JEL C 12, D 21, H 56, J 20, 21, K 30, L 23, M 11, 12, O 17.

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RESEARCH INSTITUTIONS IN THE POLICE - PROCESS OF INSTITUTIONALIZATION AND FORMALIZATION

INSTYTUCJE BADAWCZE W POLICJI – PROCESY INSTYTUCJONALIZACJI I FORMALIZACJI

ИССЛОВАДИТЕЛСКИЕ УЧЕРЕЖДЕНИЯ В ПОЛИЦИИ - ПРОЦЕССЫ ИНСТИТУЦИОНАЛИЗАЦИИ И ФОРМАЛИЗАЦИИ

Abstract

Institutionalization and formalization of research institutions in the Police are processes which have a great impact for its functioning. Outer environment of the institution affects its scope of action and creates cooperation with units taking part in solving a given criminal issue. In this publication, there has been done an analysis of the literature affecting factors influencing the progress of processes. Along, outcomes of the empirical research showing the elements that create both processes in diagnosed institution, has been presented.

Keywords: *the Police, research institution, institutionalization, formalization, management system, organizational culture.*

Streszczenie

Instytucjonalizacja i formalizacja instytucji badawczej w Policji są procesami, które wpływają na jej funkcjonowanie. Otoczenie zewnętrzne instytucji wywiera wpływ na zakres jej działania oraz kształtuje współpracę z podmiotami biorącymi udział w rozwiązaniu konkretnego problemu kryminalnego. W publikacji dokonano analizy literatury w zakresie czynników wpływających na przebieg tych procesów oraz przedstawiono wyniki badań empirycznych wskazujące elementy kształtujące oba procesy w diagnozowanej instytucji.

Słowa kluczowe: *Policja, instytucja badawcza, instytucjonalizacja, formalizacja, systemy zarządzania, kultura organizacyjna.*

Аннотация

Институционализация и формализация исследовательского учреждения в Полиции является процессами, которые влияют на ей функционирование. Окружение учреждения влияет на сферу ей деятельности, а также образовывает взаимодействие с представителями, которые участвуют в разрешении конкретной криминальной проблемы. В этой публикации сделано литературный анализ в сфере показатели, которые влияют на продолжение этих процессов, а также представлено результатыэмпирических исследовании, которые указывают элементы обрезающее оба процессы в диагностированном учреждении.

Ключевые слова:Полиция, исследовательское учреждение, институционализация, формализация, управленная система, организационная культура.

Introduction

The activity of each institution should be considered, taking into account its relationship with the turbulent external environment and the internal environment, and its dependence on flexible adaptation. The research institutions of the Police as social groups functioning in the larger whole, the Police. Remaining changes in the external environment influence the conditions of management of research institutions in the structures of the Police. These changes concern legal, socio-political, organizational and logistical factors. We notice them in the day-to-day operations of individual units and organizational units of the Police, as well as in relations with external entities. The challenge of time has become the transformation of the Police into openness to social expectations. The entry of the free market economy into the Polish market, the loss of many of the Police officers' privileges and the adaptation of some of the services, including forensic research and innovation to the conditions of free competition, all forced changes in the way the management of the whole institution. There was a change in the goals. Taking into account the desirability of the institution, it can be stated that its aims are a central category of analysis resulting from the deliberate existence of the group [T. Stalewski, J. Łucewicz 1994, p. 57]. In the social sciences, the term "institution" is the basis of many considerations and empirical studies which are directed at its elements. Institutional objectives are often the starting point for research on its activities and the basis of typology of institution [R. Janik, J. Sztumski 2012, p. 28]. Looking at the institution from the point of view including objectives, we can say that the institution exists to meet the goals. The institution's objectives shape its internal formal structure and, above all, the structure of power, as well as directly influence the level of education of the participants in the institution and the motivation of employees [J. Łucewicz 1999, p. 40]. The objectives of the research institution in the Police become the principal determinants of its institutionalization and formalization.

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1. Institutionalization and formalization processes of the institution

Describing the research institution in the Police as an organized group, we will first determine the meaning of the term institution. As a classic definition of "institution," T. Kotarbinski's statement says that an institution is a unit of apparatus and personnel, in other words it consists of people and their apparatus, that is, all materials, tools, and any other auxiliary objects used by the people who are part of the team [T. Kotarbiński 1973, p. 107]. Some processes in the institution are consciously, predictably, artificially planned, and unconscious, spontaneous, natural, and prolonged. The processes that run in a spontaneous manner, even unconscious, are stretched over time and are characterized by their naturalness would be institutionalized. The institutional approach involves symbols, rituals, values, achievement of goals through the use of professional potential, etc. The notion of institutionalization shifts attention to the cultural dimensions of the regulation process: the sense and significance that a given community gives different- it kind of behavior in the institution. Institution, in the process of institutionalizing social norms of culture, habits and values, lifestyle and relations with the external environment. The institution established for the realization of the objectives of importance for society, which involves the fulfillment of its needs (law enforcement, security, prosecution of criminals, cooperation with the judiciary and other services,), is a system of many interrelated relationships, through which employees under the direction of their superiors strive to achieve these goals. The functioning of the institution depends on many factors, including political factors related to the influence of power and its relations, and psychosocial factors related to the working environment. The influence of power and its relations affects the general principles of functioning of the research institution in the

