

## **FORMALIZATION AND INSTITUTIONALIZATION OF RESEARCH INSTITUTES IN THE POLICE**

POLICE LT. COL. ENG. KRZYSZTOF TOMASZYCKI, PH.D.

*Police Main Headquarters, POLAND*

### **ABSTRACT**

---

Formalization and institutionalization of research institutions in the Police are processes and influence its functioning. Changing environment wield influence on the operations of institution and its cooperation with objects participating in solving decent crime problems. The article contains the literature analysis in the range of factors impacting these processes and the empirical analysis of researches in the range of factors shaping both processes in decent research environment.

### **ARTICLE INFO**

---

#### *Article history*

Received: 05.02.2016 Accepted 20.03.2016

#### *Key words*

research institution, Police, formalization, institutionalization, norms, organizational culture

### **INTRODUCTION**

Operation of institution needs to be investigated with taking into consideration its relations with inner and outer environment and its remaining in turbulent conditions, depending on elastic adaptation. Research institutions in Police as social groups, function in a larger entity, which is the Police. Changes in environment influence the conditions of management of research institutions in the Police. Those changes affect social, political, legal, logistical, organizational factors. Aforementioned changes also take place in relations with outer environment. The Police, as an institution,

had to change its operations and become more open for social expectations. Getting into Polish market driven social system, loss of privileges for police officers and adaptation of some services, also forensic research or innovational activities to terms of free competition – all that led to changes in the management of the whole institution. Operations driven in research institutions in the Police lead to realization of intended goals. Considering the sense of institution, it can be stated that its goals are in the centre of this analysis, resulting from purposeful existence of group<sup>1</sup>. In social sciences, the term “institution” is at the base of many empirical researches, which are directed for its elements. Goals of the institutions often are the starting point for researches concerning its operations and the base of institution’s typology<sup>2</sup>. Considering institution from its goals point of view, we can state that the institution is for the realization of previously stated goals. They create its inner formal structure and what can be even more important, the structure of authority. Also, they have a direct influence on the level of education of the institution participants and their motivation<sup>3</sup>. It is that goals of research institution in Police become fundamental indicators of its processes of formalization and institutionalization.

#### FORMALIZATION AND INSTITUTIONALIZATION OF THE INSTITUTION

Taking into consideration research institutions within the Police, as organized groups, there is a need to define the word “institution”. As a classic definition of “institution” we can cite T. Kotarbiński who stated that the institution is something consisting of apparatus and personnel. In other words, he states that it consists of people and their apparatus, which are materials, tools and any other helping objects which are used by cooperating people<sup>4</sup>. Considering organization and functioning of the institution, we need to take a look at the range of norms determining rules and the ways of conducting of members of the institution who head toward previously set goals. All these elements concur to formalization of the institution. By contrast, the idea of formalization of the institution means the

<sup>1</sup> T. Stalewski, J. Łucewicz, *Socjologia organizacji. Zagadnienie wybrane*, Wrocławska Oficyna Nauczycielska, Wrocław 1994, p. 57.

<sup>2</sup> R. Janik, J. Sztumski, *Socjologia organizacji*, Górnośląska Wyższa Szkoła Handlowa im. Wojciecha Korfańtego, Katowice 2012, p. 28.

<sup>3</sup> J. Łucewicz, *Organizacyjne zachowania człowieka*, Wydawnictwo Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław 1999, p. 40.

<sup>4</sup> T. Kotarbiński, *Traktat o dobrej robocie*, wyd. V, Wrocław-Warszawa 1973, p. 107.

standardization and solidification in written (regulations and other rules of the institution) or/and graphic form (organization scheme, plans and draws) determined rules of functioning of the organizations. The process of formalization consists of several elements of the institution: goals of the institution and strategies that are taken from them. Plus, to do tasks, methods and ways of their realization, as well as its control, division of labor and structure of organization that is delivered from it, model (type) of organizational authority, rules of management functioning and form of cooperation within organization, responsibilities and entitlements of employees, rules of industrial safety, informational responsibilities of management, ways of communication within institution, link between institution and external environment, rules of protection of institution (legal, organizational, logistical) and other elements that are vital to proper functioning of the institution<sup>5</sup>.

Talking about the formalization of institution we can notice that the most important elements emerge during the creation of the institution and the formalization mounts up when institution develops. There might occur one adversely phenomenon as the result of over-formalization of institution's operations. That is bureaucratization<sup>6</sup>. Those kind of behaviors might result in worse organizational effectiveness, reduced initiative from employees, which in consequence can lead to lesser organizational development, imposed behaviors and administrative outgrowth. That altogether can cause bureaucratization centralization of leading.

