

Original article

## Image of uniformed services as an important component of intellectual capital

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### ABSTRACT

Shaping the image of uniformed services is related to many conditions, including historical ones, stereotypes, or the opinion of circles that have often come into conflict with, for example, the Police. Thus, it is more difficult for uniformed services than for enterprises to influence their image in the eyes of society, the more so as the media often create specific messages through their reports.

The image of each organization is a component of intellectual capital, which is a consolidated intangible resource. Managing this comprehensive intangible resource will result in, among other things, higher efficiency, increased innovation and creativity, greater involvement of staff, and the desire to self-improve, which will lead to shaping a better and better image.

The study aims to present results of research on the image as an intangible resource as an intellectual capital element, and preliminary research on perceiving the image of the Police and the Armed Forces of the Republic of Poland. They were carried out on a selected sample of young people.

### KEYWORDS

management, image, intellectual capital, intangible resources, Police, Armed Forces, security

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## Introduction

Although the term uniformed service has become widely applied and used both in scientific articles and in non-scientific publications, it has not been defined in any of the legal acts regulating the functioning of uniformed formations. In colloquial language, uniformed service is referred to as any formation characterized by specialization, performing tasks for the community, specific uniforms, and hierarchical organizational structure. It is worth noting that officers of uniformed services do not always perform tasks wearing specific outfits, exemplified by special services included in uniformed formations.

When analyzing the subject literature, one can find supporters of narrower and broader catalogs of uniformed services. W. Maciejko, M. Rojewski, and A. Suławko-Karetko belong

to representatives of the broad approach. The authors recognize, among other things, the Police, State Protection Service (former Government Protection Bureau), civil and military special services, Armed Forces, Fire Service, Border Guard, Customs Service, Prison Service, Municipal Guards, Forest Guards, National Park Guards, Road Transport Inspection, Railway Protection Guards, or Military Police, etc., as uniformed services [1]. K. Sławik advocates a narrow catalog that includes the following among the uniformed services: the Police, Border Guard, Prison Service, State Protection Service, Military Police, State Fire Service, Road Transport Inspection, special services, Marshal's Guard, and Customs Service [2]. The above considerations encourage the reflection that the catalog of uniformed services is not closed. Depending on the adopted criteria, some services are included in the catalog, while others are omitted.

The authors consider the M.A. Liwo's definition "that uniformed services are public entities with the special organization – similar to the military – designated by the legislator and subordinate to the supreme government administration bodies, performing statutory tasks within the public service related to ensuring a specific type of security and order, based on the granted powers and legal forms of operation of competent administrations" as leading and providing the basis for further considerations [3, p. 20].

The study aims to present the results of research on the image as an intangible resource closely related to the management of all intangible resources in the form of intellectual capital and the preliminary (partial) research on how young people perceive the Police and the Armed Forces.

For the purposes of the study, the essence of intellectual capital and the organization's image as a component of this cumulative resource was presented. Additionally, the research results on the perception of the Police and the Armed Forces' image were presented on a sample of 100 people (aged to 25). When analyzing the uniformed services' image, its place in intellectual capital and the link between image shaping activities and comprehensive management of intangible resources were indicated.

## **1. Image in the context of intangible resources**

Intellectual capital as an object researched by scientists, practitioners, and management theorists is still a current and continually evolving topic of discussion and reflection. The interest in the subject became stronger at the end of the 1990s when the Konrad Group showed that the financial indicators do not fully reflect the organization's value and competitive position. At that time, K.E. Sveiby published appreciated publications on intangible assets<sup>1</sup>, T. Steward – articles on the power of the intellect and the role of non-material resources, and R.S. Kaplan and P. Norton created the model of the Balanced Scorecard, known and used so far in many organizations. Meanwhile, WM-Data's first addendum to the annual report was developed, and the position of director for intellectual capital was appointed at Skandia. That emphasized that the new issue in the form of intellectual capital will not be a seasonal concept and management fashion, but is considered a permanent element of everyday life in contemporary organizations with the knowledge potential and awareness of the growing role of intangible resources.

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<sup>1</sup> For the purposes of the study, the concepts of intangible resources and intellectual capital can be used interchangeably.

Intellectual capital is now recognized in western, modern economies as the driving force behind the development of the entire organization. Although it is challenging to study and measure thoroughly, it constitutes the basis for the functioning of many giants of the global market and small enterprises, which are spectacularly successful in the international arena thanks to the awareness of the importance and management of intangible resources.