Police and its shape throughout the public security system. Among the dogmatic influences influencing the functioning of institutions, we stand out: hierarchy, leadership and leadership, organizational culture, institutional communication, personnel policy, the essence and importance of motivation and trust. The existing hierarchy establishes the relationships and relations that exist between the various elements of the institution. We distinguish relations: superiority, subordination and equivalence. The order of the hierarchical social system also results in different competences, ie power and authority, for different levels. The powers and authority attached to a particular hierarchy level are vested in everyone who attains that level, regardless of his or her personal qualities. From a sociological point of view, it is important that hierarchical order also results in acknowledgment and appreciation, ie the authority and prestige of a given position and the person who occupies it [J. Sztumski 1999, p. 99]. The employees of each institution are therefore a group in which a particular hierarchy exists. On the basis of this, the following subgroups can be identified: the managers (responsible for the activity of the institution), the supervisor (supervising and controlling the individual staff teams), technical specialists (performing the conceptual work, carrying out professional instruction and controlling production process, auxiliary and preparatory workers, and production workers [J. Sztumski 1999, p. 126].

The managerial attitude and its competences are of fundamental importance for the function of the institution. The power of mobilization of managers in terms of change and uncertainty includes key leadership skills. It is building strong relationships with and between team members, with a high level of mutual trust and respect, and motivating people who are often

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reluctant to take risks, lost and / or self-conscious. Political awareness and personal power of penetration, or "power," are also important, combined with the ability to establish contacts, which is conducive to successful work in the eradication of cultural and functional divisions. Lastly, training skills are needed, i.e. the ability to initiate, sustain and support targeted learning and employee development. Managers in the hierarchy of higher education, who have the necessary competencies and who perform their roles, are on a par with other employees in terms of the fundamental values of the institution's culture. This approach assumes that both the organizational structure and the results of its action can be explained by referring to the specific characteristics of a given culture. In institutional terms organizational culture creates both the institution and the elements shaping it. This approach assumes that organizational culture is conditioned by the existence of other organizational elements [D. Walczak-Duraj, 2010, pp. 125-126]. E. Schein defined organizational culture as: "a set of common basic assumptions that the group has learned in solving problems of adaptation to the environment and internal integration, justified, and therefore - to be taught by new members as a correct way of perceiving, thinking and feeling in relation to these problems". [E. Schein 1992, p. 5]. Some aspects of organizational culture are self-evident - other, more difficult to see, are internal resources that institutions do not always want to share. When considering the organization and functioning of an institution, we must pay attention to the scope of the rules defining the principles of operation and the ways in which employees are going to achieve their goals. All these elements form the formalization process. On the other hand, the very concept of institutional formalization implies the norms of organization and operation of the institutions in terms of the organization and functioning of the institution, in the written form (organizational regulations and other regulations of the institution) and / or graphical (organizational chart, plans and other rules). The following elements of the institution are subject to the formalization process: the institution's objectives and the resulting strategy, and the tasks and methods and methods of implementation, and their control, division of work and the resulting organizational structure, model (type of organizational power, management principles and forms of co-operation within the organization, responsibilities and rights of employees, rules governing health and safety at work, information management responsibilities, ways of communicating within the institution, institution linking with the external environment, protection institutions (legal, organizational and logistic) and other necessary elements for the proper functioning of the institution [M. Jełowicki, W. Kieżun, Z. Leoński, B. Ostapczuk 1981, p. 91). Speaking of institutional formalization, we can see that the most important elements of it are formed in the process of its creation, and as the institution grows, the level of formalization increases. As a result of over-formalization of the institution's activities, bureaucracy can occur. Of course, such behaviors may lead to a decline in organizational efficiency, a decrease or a decline in the initiative of the hired employees, and consequently may lead to a reduction in organizational measures and progress, enforced behavior and huge development of office administration, and centralization of management.

The reflections on institutionalization show how important a set of norms are, the observance of which guarantees the continuation and functioning of the variable and complex internal environment and the external environment. The internal environment means the prevailing conditions and forces within the institution, while the external environment is all that is outside the boundaries of the institution and what can

affect it. The external environment can be divided into general and task [R.W. Griffin 2004, p. 75). The general environment is the economic dimension (the element of the economic system in which the institution operates), the technical dimension (technical infrastructure allowing the transformation of resources into products), the socio-cultural dimension (elements of the organization's functioning in the environment - values and demographic characteristics of the society), the political and legal dimension (the relationship between the institution and the state in terms of legislative regulation) and the international dimension (elements of international institutions and mutual relations). The external task environment is comprised of competitors and institutions that compete for resources, customers, suppliers and strategic partners or strategic allies (people with disabilities, but also entities involved in resolving criminal cases, prosecutors, courts, schools and colleges, media, local and central authorities, local communities, NGOs, police offices of other countries, Interpol, Europol). The dynamics of the processes taking place in the institution and its surroundings, the interactive nature of the links between the elements and the reactions cause the change of institutions in the perspective of time [R. Rutka 2010, p. 24]. The stage of formalization, where the rules are introduced and maintained, is characterized by the stability of the organizational structure, emphasis is placed on operational efficiency, implementation and improvement of the procedures, and the institution becomes more conservative.

In sum, we can say that formalization is setting institutions in the provisions, and institutionalization in culture.