Deliberations about the formalization of institution indicate how important set of rules is, which abiding by guarantees its remaining and functioning in changing and complex inner and outer environment. Inner environment consists of conditions and forces within institution. On the other hand, outer environment consists of pretty much everything outside the borders of institution and what can influence it. Outer environment can be divided into overall and task-oriented<sup>7</sup>. Overall surrounding is

---

<sup>5</sup> M. Jełowicki, W. Kieżun, Z. Leoński, B. Ostapczuk, *Teoria organizacji i zarządzania*, Państwowe Wydawnictwo Naukowe, Warszawa 1981, p. 91.

<sup>6</sup> Bureaucracy, bureaucratization – (...) *slowness, sluggishness, routine, complicated procedure, unadjustedness of organization to the needs which it should fulfill, frustration of that reason for the person working for the organization, its clients and other people cooperating with it* – by M. Jełowicki et al., *Teoria organizacji*. p. 95.

<sup>7</sup> R.W. Griffin, *Podstawy zarządzania organizacjami*, Wydawnictwo Naukowe PWN, Warszawa 2004, p. 75.

made of several dimensions, i.e. economical (elements of economic system within which institution operates), technical (technical infrastructure giving the possibility to change resources into crafted articles), socio-cultural (elements of organization's functioning in environment – customs, habits, values and demographical characteristics of society), political-legal (relationships between institution and state in the range of legal regulations), international (elements of functioning institution within international and mutual relations). Outer surrounding is made of: competitors and institutions that fight for resources, clients, suppliers and strategic partners or strategic allies (disadvantaged people but also people participating in solving forensic problems, prosecutor's office, courts, schools and academies, media, local and central authorities, local communities, NGO's, representatives of the Police from other countries, Interpol, Europol).

Dynamics of processes within the institution and its surrounding, interactive character of links between elements and back reactions, all them cause that the institution changes in a time perspective<sup>8</sup>. Period of formalization, when rules are introduced and sustained has a stable organizational structure, where efficiency of operation is emphasized and institution becomes more conservative.

Alongside formalization, crucial process within institution is institutionalization. When formalization is aware, predicted, planned, even artificial, then institutionalization is something opposite – unaware, spontaneous, natural and long-distanced. With institutional attitude there are connected things like values, symbols, rituals, achieving goals using the potential in employees etc. Term of institutionalization switches attention for on the cultural dimension of regulation process, for sense and meaning which given community gives to different behaviors in institution. Institution undergoing the process of institutionalization shapes social habits, cultural norms and values, lifestyle in inner and outer surroundings. Institution created in order to fulfill specific goals important for society, which are fulfilling its needs (providing safety, public security, going after criminalists, cooperating with justice institutions and other public services etc.) is a system of interfering relationships thanks to which people under management their authorities go for realization of goals. Functioning of institutions depends on many factors which consist of psychological

<sup>8</sup> R. Rutka, *Uwarunkowania ewolucji wiedzy o organizacji i zarządzaniu*, [in:] *Konceptje zarządzania. Podręcznik akademicki*, M. Czerska, A. A. Szpitter (eds.), Wydawnictwo C.H. Beck, Warszawa 2010, p. 24.

factors linked with working environment and political science connected with authority and its relations. Among psycho-social determinants influencing functioning of institution we can distinguish: job hierarchy, leadership and leading of the institution, clue and the issue of motivation and trust. On a basis of hierarchy we state relationships dependency between elements of institutions. We distinguish several relationships: supremacy, inferiority and equivalence. From the hierarchy of social system there arise some different stages of competencies, i.e. entitlements and range of authority. Entitlements and authority linked to given ranks of authority is inherited by everyone who get to proper level despite personal values. From sociological point of view it is important that from the hierarchy order we can deduct appreciation and admiration, so authority and prestige of each position and person who is holding it<sup>9</sup>. The employees of each institution is a group in which there is a certain hierarchy. On that basis we can distinguish following subgroups: management (set to control operating process of institution), control (set control over employees of institution), technician-specialists (concept jobs, providing instructions and controlling the production process), administration employees and those who help them (introduction and help jobs), production workers (workers servicing production machines)<sup>10</sup>. Basic meaning for the functioning of institution has the attitude of management staff and their competences. Mobilizing competences of the managing staff in times of change and uncertainty range key leading skills. That is: building strong relationships with and between members of staff, along with high level of trust and respect, motivating and activating to work people often reluctant to take risk, lost and/or not appreciating themselves. Vital are also political awareness and personal "to do" skills, for example ability to come across new people which helps to succeed in job with taking down cultural and functionality splits. Last but not least, the essential thing is the ability to train, to activate, sustain and help out with directed training and development of employees.