Numerous definitions and approaches to intellectual capital, invariably emphasizing the pivotal role of knowledge in creating this consolidated resource, have been developed. Here, knowledge is the foundation and carrier of all the components that make up the wholeness of this concept. One of the best known is the definition formulated by L. Edvisson and H. Saint-Onge, who believe that intellectual capital consists of [4]:

- human capital, i.e., knowledge, skills, and employees' experience,
- structural capital comprising organizational capital, innovative capital, and process capital (including, among others, ICT solutions, image, reputation, brand, trademarks, copyrights, intellectual property rights, organizational concepts, innovations),
- relational capital (relations with clients, contractors).

Another eminent researcher of the subject, K.E. Sveiby, clearly identifies intellectual capital with the organization's intangible resources and divides it into three groups, namely [5]:

- employee competencies (education, experience, skills, attitude to the organization, vitality),
- internal structure (patents, licenses, know-how, trademarks, management, culture, processes, administrative systems, information technology),
- external structure (brand, image, relations with customers, suppliers).

It is also worth looking at the definition of the Polish theoretician and practitioner of the subject of intangible resources – M. Strojny, who presents the view that intellectual capital is built by three elements [6]:

- organizational capital, i.e., all intangible assets not included in the financial statements and belonging to the enterprise,
- market capital, i.e., the image of the company and its entire relationship with the environment,
- human capital, i.e., knowledge, skills, employees' experience, and all other intangible assets that do not belong to the company but to employees.

Based on the above few approaches and the analysis of the subject literature, it can be concluded that intellectual capital is a set of intangible resources. It consists of several groups of elements: the first – related to the staff's knowledge and competencies, their experience and potential, the second – related to relations with the environment, and the third – covering intra-organizational solutions, where one of the elements is the organization's image that is an important thematic aspect of the current study.

It should be emphasized that the image is often confused with the identity of the organization. The terms have been lexically separated from each other in English. The organization's image can be presented as its picture among the people who meet it, among customers, contractors, officials, or employees. It reflects people's thoughts about a given organization.

On the other hand, identity can be understood as a combination of different and distinguishable elements from other companies on the market [7]. In the context of the discussed topic, one can often hear about the so-called Visual Identification System, which is mainly

made up of elements that create the reception, build the image of connotations with a given organization, and include [8]:

- company symbol,
- colors,
- typography,
- company prints and publications,
- packaging and products,
- markings and external information carriers,
- vehicles, clothes, etc.

It is crucial to perceive the organization in terms of its unique and exceptional features that constitute its identity. Certain features of the organization's identity that distinguish it from others on the market or at least indicate its highly competitive position are often key competencies. Extremely crucial in this situation are those responsible for the skillful reading of the needs of internal and external customers and other contractors from the environment and communities that a given unit has a mission to fulfill. Such competencies can be described as cultural and perceived as the ability to transfer knowledge about stakeholders and convert them into the form of appropriate adaptations to market requirements.

The rank of shaping a positive, correct, and beneficial image is essential for any commercial and non-commercial organization. It is especially important for public units that the whole society and other countries in the international arena in judges in cultural, politico-economic, and legal terms. For citizens of a given country, the perception and perception of units responsible for the country's security and the sense of its stability is always an interesting element of statehood. The society is not fully aware of the actual financial, managerial, or substantive conditions of public entities and builds its opinion based on the information provided through formal channels and heard news. Therefore, care should be taken to create the desired image of such organizations in society's eyes and often deny disinformation. All the more so, in the face of internal crises and the not entirely positive condition of the services in question, it is essential to take such measures. It is vital for the discussed organizations to deal with internal difficulties and departmental problems as soon as possible, as this affects the image of the entire politics, economy, and all uniformed services. In a natural, associative way, it can negatively influence the perception of the activities of other public entities. The state's rational action is to continually strive to solve this type of conflict or difficult situations as quickly as possible, thus making constant efforts to develop the organizations in question so that they meet the requirements of the world level. It applies to innovation, modern management solutions, and alignment to the level of the knowledge-based economy and the construction of intelligent units managing their intellectual capital.