2.   Research institutions in the Police

The research institution in the Police was forced by the Council Framework Decision on the accreditation of forensic service providers carrying out laboratory activities [Decision 2009/905 / JHA, L 322/14 of 09.12.2009] to perform accreditation process of forensic in the field of DNA and fingerprint identification. In standardized management systems, the institution goes through the accreditation process. Quality management (QMS) is part of a comprehensive management system. Quality is a universal principle, a perceived feature, a social relationship, and a process approach. In general terms, quality can be defined as the perceived nature of things (products), actions (results), and feelings (e.g. satisfaction) [J. Macias 2011, p. 15-18]. The implementation of the QMS opens a very long process of maintenance and improvement, not the end of the operation. Improvement of the institution's management system will be achieved through the introduction of the so-called dynamic management. The basis for introducing dynamic management at the research institution in the Police is the management staff. It is thanks to such activities as the creation and transfer of precise vision and strategic goals, teamwork skills in constantly changing configurations, and the perfect mastery of the art of communicating through the use of technical means in interpersonal and group processes may introduce dynamic management to the functioning of the research institution in the Police. It can be used by any institution that can define an external client no matter what sector it represents [P. Jedynak 2011, p. 9]. The standard of every standardized management system is its continuous improvement. The issue of continuous improvement of the institution is associated primarily with its creator William Edwar-Dem Deming [Jedynak 2011, p. 111-112.]. The basic model of continuous improvement consists of four stages: plan (P), do (D), check (C), and act

(A), abbreviated PDCA, from the first letters of the English names of actions) [E.[1] Skrzypek, M. Hofman 2010, pp. 134-135]. These stages are interrelated and constitute a closed cycle for improving the formal functioning of the research institution in the Police.

In addition to formal requirements resulting from the need to introduce standardized QMS in research institutions, in the Police there is the organizational structure. The structure of the General Headquarters of the Police is a linear structure, based on the principle of unity of command and specialized management support. Linear-shaped structures are typical structures found in other police units. Likewise, the situation with research institutes in the Police is posed. At the central level, there is the Central Criminal Police Laboratory - a research institute, and at the local level are the Criminal Police Laboratories of the Police Headquarters and Province Police Headquarters. The organization of these institutions is based on organizational rules with a permanent organizational structure and the QMS (accredited or certified). This is the formalization of the activities of these institutions. Institutionalisation of research institutions in the Police, which includes organizational culture, values and cultural norms adopted in daily work, results in mutual co-operation in the internal and the external environment. An important element of institutionalization is the process of recruitment, selection and training of future experts in the various fields of forensic research, which is based on the internal experience of the institute.

3. Methodology of the research

In empirical studies, case studies were used in document analysis as well as in qualitative and quantitative research. This gives the basis for analyzing the case that changes over time. This feature influences the scope of using this method to describe the processes of institutionalization and formalization of research institutions in the Police on the basis of the functioning of dactyloscopy studios. Criminal studies have been used as a specific case. Forensic investigations are carried out in the Central Criminal Police Laboratories at the central level and in the Criminal Laboratories of the Voivodship Headquarters and Police Headquarters at the local level, which are the organizational units of the Police, by the Criminal Experts in the supervision of the management, on the order of criminal prosecutors, i.e. policemen of the Criminal Service units of the Police, prosecutors from different levels of prosecution, as well as judges from different levels of the courts, adjudicating in criminal cases.

The main research method was the survey method and the environmental survey tool [J. Sztumski 2010, p. 193] addressed both contractors and forensic criminologists. The results obtained from the survey were

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[1] [1]**Bureaucracy, bureaucratism** - *[...] sluggishness, arduousness, diligence, complicated procedures, mismatching of the organization to the needs that it should satisfy, the frustration experienced by the people working in the organization, its clients or others working with it. [M. Jełowicki, W. Kieżun, Z. Leoński, B. Ostapczuk 1981, p. 95].*

[1]**2Acreditatio**n *is "third-party attestation of a conformity assessment body for the formal demonstration of its competence to perform specified obligations of* conformity assessment. The attestation is "issuing a declaration based on a decision preceded by a review that the fulfillment of the specified requirements has been demonstrated". Accreditation is therefore nothing more than the formal recognition by an authorized organizational unit of the competence of a certain organizational unit or person acting in the area of conformity assess-* *ment"* -https://www.centrum.jakosci.pl/akredytacja-i-certyfikacja,akredytacja-laboratoriow-badawczych.html

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statistically analyzed, and presented in a form of statistical data, descriptive statistics and mathematical statistics. Targeted sample selection was chosen - selection of typical units. The method of selecting units is based on the selection of entities that have values or categories of characteristics considered typical in a given population [M. Rószkiewicz, J. Perek-Białas, D. Węziak-Białowolska, A. Zięba-Pietrzak 2013, p. 183]. Based on the analysis of the entities involved in the solution of a particular problem, participants in the empirical study were selected. On the one hand, they are investigators: forensic experts (direct forensic examiners) and managerial staff (forensic forensics laboratories), and on the other hand investigators: police officers, prosecutors and judges. The survey was based on questionnaires sent to individual subjects.

As a consequence of the empirical research, 3982 completed questionnaires were received. However, not all questionnaires were correctly completed, which required correcting their preparation. After survey selection, 3931 questionnaires were filled in correctly. The principle that forensic investigators have filled in at least one questionnaire in each Police, prosecutor and court organization has proved to be a good solution. On the other hand, the investigators were asked to complete the questionnaire by each of the employed experts and the representative of the management staff. The number of questionnaires received from individual surveyed entities is presented in Table 1.

Table 1. Number of received questionnaires during empirical research.

