKOWSKI, C. (ed.): *Nowe cechy i zdolności sił zbrojnych w kontekście wyzwań XXI wieku*. Warszawa : 2008, p.5.

contrast, security is a state (a process) that gives the feeling of confidence, the assurance of existence and the chance to continuous improvement. One of the basic human needs is a situation characterised by the absence of any risk of loss of what a person particularly appreciates, for example, health, work, respect, affection.<sup>3</sup>

In the context of the significantly simplified above understanding of a state, it should be noted that today "a state appears to be an extremely complex social organisation. This perception does not permit for indifference to factors that threaten its vital interests. A state should be continually prepared to deal with threats to security and, if they occur - entitled to use exceptional measures for the elimination of a threat or its effects, since there is no way to predict extraordinary events which may take place even in the most democratic state. For this reason, the legal system must be well prepared against such situations."<sup>4</sup>

## 2.1 Danger

*Słownik języka polskiego (the Polish Language Dictionary)* defines a threat as "a state where there is no threat, but peace and confidence"<sup>5</sup> or as "a situation or condition where someone threatens or someone feels threatened, or someone who creates such a situation".<sup>6</sup> According to *Mały Słownik Języka Polskiego (the Little Dictionary of the Polish Language)* "threaten is to scare with something, to announce something under threat; create a state of danger, become dangerous for someone"<sup>7</sup>, and according to *Słownik języka polskiego* it is the same as "become dangerous for someone, something".<sup>8</sup> Therefore, these categories are being gradually specified.<sup>9</sup> The most common dangers are

instantiated by values that can be lost, a subject of destructive impacts or characteristics of risks.<sup>10</sup>

In conclusion to the above it should be stated that a threat is related to a given entity (it may be a state), which is why its sphere of awareness is of great importance, which should be understood as a specific mental condition or consciousness related to the perception of phenomena or "an internal, subjective state of realising something, the state of wakefulness".<sup>11</sup> Continuing it can be said that a threat is "a phenomenon causing uncertainty and fear, which affects the sense of safety. Since the feeling of safety concerns all areas of life and human activity, creating a multi-dimensional vector of welfare of people who feel safe, therefore threats to safety cover the whole spectrum of phenomena distorting this comfort in various fields of life and activity, or their different configurations".<sup>12</sup> Presenting the issues reflected by the title of this paper it should also be noted, that "from the subjective standpoint they are an integral part of the efforts made by many national institutions which seek appropriate level of security through their multiphase activities. The effectiveness of the activities referred to necessitates the need for taking up cooperation and collaboration, not only at the national but also international levels. Many aspects of contemporary challenges and threats determine the necessity of such an approach. It seems that mainly the legal system and procedures of institutions participating decide on the quality of cooperation and collaboration - in the broad sense of the word."<sup>13</sup>

Regarding the foregoing considerations, seven functions fulfilled by every modern state should be also mentioned, namely<sup>14</sup>:

- internal, which boils down to ensuring order and security inside the country that is achieved by activities of administrative authorities of a state;
- external, which is satisfied by activities pursued in relations with other countries and international organisations, its essence is to protect interests of a state, mainly carried out by the diplomatic service;
- economic and organisation, which is reflected in the organisation of the economy and the impact on economic processes;
- social;

<sup>3</sup> BALCEROWICZ, B.: *Słownik terminów z zakresu bezpieczeństwa narodowego*. Warszawa : AON, 2009. p. 11.

<sup>4</sup> The Decision of the Constitutional Court of 6<sup>th</sup> March 2001 cited by: Paździor M., *Konstytucyjne organy administracji publicznej właściwe w sprawach bezpieczeństwa narodowego oraz obrony narodowej*. In Z. Piątek, B. Wiśniewski, A. Osierda (ed.): *Administracja publiczna a bezpieczeństwo państwa*. Warszawa-Bielsko-Biała : 2006. p. 108.

<sup>5</sup> SZYMCZAK, M. (ed.): *Słownik języka polskiego*, vol. III, Warszawa 1978, p. 147.

<sup>6</sup> Ibidem.

<sup>7</sup> SKORUPKA, S., AUDERSKA, H., LEMPICKA, Z. (ed.): *Mały Słownik Języka Polskiego*. Warszawa : 1989. p. 965.

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<sup>9</sup> Compare: STAŃCZYK, J.: *Współczesne pojmowanie bezpieczeństwa*. Warszawa: 1996, p. 15-16; J. Świniarski, *Czym jest bezpieczeństwo?*, „Scientific Journals ” 1993, No. 3, p. 26.