As for defense and security, undertaking the type of efforts and targeted practices mentioned above seems to be even more critical. The right decision and direction of activities may become the so-called flight forward, namely, as fast as possible towards modernity. However, it should not be too hastily withdrawn from the well-known, classic solutions as they are often necessary and irreplaceable for carrying out activities in a specific sphere, region, or already functioning systems. It should be noted that the forces and means of a potential opponent are not always uniform [9]. They are often a juxtaposition of traditional and contemporary forms of conflict and further potential struggle. It is worth mentioning, for example, the idea of hybrid warfare. The scope of its complexity seems to be limited only by the imagination of the parties to the conflict. Therefore, it can be assumed that potential enemies will look

through the prism of four types of threats, i.e., traditional, irregular, catastrophic, and disruptive, and choose the appropriate combination of techniques or tactics. The combination of these different modes in this form constitutes hybrid warfare [8]. Contemporary conflicts increasingly frequently take the heterogeneous form, the more so in this situation it is necessary to create the image of a robust and resilient state with modern armed forces, reliable other uniformed services, and numerous volunteers to fight. Undoubtedly, nonetheless, efforts to achieve the desired image of uniformed services should start with their country and creating a positive reception of these units in the eyes of their society.

The authors of the study considered the solution to the problem expressed in the form of the question *How are the uniformed services in Poland perceived (the Police and the Armed Forces) and what image have they created in the eyes of citizens so far?* as scientifically justified and cognitively valuable.

## 2. The image of uniformed services – research results

For the study, the image of two uniformed services, such as the Polish Police and the Armed Forces of the Republic of Poland, was analyzed. The indicated services were selected due to their number and the importance of their image in the process of shaping the security of the state and its citizens.

The above-mentioned uniformed services in Poland are numerous formations, being a place of work and service for many civilian employees, officers, and soldiers.

The data in the Small Statistical Yearbook of Poland 2018 shows that, as of December 31, 2017, a total of 200.4 thousand officers (98.8 thousand Police officers and 101.6 thousand professional soldiers) were serving in the Police and the Armed Forces. Their service was supported by 24.6 thousand civilian employees in the Police and 45.6 thousand civilian military employees. Therefore, in total, 70.2 thousand civilian workers worked in the Police and the Armed Forces in 2017 [11].

The analysis of organizations' image, especially public ones, is an activity undertaken periodically as part of research conducted on a nationwide scale, hence of a representative nature. However, not all uniformed services become the subject of cyclical research, because most reports analyze the Armed Forces and the Police's image, excluding others. Bearing the above in mind, the article presents data from the communication from the research „Ocena działalności instytucji publicznych” (“Assessment of the activities of public institutions”) No. 121/2018<sup>2</sup> [12] carried out by CBOS and the author's quantitative research conducted with the method of the diagnostic survey using the survey technique on a group of 100 people. The research was realized in January 2019 to identify the competencies of officers of individual uniformed services, taking account of the assessment of competencies that officers had and which they presented in their daily service was a key factor influencing the image of a given service.

The uniformed service's image can be defined as a construct of cognitive and affective (emotional) assessments originated in the recipient's (society) mind, and resulting from the subjective assessment of various information from various sources (credible and less reliable) reaching recipients, as well as direct and indirect experiences of the so-called stakeholders.

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<sup>2</sup> The results of the research concerning the evaluation of the Police activity can also be found in the research report „Opinie o działalności policji, prokuratury, sądów i Rzecznika Praw Obywatelskich” (“Opinions on the activities of the police, prosecutor's office, courts and the Ombudsman”) No. 76/2017.

Through their prism, information is filtered or enriched with additional elements, often with a strong emotional tone. The image is thus created from not objective facts. However, subjective impressions resulting from, among other things, frequency of exposure to a given stimulus (frequency of contact with the organization), the individual's needs, the level of their satisfaction, and the attitudes presented [13]. From an ontological point of view, an image is an effect of interpreting the attributes of a given object. The image connotes a sign, thanks to which its semantic bundle generates different emotional impressions in different audiences [14]. The impressions translate into an emotional attitude towards the organization and employees and are reflected in attitudes so that the audience may consider the organization professional but, at the same time, not trust it. The assessment is always subjective, which follows from the individual course of cognitive processes, the experience of the individual and the environment in which he/she functions and which determines the values and norms of behavior.