	Entity				
	Employers			Contractors	
	Police inspectors and detectives (KR Police)	Prosecutors (P Prosecution)	Judges (S Court)	Managers (LK Management)	Experts (A1 Experts)
Number of respondents	1685	1554	521	32	131
% in the research sample	42.86%	39.53%	13.25%	0.81%	3.54%

Source: Author on the basis of empirical research, N= 3931.

It should be noted that the number of correctly completed and submitted questionnaires from the principals is almost 22 times greater than the number of questionnaires completed and sent by criminologists. The proportion of questionnaires filled by executives supervising the conduct of forensic investigations is only 0.81% of all correctly completed questionnaires.

4. Factors conditioning institutionalization and formalization in a research institution in the Police in the light of empirical research

Among the investigated processes connected with the institutionalization of research institutions in the Police were the following issues:

- on the cooperation between the entities involved in solving a particular crime problem;
- on the exchange of knowledge between entities involved in solving a particular

criminal problem;
- participation in joint meetings or briefings of entities involved in solving a specific criminal problem;
- on the exchange of remarks on forensic examinations;
- on the system of obtaining the right to conduct independent forensic examinations.

The graphs below show the results of empirical research on institutionalization in research institutions in the Police. A survey was conducted in which respondents responded in a 5-point Likert scale. Values in the comparative graphs refer to the responses received from the respondents and were included in three ranges: "negative" ("no", "rather not") and "positive" , ("yes", "rather yes"), and the whole research sample there were answers: "no", "rather not", "I have no opinion", "rather yes", "yes".

Figure 1 presents a comparative opinion of the investigated entities on cooperation between these entities in solving a particular crime problem.

Figure 1. Opinion of the researched entities on cooperation between these entities in solving a particular criminal problem
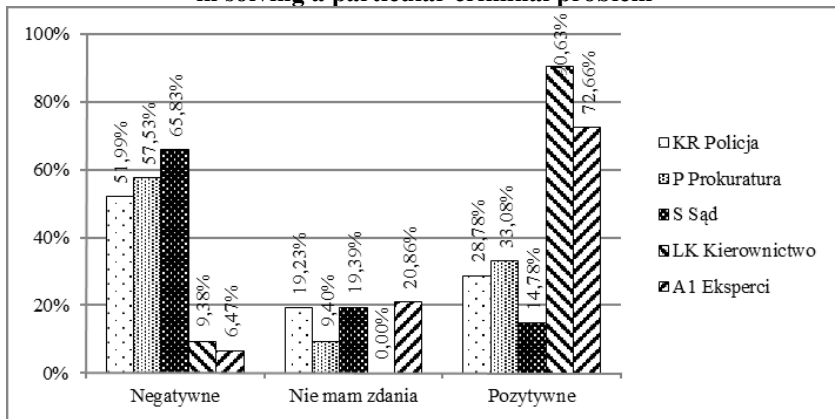
Source: Author on the basis of empirical research, N= 3931.

The opinions of the entities involved in solving a specific forensic problem regarding their cooperation are different for the payer and others for the forensic investigators. The employers in their opinions point out the lack of such cooperation (51.99% of police officers, 57.53% of prosecutors, and 65.83% of judges), while the researched contractors indicate that such cooperation exists : management staff - 90.63%, and experts, direct contractors - 72.66%). In the opinion of the whole sample the negative opinion is dominant - 54.06%, and the existence of cooperation shows 30.68% of the respondents. The results are shown in Figure 2.

Figure 2.Opinion of the entire research sample on cooperation between these entities in resolving a particular forensic problem
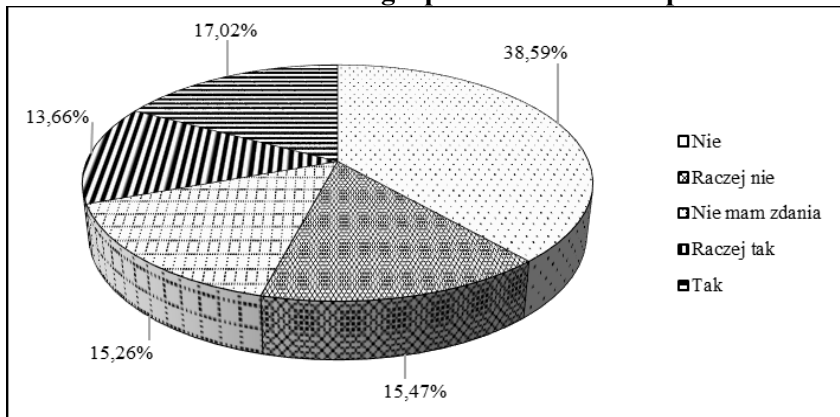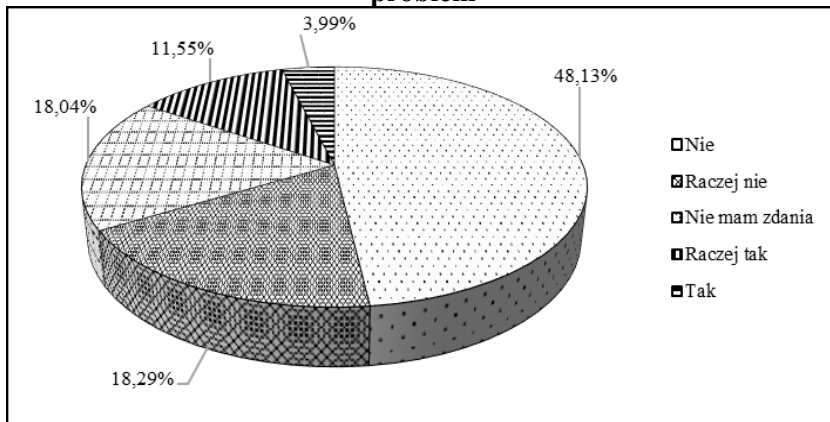

Source: Author on the basis of empirical research, N= 3931.