<sup>10</sup> Compare: SIENKIEWICZ, P.: *Modelowanie bezpieczeństwa systemów*. „Scientific Journals of AON” 1991, No. 3/4, p. 57.

<sup>11</sup> J. Strelau (ed.), *Psychologia. Podręcznik akademicki*, Gdańsk : 2000. p. 78.

<sup>12</sup> More: *Bezpieczeństwo wewnętrzne RP w ujęciu systemowym i zadań administracji publicznej*. Warszawa,Bielsko-Biała : 2006, p. 46.

<sup>13</sup> WIŚNIEWSKI, B.: *System ochrony granicy państwowej*. Typewritten material.

<sup>14</sup> See: WOJTASZCZYK, K. A.: *Kompendium wiedzy o państwie współczesnym*. Liber, Warszawa: 1998, p. 12.

- adaptive, involving the adaptation of a state to changing civilisation conditions;
- regulatory, which boils down to the whole activity related to the influence on the ongoing social processes;
- innovative, involving the introduction by a state of new processes and social transformations.

## 2.2 State

In the context of the above, it should be stressed that the main task of each state and its citizens is to ensure their own security in conditions of the sustainable development. In numerous scientific studies, security of a state is defined as "an element of its existence and development defined by the ratio between defence capabilities and the scale of threats".<sup>15</sup> National security is defined as a state or process. It can therefore be seen as "a state evoking a sense of possibilities of nation development due to the lack of external and internal threats, and the ability to defend against these threats,"<sup>16</sup> as well as "the state obtained as a result of organised defence and protection against external and internal threats defined by the relationship of the defence potential and the scale of risks."<sup>17</sup> State security refers to the process of the formation of a modern state, and therefore it should be seen as an ongoing process that is changing in relation to the scope and quality.

In accordance with the fact of the emergence of threats characterised by high dynamics and complexity of changes, an integrated system aimed at counteracting all the dangerous phenomena is required. Simply speaking - a national security system. The safety of the nation depends on a number of actions taken, which, according to J. Kaczmarek and A. Skowroński, "are usually arranged in a fairly complex system of interrelated subsystems."<sup>18</sup> It seems reasonable to start any discussion with the clarification of the term "system". *Słownik języka polskiego (The Polish Language Dictionary)* defines a system as<sup>19</sup>:

- the arrangement of elements having a specific structure and constituting a logically ordered whole;
- a set of multiple facilities, roads, pipes, etc. functioning as a whole;

- organs or other parts of a living body performing specified functions;
- an ordered set of assertions, views, forming a theory;
- a certain way of performing an activity, or rules for the organisation of something;
- a form of the political system;
- a group of rocks formed during one geological period;
- a comprehensive and structured set of activities interconnected by means of logical inference relations.

## 2.3 Citizen and Society

Today, the public expects from the authorities an idea, which is the vision of the functioning of a state in a perspective of a few, a dozen and several tens of years. Such a vision is also accompanied by the expectation of the way of its implementation, acceptable to the majority of the people involved. The realisation of the vision must be complemented by activities of many people, members of the organisation. Without their commitment the vision will remain only at the planning stage. Therefore, this is why the way the vision is promoted is extremely crucial. One of them is to define the organisation's mission, which should not be confused with the operational objectives of the strategy, but the ways to reach them. The strategy includes two major spheres of human activity - objectives and ways of their achievement. A mission is understood as the designation of the ultimate goal of an organisation, as well as the choice of ways of reaching it. As stated by Jarosław Prońko, a mission is one of three factors limiting the freedom of development or a choice of a strategy. On the one hand there is a vision for the future, on the other hand own potential, which for natural reasons is divided into financial and non-financial, dependant not only on the possessed tangible and intangible assets, but also on their mutual configuration.<sup>20</sup> It should be noted at the same time, that a mission, evaluation of the possibilities and conditions as well as strategic objectives are the main elements of a strategy, but the order of their formation is not clearly identified. In the literature there are three models. The first one assumes that strategic objectives emerge first while creating a strategy. According to the second one, the first step is to analyse the environment and the organisation, and then put strategic objectives. In turn, the third model assumes that the functions of identification, environmental and organisational analyses are interlinked and underpin each other.

<sup>15</sup> ZUBEK, J.: *Doktryny bezpieczeństwa*. Studium. Warszawa : AON, 1991. p.9.

<sup>16</sup> *Bezpieczeństwo narodowe a walki niebrojne*. Studium. Warszawa : AON, 1991. p.7.