Referring to the results of cyclical surveys conducted twice a year by CBOS on the evaluation of the public institutions' activities, it can be noticed how the percentage of the respondents assessing the activities of the Police positively and negatively has changed over the nine years. The highest number of positive opinions was recorded in September 2018, because 74% of the respondents assessed the work of the Police well (an increase of 6 percentage points was recorded in relation to the results of the survey conducted in March 2018). In turn, dissatisfaction with the work of the Police was declared by 15% of the respondents (a decrease by 2 percentage points compared to 2018). The largest number of the dissatisfied respondents was recorded in March 2013 – 29% (Table 1).

The reports from CBOS surveys also include the respondents' opinions on assessing the Armed Forces activities. For over the nine years (2010-2018), the research findings fluctuated in the range of 55-73% of positive opinions, compared to 4-12% of negative opinions (Table 2). The highest percentage of the respondents assessed the military activity positively in June 2010 (73%), and the least positive opinions were revealed during the research in March 2013. The latest communication from 2018 shows that the military activity was positively assessed by 64% of the respondents (an increase of 5 percentage points compared to the survey results of March 2018).

When comparing the assessment of the activities of the Police and the Armed Forces, it can be noticed that in September 2018, 10% more respondents evaluated the activities of the Police positively. It is worth mentioning that in the case of both formations, the weakest research results in the assessment of their activities were recorded in 2013. Determining the factors that could have influenced such a structure of respondents' responses would require an in-depth analysis of the social, economic, political, and international situation, which the authors of the article have left as an area for further research.

It is worth noting that the CBOS reports emphasized the diversity of the respondents' opinions in the field of evaluation of Police and Armed Forces in relation to the criteria of the respondents' division, which were age and place of residence. It was emphasized that negative opinions about the activities of the Police are mainly expressed by young inhabitants of Poland, living in the largest agglomerations. On the other hand, as regards the evaluation of the military's performance, negative opinions came from inhabitants of cities with up to 19,999 inhabitants.

Considering the above, the research, which results are presented in the further part of the paper, was intentionally carried out among 100 people living in Warsaw, aged up to 25 years.

**Table 1.** Assessment of the Police activity in 2010-2018

Assessment of the Police activities	The respondents' indications according to research dates																		Changes III-IX '18	
	2010		2011		2012		2013		2014		2015		2016		2017		2018			
	VI	IX	III	IX	III	IX	III	IX	III	IX	III	IX	III	IX	III	IX	III	IX		
	in percentage																			
Good	72	71	69	72	71	68	57	66	67	66	65	69	72	72	70	62	72	68	74	+6
Bad	19	21	18	20	19	22	29	22	22	22	22	18	16	17	16	25	17	17	15	-2

"Hard to say" responses were excluded.

Source: [12, p. 10].

**Table 2.** Assessment of the Armed Forces activity in 2010-2018

Assessment of the military activities	The respondents' indications according to research dates																		Changes III-IX '18
	2010		2011		2012		2013		2014		2015		2016		2017		2018		
	VI	IX	III	IX	III	IX	III	IX	III	IX	III	IX	III	IX	III	IX	III	IX	
	in percentage																		
Good	73	70	64	65	66	69	55	66	66	67	62	69	66	69	60	65	59	64	+5
Bad	5	7	8	9	9	6	10	4	8	7	8	4	6	6	12	11	8	7	-1
Hard to say	22	23	28	26	25	25	35	30	26	26	30	27	28	25	28	24	33	29	-4

Source: [12, p. 11].

The selected research sample was not representative, and the conducted research was of a pilot nature. Research on a representative sample of Polish residents will be performed in 2020. The structure of the selected research sample also stemmed from the fact that Polish citizens aged up to 25 are potential future Police and Armed Forces officers, i.e., people whose opinion on the image of a given service is of great importance in the context of choosing a future job.

The original questionnaire used in the study consisted of 24 closed questions containing a conjunctive and disjunctive cafeteria concerning the general image of uniformed services, the image of uniformed services as employers in Poland, and the competencies of officers of uniformed services. The study also analyzed the respondents' views regarding the consideration of uniformed services as potential future employers. Paper questionnaires were delivered to the respondents. After the analysis, ten questionnaires were rejected due to the failure to provide answers following the instructions. The structure of the research sample was characterized through the prism of such criteria as sex, age, and place of residence. 59% of women and 41% of men aged up to 25 years living in Warsaw participated in the research.