Another issue that is a part of the institutionalization process is the talk about the exchange of knowledge between the entities involved in resolving a particular problem and the survey results are shown in Figure 3. The vast majority of respondents - 66.42% say that there is no exchange of knowledge between the entities involved in solving a particular crime problem. Only 15.54% of the respondents said "positively" about such an exchange.

Figure 3. Opinion of the entire research sample on the exchange of knowledge between entities involved in resolving a particular forensic problem

Source: Author on the basis of empirical research, N= 3931.

Participation in joint meetings or briefings of entities taking part in solving a specific crime problem is another issue that is part of the institutionalization of research institutions in the Police. In 59.35% of respondents responded "negatively" to the above

question. Participation in joint meetings or briefings was confirmed only by 21.70% of respondents.The results of empirical research on this issue are illustrated in Figure 4.

Figure 4. Opinion of the entire research sample on participation in joint meetings or briefings of entities involved in solving a particular forensic problem.
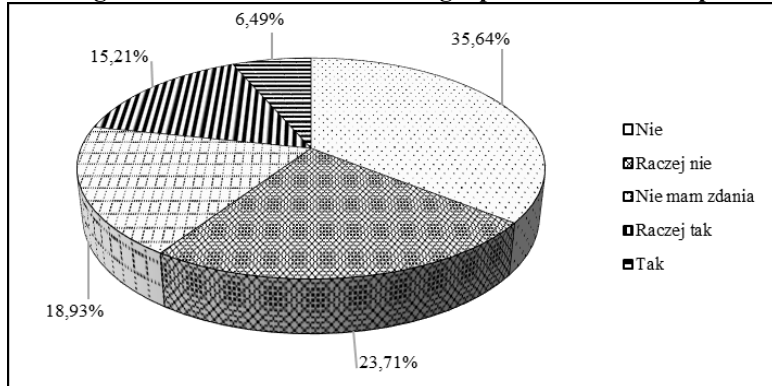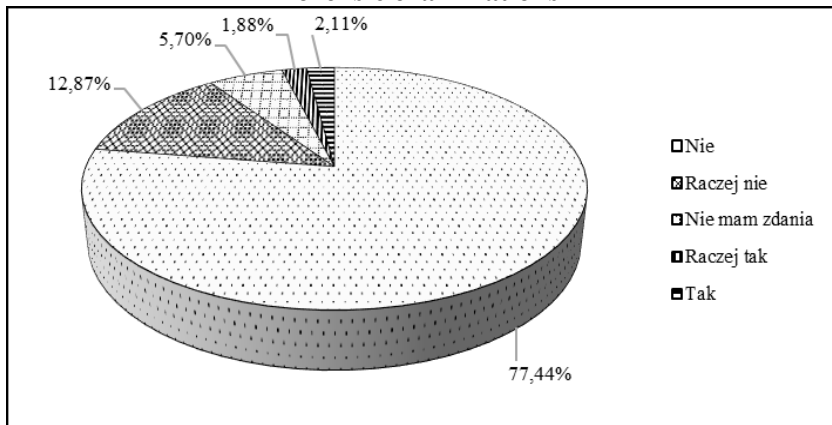

Source: Author on the basis of empirical research, N= 3931.

Figure 5 presents the opinions of the respondents regarding the exchange of observations in the field of forensic examinations. The respondents expressed their opinions on the exchange of comments, indicating that 90.31% of "negative" evaluations of such an exchange. Only 3.99% were "Positive". Such a distribution of views clearly indicates that there is no exchange of remarks on the criminality testing provided by all bio-actors involved in solving a particular forensic problem.

Figure 5. Opinion of the whole research sample on exchanging remarks on forensic examinations

Source: Author on the basis of empirical research, N= 3931.

The last issue that has been considered in the institutionalization of research institutions in the Police is the system of obtaining the authorization to conduct forensic research by criminologist-experts (experts). In opinion polls, the leading opinion is "I have no opinion" - 78.12%. In analyzing the opinions of individual entities it can be stated that the research performers in this field have "positive" evaluations of this system (respectively: management staff - 75%, experts - 64.03%), while the "do not know" the system of obtaining the authorization to conduct independent forensic investigations (respectively: policemen of the criminal service - 82.49%, prosecutors - 76.64% and judges 86.95% answered "I have no opinion"). The reason for not knowing is the lack of sharing such information with other entities.