<sup>17</sup> *Słownik terminów z zakresu bezpieczeństwa narodowego*. Studia i materiały, No. 40. Warszawa : AON, 1996. p.14.

<sup>18</sup> KACZMAREK, J., SKOWROŃSKI, A.: *Bezpieczeństwo: świat – Europa – Polska*. Wrocław : Atla2, 1998. p. 5.

<sup>19</sup> See: *Słownik języka polskiego PWN*. [Vol. 2], P-Ż, op.cit., p. 339.

<sup>20</sup> PRONKO, J.: Istota strategii. In: *Teoretyczne aspekty strategii bezpieczeństwa państwa*, ed. by A. Szerauc, Płock : Oficyna Wydawnicza Szkoły Wyższej im. Pawła Włodkowica, 2010. p. 87.



## 2.4 National security strategies

From the point of view of considerations on security, Vladimir Fehler's words seem to be significant, since he believes that "one of the most appreciated and desired by humanity assets are two basic strategies. The first of them focuses on preparing actions to protect against threats, while the second one deals with shaping the environment so as to recede and minimise the possibility of their occurrence. In both cases, although with a different approach, a threat is a category of key importance."<sup>21</sup> In the literature there are generally considered three categories of the national security strategy, namely: operational, preparative and sector ones.

The operational strategy of national security is "a section (a field) of the national security strategy [...] including rules and ways of achieving strategic objectives (the implementation of operational strategic tasks in the field of national security) under the foreseen conditions (the environment) of security, and the determination of operational requirements towards the national security system."<sup>22</sup>

The preparative strategy of state security is "a section (a field) of the national security strategy [...] including the principles and methods of preparation (maintenance and transformation) of a national security system (the implementation of preparatory strategic tasks in the field of national security) in accordance with the requirements of the operational strategy)"<sup>23</sup>

The sector strategy of state security is "the applicable in a state concept of the implementation by a state sector (a department or a group of departments of government administration) preparatory and operational strategic tasks in the field of security provided in the national security strategy. This includes the definition of objectives, assessment of conditions, determination of methods, allocation of funds of a given sector for tasks execution in the field of security."<sup>24</sup>

The aforementioned strategies decide on the final structure of a national security system, which is derived from tradition and culture of safety, variables in the security environment and alliance and international commitments. The elements of this system are many entities that create and co-create many systems. *Słownik terminów z zakresu*

*bezpieczeństwa narodowego (the Glossary of National Security Terms)* defines the term "a state security system" as "an internally coordinated set of organisational, human and material elements aimed at countering any threats to a state, particularly political, economic, psychosocial, environmental and military ones"<sup>25</sup>, while the defence system of a state is "an internally coordinated set of organisational, human and material elements, which are interconnected and work for national defence."<sup>26</sup>

The essence of the operation of national security system elements within their competences<sup>27</sup> is their functioning in the framework of the specified by law range of activities, tasks and responsibilities, allowing to distinguish them from other systems.

Under the terms of the cited strategy, a state security system consists of a managing subsystem and executive subsystems.

## 2.5 State security system

In practice, a state security system is defined as "entire forces (entities), means and resources allocated by a state to carry out tasks in the field of security, appropriately to these tasks organised (in subsystems and links), maintained and prepared. It consists of a managing subsystem (system) and a number of executive subsystems (systems), including operational subsystems (defensive and protection ones) and support subsystems (social and economic ones)."<sup>28</sup>

On the other hand, the subsystem for managing the state security is "part of a system designed to govern its functioning, including public authorities and heads of organisational units (also the command structures of the Polish Armed Forces) that perform safety-related tasks, along with advisory bodies and administrative apparatus (a staff), procedures of operations as well as infrastructure (positions as well as control and management centres, a communication system)."<sup>29</sup> The management subsystem of a state security system consists of public authorities and heads of organisational units who perform tasks related to security, and the

<sup>21</sup> FEHLER, W.: Zagrożenie – kluczowa kategoria teorii bezpieczeństwa. In: *Współczesne postrzeganie bezpieczeństwa: conference materials organised by the College of Administration in Bielsko-Biala, 23<sup>rd</sup> November 2006*, sci. ed. K. Jałoszyński, B. Wiśniewski, T. Wojtuszek. Warszawa, Bielsko-Biala : 2007, p. 8.

<sup>22</sup> Ibidem.

<sup>23</sup> Ibidem.

<sup>24</sup> Ibidem.

<sup>25</sup> *Słownik terminów z zakresu bezpieczeństwa narodowego*, ed. by J. Pawłowski. Warszawa : AON, 2009. p. 139.