This article presents only selected research results related to evaluating the Police and the Armed Forces' work and image, including the assessment of competencies that should be exercised by officers of both indicated uniformed formations in Poland. The remaining issues analyzed during the survey research were presented in other scientific articles and chapters in monographs.

The respondents were asked to evaluate the work of the Police and the Armed Forces (Fig. 1), including their image, to compare the assessment of the uniformed services' work and the services' image (Fig. 2).

The Police's work was assessed negatively by 25% of the respondents, 29% of them did not give an unequivocal answer, and a positive opinion was expressed by 46% of the respondents. On the other hand, as for the Armed Forces, only 2% of the respondents assessed the service's work as bad, 73% of them were of the opposite opinion, while 25% indicated the answer "hard to say".

When analyzing the obtained research results, one can notice a different tendency in the results of the evaluation of the indicated services' work in comparison to the data presented in the CBOS reports.

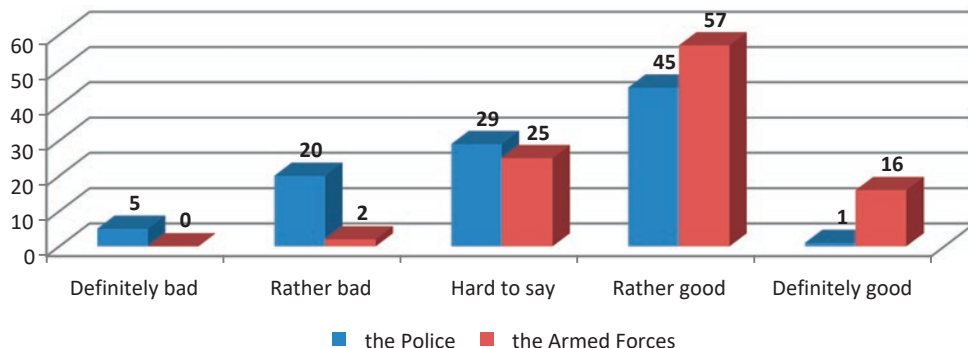


Fig. 1. Assessment of the work of the Police and the Armed Forces (results in %)

Source: Own study.



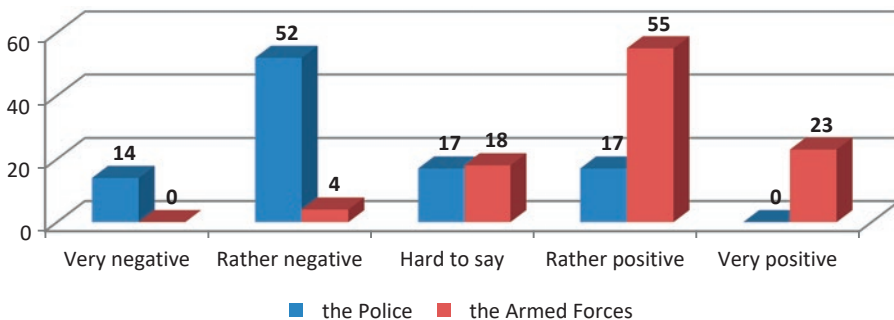
On the other hand, when considering the research results on the assessment of the image of the Police and the Armed Forces (Fig. 2), it can be noticed that it is positive for the latter in the opinion of 78% of the respondents. Only 4% expressed a negative opinion about their image, and 18% had difficulties giving an unambiguous answer to this question.

According to the research results, the image of the Police is entirely different. Opinions on a positive image were expressed by only 17% of respondents, while 66% of them had opposite view. The specificity of the studied group was, therefore, fully reflected in the research outcomes. It additionally shows the difficulty of examining the image and its multi-layered nature, which is often not emphasized in research reports, and which is easy to hide when providing results without division into layers.

In the next stage of the research, competencies were measured. Their existence is considered to infer from observable behavior. Therefore, society infers, from the behavior of Police officers and soldiers, about officers' competencies, including their future behavior, which is the basis for assessing both the image and social trust. However, the inference may be unreliable, the reasons for which can be found in subjectivism, cognitive dissonance, incorrectness of the information provided, and the presence of all kinds of information noises. The indicated dependence prompted a more detailed analysis of the competencies that should be exercised by Police and military officers, which means that during the survey conducted, the respondents' opinions on the competencies that Police officers and soldiers should have were also analyzed. The test results are shown in Figure 3.