Figure 6. Opinion of the whole research sample on the system of obtaining the authorization to conduct independent forensic research
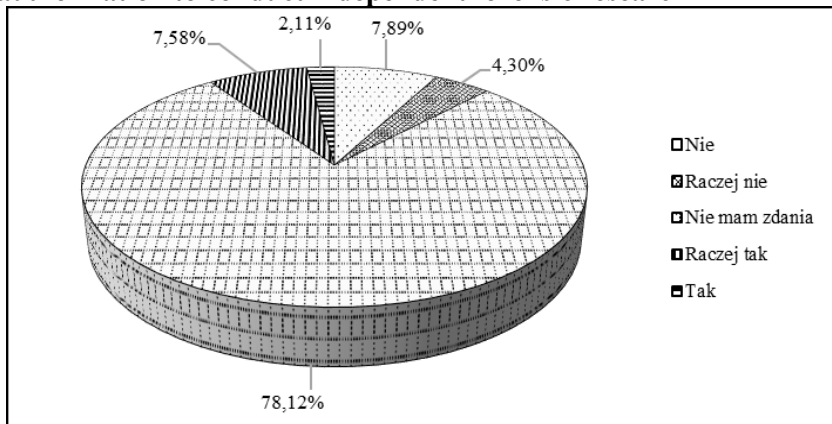
Source: Author on the basis of empirical research , N= 3931.

Among the investigated processes connected with the formalization of research institutions in the Police were the following issues:
- knowledge of the organizational regulations of the research institution in the Police;
- concerning the establishment of a Quality Management System in a research institution;
- regarding the possession of accreditation in the field of forensic research;
- on the performance by the research institute in the Police of criminological studies based on existing guidelines or procedures;
- on the quality monitoring of criminal investigations.

The graphs below show graphically obtained results of empirical research on formalization in research institutes in the Police. In the same way as the results of empirical research on institutionalization, the results are presented. Figure 7 shows the equality of opinion of the examined entities concerning the knowledge of the organizational regulations of the research institution in the Police. We can see the polarity of the answer. Entities commissioning criminal investigations gave "negative" answers (77.21%, prosecutors - 89.00% and judges -96.55% respectively), forensic criminologists answered "positive" (respectively: management staff - 100% and direct executives - 94.96%). Such a distribution of responses

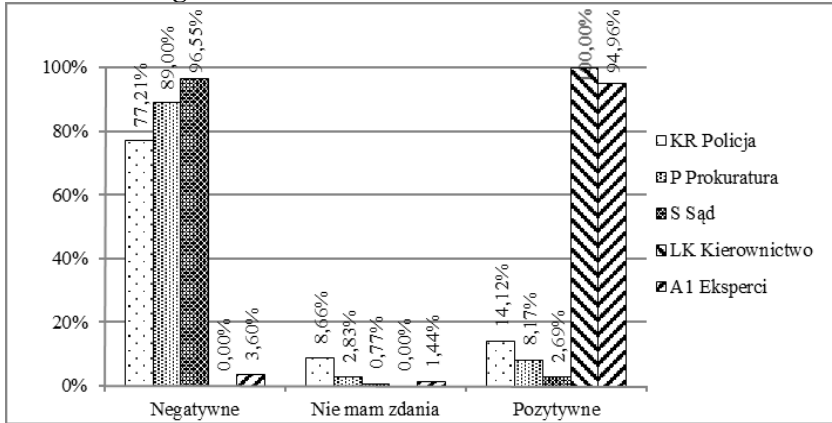indicates that the staff of the research institutions in the Police know their institution's rules of procedure, whereas forensic investigators do not know the institution's regulations governing these investigations.

Figure 7. Opinion of the researched entities on knowledge of the organizational regulations of the research institution in the Police

Source: Author on the basis of empirical research, N= 3931.

Figure 8. Opinion of the whole research sample on knowledge of the organizational regulations of the research institution in the Police
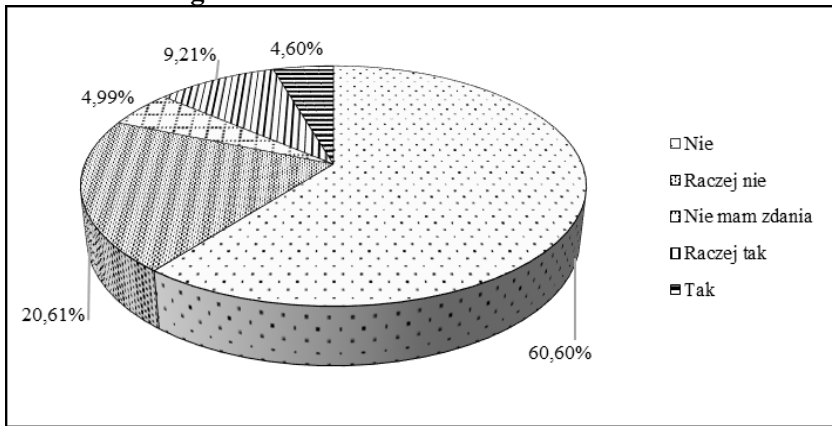
Source: Author on the basis of empirical research, N= 3931.

Figure 8 presents the opinion of the whole research sample concerning the knowledge of the organizational regulations of the research institution. The results of the surveys indicate that 60.60% of respondents "do not know" the organizational regulation of a research institution in the Police, which is commissioned the execution of forensic research, 20.61% of respondents indicated that "they do not know" such rules, 4.99% of respondents "have no opinion" on the issue. However, only 13.81% (respectively: 9.21%

"rather know" and 4.60% "know") respondents said "positively" on the issue of knowledge of organizational regulations.