Managers situated in the hierarchy of institution on higher levels, having essential competences and fulfilling their roles, are, in a micro-perspective, at the same level as other employees from the point of view of basic cultural values of given institution. On that basis we can assume that

---

<sup>9</sup> J. Sztumski, *Socjologia pracy*, Górnośląska Wyższa Szkoła Handlowa im. Wojciecha Korfantego, Katowice 1999, p. 99.

<sup>10</sup> Ibidem, p. 126.

the structure of the organization as well as results of their work can be figured out by appealing to specific values of culture. Institutional culture of organization is constructed by the institution itself and the elements that shape it. In that approach, organizational culture is determined by other organizational elements<sup>11</sup>. E. Schein defined organizational culture as: *system of common basic assumptions, which have been adopted by a group during problems with climatizing to surrounding and inner integration, functioning in such a good way to be assumed as legitimate, thus which new members should be thought as proper way of thinking and feeling in reference to aforementioned problems*<sup>12</sup>. Some aspects of organizational culture are obvious, other harder to notice, because they add up to inner resource of institution, which not always the institution wants to share.

Reassuming, we can say that formalization is infixing institution in rules. Institutionalization hence, is culture.

#### RESEARCH INSTITUTES IN THE POLICE

The process of implementing of formal requirements in research institute of the Police has been forced by the Council's Framework Decision in a case of accreditation of forensic services suppliers delivering laboratory operations<sup>13</sup>, to certify forensic research in range of DNA and finger-print technology identification. In normalized managing systems, institution undergoes process of certification and accreditation. Quality management system is a part of a complex institutional management. Quality is an universal rule, visible attribute, social relation and process approach. In overall meaning, quality may be defined as visible quiddity (products), activities (results) and feelings (for example satisfaction)<sup>14</sup>. Introduction of a quality management system is not the very last stage but rather opens quite long process of sustaining and developing the system. Achieving the improvement of institutional management system will be possible thanks to implementation of so called dynamic management. Managing staff

<sup>11</sup> D. Walczak-Duraj, *Socjologia dla ekonomistów*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2010, p. 125–126.

<sup>12</sup> E. Schein, *Organizational Culture and Leadership*, Jossey Bass, San Francisco 1992, p. 5.

<sup>13</sup> Council Framework Decision 2009/905/JHA of 30 November 2009 *on Accreditation of forensic service providers carrying out laboratory activities*, Official Journal of the European Union, L 322/14, 2009.12.09.

<sup>14</sup> J. Macias, *Efektywność zarządzania w świetle prakseologii i norm*, „Problemy Jakości” nr 9/2011, p. 15–18.

able to create and passing precise vision (in order to harmonize operations in several stages of institution), cooperation skills in changing configurations and perfect way of communicating (gathering, seeking, processing information) using technology in interpersonal contacts and group processes – all that is a basis of dynamic management of functioning of research institution in the Police. It can be used by any institution which is able to define external customer, no matter what sector it represents<sup>15</sup>. Evaluation of operations along with constant development of normalized management systems have requirements status in each standard affecting those systems. Problematic aspects of constant development of the institution is associated with its creator, William Edward Deming<sup>16</sup>. Basic model in range of constant development (shortcut PDCA – first letters for activities) consists of four stages: Plan, Do, Check, Act<sup>17</sup>. Those stages are strongly connected and make up for end cycle used for development of functioning in a formal way of research institutions in the Police.

Apart from formal requirements – a result of the necessity of implementing normalized quality management system in research institutions in Police, vital element is the organizational structure of the Police. The structure of the Police Headquarters is a structure of linearity and staff, based on unity of ordering tasks and specialized assistance of management. There have been created special staff units and jobs, which help linear chiefs with issues tackling the management of “their” units or organizational units (on call officers in the Police staffs, press spokesmen and plenipotentiaries of chiefs on several fields etc.). Structures of linearity and staff are typical ones that we can come across in different organizational units in the Police. As an instance we can point out the structure of each Voivodship Police Headquarter which is based on organizational rules. Each organizational rule of units of lower level is accepted by chief of higher level. Suitably, rules of voivodship headquarters and Capital Police Headquarter is accepted by the Police Commander-in-Chief. The same situation is with units that report directly to Voivodship Commander-in-Chief of the Police (city police units, county units, independent units). It is him who accepts organizational rules of those units. Alike, it is

<sup>15</sup> P. Jedynek, *Znormalizowane systemy zarządzania. Modele, funkcje, wymagania*, Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2011, p. 9.