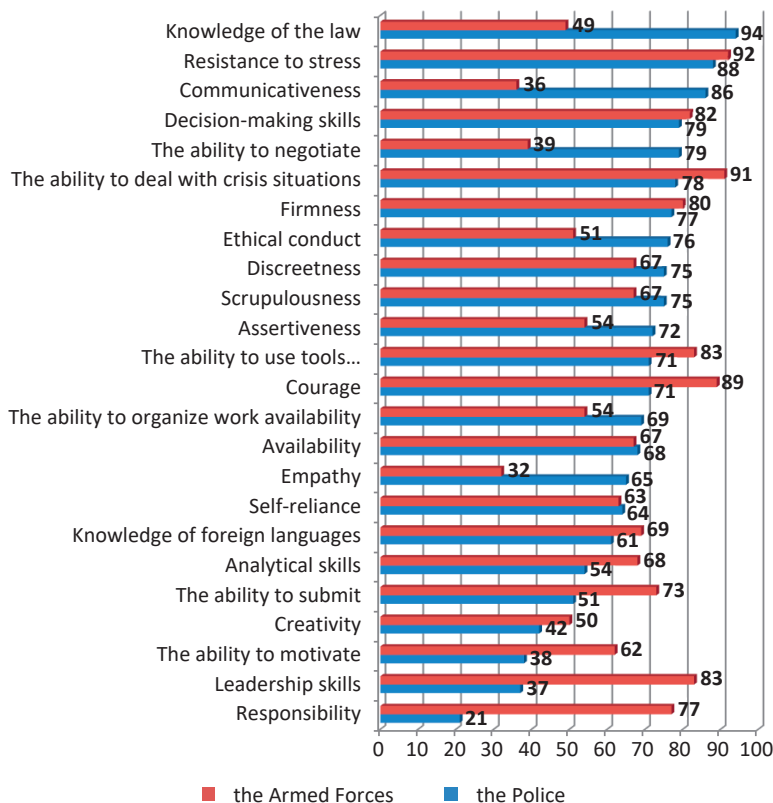
When analyzing the research results, it can be stressed that the importance of individual competencies concerning police officers and soldiers is different in the respondents' opinion. The most significant differences were noted in the following competencies: responsibility (ratio 21 to 77% – Police vs. Armed Forces), communicativeness (ratio 86 to 36%), leadership skills (ratio 37 to 83%), and knowledge of the law (ratio 94 to 49%). Therefore, it can be concluded that, according to the respondents, competence profiles of Police officers and soldiers differ in terms of the intensity of individual competencies, which is related to the specific nature of the indicated services.

Concerning the research results, it is worth pointing out that over 75% of the surveyed indicated that the critical competencies of the Police officers are ethical conduct (76%), firmness (77%), the ability to deal with crisis situations (78%), the ability to negotiate (79%), decision-making skills (79%), communicativeness (86%), resistance to stress (88%), and knowledge of the law (94%).



**Fig. 2.** Assessment of the image of the Police and the Armed Forces (results in %)

*Source: Own study.*



**Fig. 3.** Key competencies of Police officers and soldiers (results in %)

Source: Own study.

On the other hand, when it comes to soldiers, the respondents indicated the importance of such competencies as responsibility (77%), firmness (80%), the ability to make decisions (82%), the ability to use work tools (83%), leadership skills (83%), courage (89%), the ability to cope with difficult situations (91%), and resistance to stress (92%).

The competencies indicated and assessed by the respondents, both about the Police officers and soldiers, affect the services’ image. It is of great importance in the context of intellectual capital issues because an image is an essential component of capital.

### Conclusions

When considering the above research results, it should be remembered that the shaping of the image is strongly influenced by factors such as [8]:

- social environment, i.e., cultural and social conditions that influence the behavior of people and groups,
- views, opinions, beliefs in relation to the assessment of the institution,
- the subject’s personality sphere, i.e., emotional judgments and projections of people and groups.