Another issue that points to the process of formalizing the police institution is the introduction of the Quality Management System in this institution. Figure 9 shows the opinion of the entire research sample on the above-mentioned problem. As the leader turned out - say indicating "I have no opinion" - 70,19%. Positive opinion was given by 17.91% of respondents (respectively: "rather yes" - 10.89% and 7.02% "yes"), while the negative opinion was

11.90% (respectively: "no" - 6.05% % and 5.85% - "rather no"). Based on the responses of individual subjects to this issue, we can say that the employers indicated "I have no opinion" (respectively: police officers of the Criminal Service - 65.15%, prosecutors - 76.06%, and judges 86.37 %), while the contractors answered "positively" (90.63% of managers and experts - 74.10%). This distribution also indicates that only contractors are involved in introducing and maintaining a Quality Management System at a research institution in the Police.

Figure 9. Opinion of the whole research sample on the Quality Management System in the research institution of the Police
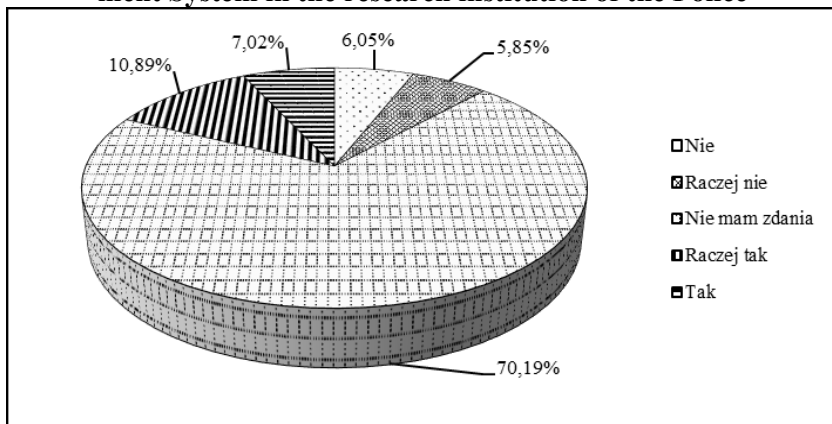
Source: Author on the basis of empirical research, N= 3931.

Another issue that points to the process of formalizing a police institution is the possession of accreditation in the field of forensic research. The whole study sample is presented in Figure 10. And in this case, as with the issue of having a Quality Management System, the respondents indicated as the leading opinion

"I have no opinion" - 75.10%. The "positive" opinion is 14.22%, while "negative" - 10.68%. Such a distribution of opinions indicates that the respondents pointing out "I have no opinion" do not really know whether the institution is accredited in the field of forensic research.

Figure 10. Opinion of the entire research sample regarding the possession of accreditation in the field of forensic research
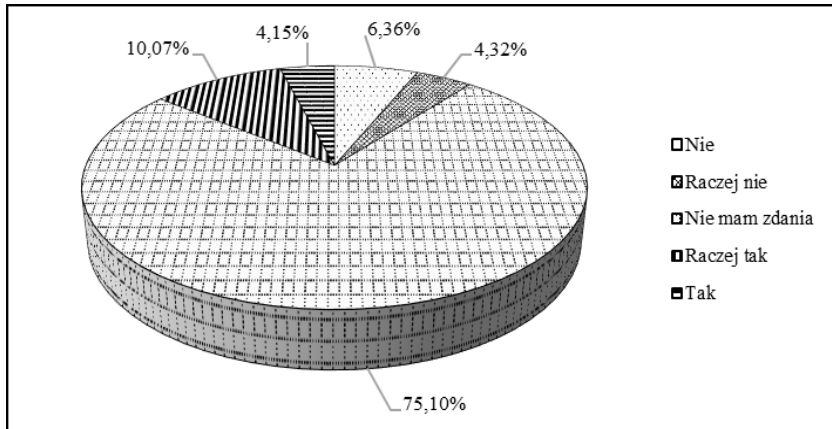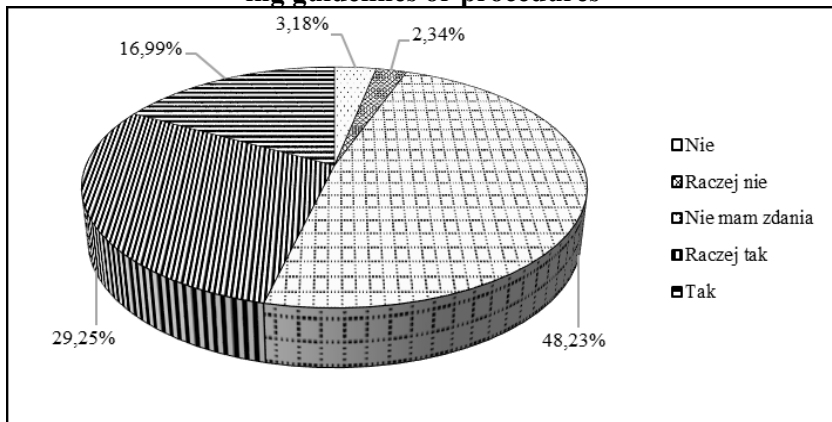

Source: Author on the basis of empirical research, N= 3931.

The issue that makes a strong contribution to the process of formalization is the assessment of the research institution in terms of conducting forensic investigations based on existing guidelines or protocols. This element of the formalisation process points to a very close association between the functioning of research institutions in the Police and the normalized system of rules governing the conduct of research. Figure 11 provides an overview of the research conducted by the research institute in the Police on the basis of existing guidelines or procedures.