<sup>26</sup> „Biuletyn informacyjny” No.1/159. Warszawa : Wyd. Szt. Gen. WP, 1994. p. 7.

<sup>27</sup> *Mały słownik języka polskiego*, ed. by E. Sobol, Wydawnictwo Naukowe PWN, Warszawa 1993, p. 330 defines the term *competence* as "the scope of empowerment and authorisation, the range of the activity of an authority body or an organisational unit; the scope of one's powers, skills and responsibility".

<sup>28</sup> *Biała Księga Bezpieczeństwa Narodowego Rzeczypospolitej Polskiej*. Warszawa : BBN, 2013. p. 250.

<sup>29</sup> Ibidem and WIŚNIEWSKI, B.: *System bezpieczeństwa państwa: konteksty teoretyczne i praktyczne*. Szczytno : Wydawnictwo Wyższej Szkoły Policji, 2013., p. 183-199.

Armed Forces command bodies as well. A special role in the security management is performed by executive and legislative power. Within the above-mentioned system there are performed tasks relating to the identification and monitoring sources of dangers affecting the security of a state and prevention from their occurrence both within the country and beyond its borders, as well as the effects of these threats and their removal.

Executive subsystems of state security are "forces and measures envisaged for the implementation statutorily defined tasks in the field of security at the disposal of security management bodies. Among them one can distinguish:

- operational subsystems: the defence subsystem (state defence, national defence, military security); subsystems of protection of a state and its population (civil, non-military security);
- support subsystems: social and economic”<sup>30</sup>.

The executive subsystems include forces and resources remaining under the authority of the competent ministers in charge of departments of government administration, government administration central bodies at the central and field levels, local government authorities and other entities responsible for implementing tasks defined by law in the field of security. The principal tasks of the executive subsystems, in accordance with point 92 of the abovementioned Strategy include:

- early identification of challenges and dangers and prevention of threats to state security, and under the conditions of their occurrence - counteracting the negative effects;
- strengthening the state's capacity and its ability to pursue national interests.
- The effectiveness of a system of national security depends on specifying possible and necessary for the state long-term goals and their achievement by taking a series of activities relevant to the subject of considerations.
- The variability of the threat environment requires the rationalisation of a national security system. This rationalisation seems to be possible by increasing the efficiency of essential elements of a national security system. This will be achievable due to the realisation of the following objectives (operational ones):
- creating a stable international security environment at the regional and global levels;
- strengthening the defence capacity of a state;
- the development of resilience to threats to state security.

In turn, national security system integrity (outside and inside) will be possible to achieve such objectives (systemic and coordination) as:

- increasing the integration of public policies with the security policy;
- creating conditions for the development of an integrated security system.

In contrast, the effectiveness of measures taken to eliminate any dangerous situations requires, most prominently, the orderly state of knowledge in the field of security. Such a state of achievements allows the system approach to security issues.

## 2.6 Management and education

A crucial role in ensuring the security of a state is played by its management (directing). The effectiveness of this management is determined by:<sup>31</sup>

- the range of knowledge of a management body that:
  - defines the capability of processing information about the current situation and occurring phenomena,
  - stimulates the need to collect this information,
  - on the basis of information collected it allows for obtaining an image of an organisation and its environment close to reality;
- clearly and precisely defined rules of functioning of an organisation, which make it possible to carry out the optimal strategy of the impact on it and its members. These rules should in particular specify:
  - division of tasks and responsibilities within an organisation.
  - rules of cooperation between its members during solving problems, covering the areas of competences of several of them,
  - an internal structure adequate to the needs,
  - rules governing the settlement of disputes arising inside the organisation;
- a well-organised motivational and educational system, which allows for:
  - broadening and unifying the knowledge of all members of an organisation, so that they can understand one another and their views on principal issues would converge,
  - an organisation members' conviction that the welfare and development of their organisation are closely related to their welfare and development.

In the context of the above statements, the issue of education is worth noting, as it is complex and consists of several components. The first of them is the knowledge that everyone gains not only at school, but also in the environment in which he / she

<sup>30</sup> Biała Księga Bezpieczeństwa Narodowego Rzeczypospolitej Polskiej. Warszawa : BBN, 2013. p. 250.