In the case of uniformed services, the building of their image in the eyes of the public involves various historical elements, often related to the memory of the events of previous years,

both glorious and infamous, also those associated with stereotypes or opinions of circles that often came into conflict with, e.g., the Police. Since it is more difficult for uniformed services than for typical enterprises to influence their perception in society's eyes, they are largely dependent on the relations and images created by the media. However, it does not mean that they agree to such a solution without making any effort to shape it. Indeed, the effects of involvement in activities in the national arena, intensification of work on own development, self-improvement in building the foundations of a responsible organization, and development of intangible resources will be quickly noticed and translated into a positive reception by the environment. Uniformed services have a range of valuable tools in the form of PR activities, e.g., participation in cultural events, state holidays, training activities with civilians, and cooperation with civil organizations, e.g., universities, schools, or care institutions. It should be remembered that society's expectations can be communicated in various ways, ranging from legal regulations, through media publications, happenings to the pure form of social pressure. It is essential to continuously take into account the stakeholders' needs and current social trends when taking activities. These institutions should try not to remain indifferent to these needs and react by building adequate adaptation mechanisms to a given situation. The effectiveness of these mechanisms is highly determined by the level of social responsibility, understood as meeting defined expectations. Thus, the system of communication of the uniformed services with the environment is fundamental, as well as knowledge about the mentioned needs of potential recipients. Having a wide range of knowledge about own stakeholders, one can effectively manage knowledge, creating the desired activities and, at the same time, establishing more and more consciously developing units of the Police or Armed Forces, which fully implement the tasks for which they were appointed.

Actions and efforts are constantly being taken to shape a better perception of the Police and Armed Forces of the Republic of Poland. It is worth paying attention to, for example, the event organized at the War Studies University on April 25, 2019. The Head of the Ministry of National Defense opened a course in the image of the Polish Armed Forces, where the Chief of the General Staff and the Rector-Commandant of the War Studies University were also present. The main idea of the course was to consider what shape modern communication in the Armed Forces should take and what challenges in various areas are posed by modern technologies. Topics related to the image of a contemporary Polish Armed Forces soldier, communication methods, internal communication, and the image of the Armed Forces in the media and social media were discussed [15]. It was one of the events constituting an element of an active policy of implementing the intentions included in legal documents, e.g., the National Development Strategy 2020, the Efficient State Strategy 2020, the Vision of the Polish Armed Forces 2030, and the Strategy for the Development of the National Security System of the Republic of Poland 2022. The documents mentioned above emphasized that "the availability and quality of public services are unsatisfactory, and public institutions' image is unfavorable to the public. The functioning of [...] services responsible for maintaining public security and order requires improvement" [16]. Shaping a positive image of the Armed Forces as an organization transforming into a modern, professional Armed Forces of the future should serve to win social acceptance for the changes implemented in the Polish Armed Forces, and create more opportunities to obtain the best candidates for professional military service. It is also argued that it will be crucial for building the image of modern Armed Forces to have many various multimedia materials targeted at the most significant groups of recipients and a system offering the possibility of reaching them effectively with a promotional message [17].

Concerning the seventh detailed objective of the Efficient State Strategy 2020, i.e., ensuring a high level of security and public order, the efforts made in the country by uniformed services are to be directed to a large extent on taking actions to improve the efficiency, image, and trust in various services as well as institutions, strengthening coordination, and improving their activities as well as shortening the response time in the event of citizens' reports and various interventions. Besides, it is emphasized that the activities carried out should be focused on improving the standards of office management, caring for their image, and acquiring professional employees with real competences, reducing unnecessary bureaucracy as well as improving communication and increasing the quality and fluidity of social and civil dialogue [18].

The previously mentioned issue of intellectual capital and its critical role in transforming the Armed Forces into an intelligent organization was mentioned in the Vision of the Armed Forces 2030. It mentions that the Ministry of National Defense plans to transform the Polish Armed Forces into fully networked ones, which would ensure full access to information, easier communication, precision strikes, and more excellent protection against the effects of the enemy's actions [19]. Therefore, the outlines of non-military and military defense planning should be developed in the future. The organization of analytical undertakings is to be based on the creation of an expert community at the Ministry of National Defense, integrating the knowledge existing in various, public and non-public, institutions. Apart from traditional analytical techniques, specialized ICT tools, and war games and simulations will also be used [15].

Unfortunately, there is still a conviction among the public that the military equipment or even the one owned by the Ministry in the form of office equipment is outdated. Moreover, modern technologies, innovative management concepts are not used, and the formation is closed to innovation and changes required by the progress of technology and society.