Figure 11. Opinion of the entire research sample on the conduct of forensic investigations by the research institution in the Police on the basis of existing guidelines or procedures

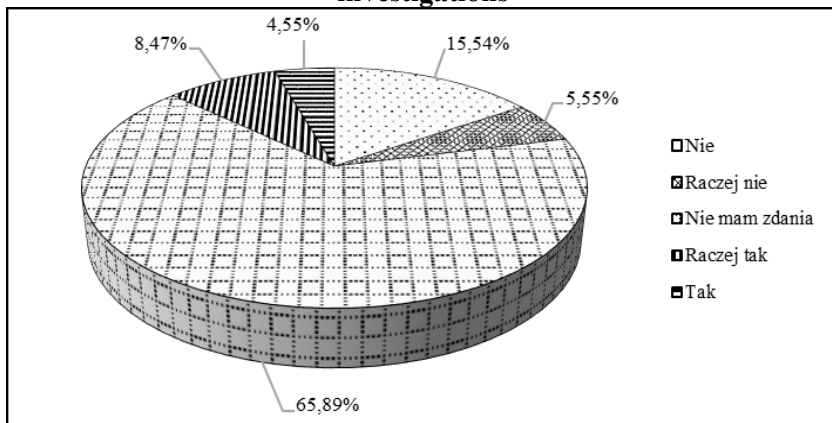Source: Author on the basis of empirical research, N= 3931.

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The dominant response of respondents is "I have no opinion" - 48.23%, however, there is little "positive" response - 46.24%, the "negative" responses constitute only 5.52%. Such a distribution of respondents indicates that respondents are conscious and knowledgeable that commissioned forensic investigations are conducted on the basis of guidelines or procedures. This applies to forensic crime investigators - experts, supervisors supervising the functioning of research institutions and police officers of the Criminal Police Service. The last issue that is part of the process of formalizing a research institution in the Police there is the monitoring of the quality of the forensic investigations - Figure 12. Monitoring of the research conducted should be conducted at all stages of commissioned forensic investigations. Monitoring activities provide a guarantee of performance and opinion at the highest quality level avoiding accidental formal and substantive errors. The leading opinion is "I have no opinion" - 65.89%, next is the opinion "negative" - 21, 09%, while the opinion "positive" is only 13.02%. Such a distribution of opinions indicates that respondents have no opinions or negative opinions.

Figure 12. Opinion of the whole research sample on the quality of forensic investigations

Source: Author on the basis of empirical research, N= 3931.

Conclusions

Empirical research, which provided valuable research material, has allowed data to be made available for further analyzes of two processes at the police institution: institutionalization and formalization. The respondents evaluating these processes have different levels of knowledge about their procedures.

Institutionalization, which has been identified more than once with organizational culture, was an important element of empirical research. As the leading issue in the institutionalization process, the state of cooperation between entities involved in solving a particular forensic problem was adopted. The respondents assessed the state of cooperation in 54.06% of "negative" opinions, with only 30.68% of "positive" opinions. Apart from the issue of institutionalization, other issues were identified that were subjected to surveys and analysis of results.

The results of the survey are as follows:
- exchange of knowledge between entities involved in solving a particular crime problem - 66.42% of "negative" responses;
- participation in joint meetings or briefings of entities participating in the resolution of a particular crime problem - 59.35% of "negative" responses;
- Exchange of comments on forensic examinations - 90.31% of "negative" responses;
- the system of obtaining the authorization to conduct forensic research - 78.12% of respondents "have no opinion". On the other hand, the process of formalization based on the implementation and observance of the institution's functioning norms is not fully understood by respondents other than the participants of research institutions in the Police, i.e. the management staff and the direct contractors of the research - experts. As the leading issues in the process of formalization was adopted the state of knowledge of the organizational regulations of the research institution in the Police. Respondents responding to this issue indicated 81.21% of respondents "negative". Apart from the leading issue, other problems affecting the institutionalization of the institution were analyzed. Analysis of the results of the survey indicates that the respondents "do not have the opinion" in the field of:
- introduction of the Quality Management System in the Police Research Institute - 70.19% of responses;
- possession of accreditation in the field of forensic research - 75.10% of responses;
- performing research conducted by a police institution on the basis of existing guidelines or procedures - 48.23% of respondents, with 46.24% of "positive" responses;
- monitoring of the quality of forensic examinations - 65,85% of responses. The analysis of the questionnaires allowed to obtain the results which indicate the division of the respondents into two groups.

Employers expressed "negative" opinions, while criminologists found "positive" evaluations of implemented actions.

The same is true for the analysis of the received responses regarding the formalization of the research institution in the Police. Prosecutors of forensic investigations - prosecutors, judges - "I have no opinion," and executors of commissioned research - executives, experts - express "positive" opinions in this regard. The implementation of standardized management systems and the execution of specific activities is the responsibility of forensic investigators, but information about such activities should be communicated to other entities involved in resolving a specific crime problem. Failure to disclose information to other entities (employers) about formalization activities is one of the essential elements of cooperation between entities. Cooperation issues are incorporated into the institutionalization of the research institution in the Police. The issues of institutionalization and formalization in the functioning of research institutions in the Police are intertwined and create a relationship in the internal environment and in the external environment. Researchers from the entities involved in solving a particular forensic problem in the police department assess the processes in a two different ways. The expressed opinions expressed indicate a lack of co-operation and sharing of information on the functioning of research institutions in the Police. The "shortcomings" in interrelationships identified by survey methodology require another, new approach, whose main creator should be the managerial staff of the interested institutions. This process requires specific actions in which the representatives of the management staff of the police units, in which the research institutions are located, should be involved.

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