<sup>31</sup> PROŃKO, J., WIŚNIEWSKI, B., WOJTUSZEK, T.: *Kryzys i zarządzanie*. Bielsko-Biała : WSA, 2006, p.101.

lives, and the second one is to put the acquired knowledge into practice.<sup>32</sup>

According to Janusz Świniarski "diversifying subjects, objects and security processes forces on the one hand differentiation of education for safety, on the other hand its universalisation and making it more synergistic. The subject of this education is no longer, as was traditionally, school (state or public) or a state. In the 21<sup>st</sup> century the educational monopoly of traditional schools and a state is becoming more eroded and the de-schooling process is more and more intensified."<sup>33</sup>

In the context of the foregoing considerations, it should be pointed out that state security systems have evolved in Europe "since the end of World War II. The reason for this are primarily conditions resulting directly from the changing security environment, both European and global. Over the last 65 years there were many concepts associated firstly with developing an appropriate security system, and later with ensuring its maintenance. Works for the European security system accelerated markedly in 1990s, when it came to the disintegration of the block division of Europe and the role of partnership action in the field of security as well as the cooperation in our continent. This period it was also time of the ambiguous nature of relationships, connections and interests of individual countries participating in shaping of European security."<sup>34</sup> When diagnosing problems of state security in international terms it should be noted that "the activity of the United Nations, especially in the last decade of the previous century and the first decade of the current one, raises a lot of controversy and debate. There are numerous doubts and observations whether the international organisation brought to life more than half a century ago fulfills its role in various areas of operation, including performing tasks related to the appointment of multinational military forces for the maintenance of international security."<sup>35</sup> It also appears vital to say

that "currently a number of discussions are ongoing on the future of the UN, including the legitimacy and desirability of peace operations and multinational military forces' engagement in them. In particular it is related, among other things, to controversies around peace enforcement operations carried out by international organisation and scandals that erupted in connection with conducting operations in Africa. One should share many international experts' opinion that today in order to make the United Nations find its identity in the world of the 21<sup>st</sup> century, it requires internal reforms and decisive steps with regard to operation and response to emerging threats to international security."<sup>36</sup>

### 3 CONCLUSIONS

To sum up, it should be emphasised that the law provisions governing the security of a state "can be described as the foundation of all the deliberations in this regard. They fundamentally determine the quality of these activities; they govern the areas of activity and decide in broad outlines on the forms and methods applied by those involved when seeking the security. It may be said with great responsibility, that methods, and so operational procedures of institutions involved in this complex of projects are the determinant of the effectiveness that allows for the regulated by law, freedom of action and at the same time provides responding to situations and conditions unnoticed when creating and improving the legal system. Information links are the last primary factor."<sup>37</sup> What is more, it should be stressed that national security can be achieved in many ways. The most effective of them are research, as a result of which one gains valuable knowledge, which is then disseminated in an organised manner. The dissemination should be provided using all methods of education; it should extend to all citizens regardless of their age and social position. The equally effective way is to build an efficient national security system and have it rationalised permanently. Soliciting for safety carried out within the country and internationally complements these methods. It requires a stable legal system, an updated security strategy, and the security policy of a state conducted with this regard.

<sup>32</sup> KACZMARCZYK, B.: *Edukacja dla bezpieczeństwa i jej konteksty* [in:] *Współczesność oraz perspektywy Krajowego Systemu Ratowniczo-Gaśniczego. Volume. I. Rozwiązania prawno-organizacyjne i ich konteksty*, ed. by B.Kogut, SA PSP, Kraków 2014, p.148.

<sup>33</sup> ŚWINIARSKI, J.: *Edukacyjne aspekty badań nad bezpieczeństwem* [in:] *Podstawowe problemy bezpieczeństwa i edukacji dla bezpieczeństwa. Volume I. Dylematy współczesnego bezpieczeństwa*, sci. ed. B.Kaczmarczyk, A.Wawrzuś, MODN, Elk 2013, p. 69.

<sup>34</sup> KULCZYCKI, M.: *Polska w kształtowaniu europejskiego systemu bezpieczeństwa - aspekt militarny*, Scientific Journals, No. 3/2010, the General Tadeusz Kościuszko Military Academy of Land Forces, p. 25.

<sup>35</sup> KULCZYCKI, M.: *Wielonarodowe siły wojskowe – wspólne spojrzenie na bezpieczeństwo międzynarodowe, Katastrofy naturalne i cywilizacyjne*.

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<sup>36</sup> KULCZYCKI, M.: *Wielonarodowe siły wojskowe – wspólne spojrzenie na bezpieczeństwo międzynarodowe, Katastrofy naturalne i cywilizacyjne. Interdyscyplinarność nauk o bezpieczeństwie*, [in:] M. Żuber (ed.). Wrocław : Wydawnictwo WSOWL, 2012, p. 25.

<sup>37</sup> WIŚNIEWSKI, B.: *System ochrony granicy państwowej*. Typewritten material.

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