The results of the conducted research, presented in a condensed manner in this study, proved that the Polish Armed Forces are perceived by young people better than the Police:

- as many as 73% of the respondents perceive the Armed Forces' and 46% the Police work as positive. The findings are different from the CBOS study cited earlier, and the difference in perception may result from the characteristics of the research sample, the time of the test, the activity of the Police and the Armed Forces,
- 78% of the surveyed perceive the image of the Armed Forces positively, while in the case of the Police it is, unfortunately, much less, i.e., 17%,
- when asked what competencies should distinguish soldiers, the respondents indicated firmness (80%), decision-making skills (82%), the ability to use work tools (83%), leadership skills (83%), courage (89%), the ability to cope with difficult situations (91%) and resistance to stress (92%) as key ones,
- as the most important and desirable competencies of Police officers, the respondents considered communicativeness (86%), resistance to stress (88%), and knowledge of the law (94%).

Therefore, it is crucial in the comprehensive approach of uniformed services to intensify activities aimed at acquiring knowledge and disseminating it. Access to it, having valuable information about the environment, and disseminating the information in their network of contacts will constitute the possibility of directing specific efforts to critical areas influencing the improvement of the image of uniformed services. That, in turn, will also translate into comprehensive management of intellectual capital. Shaping this consolidated intangible resource and taking care of its development also result in, among other things, an increase in

innovation, greater involvement of staff and the willingness to self-improve, development of its intellectual potential, and strengthening the identity of the entire organization.

## Conclusion

Legal regulations recognize that the Minister of National Defense is responsible for “shaping a positive image and public perception of matters relating to the Armed Forces and defense, and for strengthening cooperation with non-governmental organizations and other social entities in the promotion of defense and defense activities”. At the same time, however, persons employed in political positions should also care for the increasing of citizens’ trust and, guided by the principle of political neutrality of the civil service, strive to create a positive image of the State and the Government [16].

The research results discussed in the study, including those concerning uniformed services, show that many activities in the field of broadly understood PR and marketing, and many actions shaping a real, positive image of these formations will still have to be taken.

The image of a given organization and its employees should be monitored continuously, and the research should involve not only the public but also officers and employees of the Armed Forces and the Police. Identifying only the actual image (in society) is not always sufficient in the context of the analysis of intellectual capital, hence it is justified to research in the field of the so-called mirror – internal – image. The authors of the article see such a need, which will be reflected in future research.

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## Conflict of interests

All authors declared no conflict of interests.

## Author contributions

The author 1 contributed to the writing of subchapter 1, abstract, conclusions, and summary. The author 2 contributed to carrying out the research, interpretation of the results, and writing the introduction and subchapter 2.

## Ethical statement

The research complies with all national and international ethical requirements.

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### Biographical note

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## Wizerunek służb mundurowych jako istotny składnik kapitału intelektualnego

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### STRESZCZENIE

Kształtowanie wizerunku służb mundurowych powiązane jest z wieloma uwarunkowaniami, także historycznymi, ze stereotypami, czy opinią środowisk, które niejednokrotnie popadały w konflikt np. z Policją. Z tego też względu służbom mundurowym trudniej niż przedsiębiorstwom wpływać na własny wizerunek w oczach społeczeństwa, tym bardziej, że niejednokrotnie media poprzez swoje reportaże kreują konkretne przekazy.

Wizerunek każdej organizacji stanowi element składowy kapitału intelektualnego, który jest skonsolidowanym zasobem niematerialnym. Zarządzanie tym kompleksowym zasobem niematerialnym będzie w efekcie powodować między innymi większą sprawność działania, wzrost innowacyjności i kreatywności, większe zaangażowanie kadry i chęć do samodoskonalenia, co będzie skutkowało kształtowaniem coraz lepszego wizerunku.

Celem opracowania jest prezentacja wyników badań dotyczących wizerunku jako zasobu niematerialnego, jako elementu kapitału intelektualnego oraz przedstawienie badań wstępnych w zakresie postrzegania wizerunku Policji i Sił Zbrojnych Rzeczypospolitej Polskiej zrealizowanych na wybranej próbie młodych ludzi.

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**SŁOWA KLUCZOWE** zarządzanie, wizerunek, kapitał intelektualny, zasoby niematerialne, Policja, Siły Zbrojne, bezpieczeństwo

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