<sup>16</sup> Ibidem, p. 111–112.

<sup>17</sup> E. Skrzypek, M. Hofman, *Zarządzanie procesami w przedsiębiorstwie. Identyfikowanie, pomiar, usprawnienie*, Wolters Kluwer business, Warszawa 2010, p. 134–135.

the same with research institutes in Police. On central level it is the Central Forensic Laboratory of the Police – research institute, while on local levels there are Capital Forensic Laboratory of the Police and Voivodship Forensic Laboratories of the Police. Functioning of those institutions is based on organizational rules with stable organizational structure and acceptance (certification or accreditation) of Quality Management Systems. That reflects formalization of functioning of those institutions. Different role is played by institutionalization of research institutes in the Police which includes organizational culture, values and cultural norms in everyday work, which have an effect in mutual inner and outer environment cooperation. Important element of institutionalization is a process of recruitment, selection and training of future assessors in each scopes of forensic research, which is based on inner experiences of institution.

#### METHODOLOGY OF RESEARCH

In empirical research a case study in documents' analysis has been used as well as in quality and quantitative researches. That is a method that allows to gather an enormous amount of valuable information. It also gives a base to analyze case study that differs in time. That feature affects the scope of usage of this method to describe processes of formalization and institutionalization of research institutions in the Police as an instance of functioning of finger-print workplace. For a specific case, finger-print researches have been used. Finger-print researches are conducted in "Finger-print workplace" (Fingerprint Examination Department of Central Forensic Laboratory of the Police on central level and Fingerprint Sections in Voivodship Forensic Laboratories and Capital Forensic Laboratory on local levels), which is an organizational unit of the Police, by fingerprint experts with a supervision of managers, contracted by units conducting criminal proceeding (i.e. policemen of criminal service, prosecutors of different levels, judges).

Basic method that has been used was the survey method, where a tool was an environmental survey<sup>18</sup> set for contractors as well as units ordering fingerprint researches. Results from surveys have been worked out under statistical processing. During the presentation of statistical data, a method of description and mathematical statistics have been used.

---

<sup>18</sup> J. Sztumski, *Wstęp do metod i technik badań społecznych*, (wyd. VII), Wydawnictwo „Śląsk”, Katowice 2010, p. 193.



Intentional choice of a sample has been performed – typical units choice. The method of typical units choice is based on choice of that units which have values or feature categories that are typical for given collectivity<sup>19</sup>. On a basis of units analysis that participate in solving specific criminal problems, units participating in empirical research have been named. On one hand they are research contractors: fingerprint experts (direct fingerprints contractors) and management (management of forensic laboratories). On the other hand we can name units ordering researches: criminal service policemen, prosecutors, judges. Survey researches are based on surveys sent to specific units. In consequence of empirical researches, 3982 filled surveys have been delivered. Hence, not all of them were correctly filled, so they needed to be checked for possible mistakes. As a result, 3931 of surveys turned out to be correct. Preconceived rule that units ordering fingerprint researches fill at least one survey in each organizational unit in Police, prosecutor's office and court, turned out to be correct. By contrast the contractors of researches were asked to fill the survey by each employed expert and the representative of management. Number of surveys of each type is shown in table no. 1. What is worth noticing, is the fact that the number of surveys filled in a correct way is 22 times more from the side of units ordering than the contractors. The amount of surveys filled by the management supervising researches is only 0,81% of all correctly filled ones.

TABLE NO. 1. NUMBER OF RESPONSES FOR SURVEYS FOR EMPIRICAL RESEARCHES

	Units ordering researches			Research contractors	
	Criminal Service Policemen (Police)	Prosecutors (Prosecutor's Office)	Judges (Court)	Management Staff (Management)	Experts (Experts)
Number of participants	1685	1554	521	32	131
% in research sample	42,86%	39,53%	13,25%	0,81%	3,54%

Source: self-research based on empirical research, N=3931.

<sup>19</sup> M. Rószkiewicz, J. Perek-Białas, D. Węziak-Białowolska, A. Zięba-Pietrzak, *Projektowanie badań społeczno-ekonomicznych. Rekomendacje i praktyka badawcza*, Wydawnictwo Naukowe PWN, Warszawa 2013, p. 183.

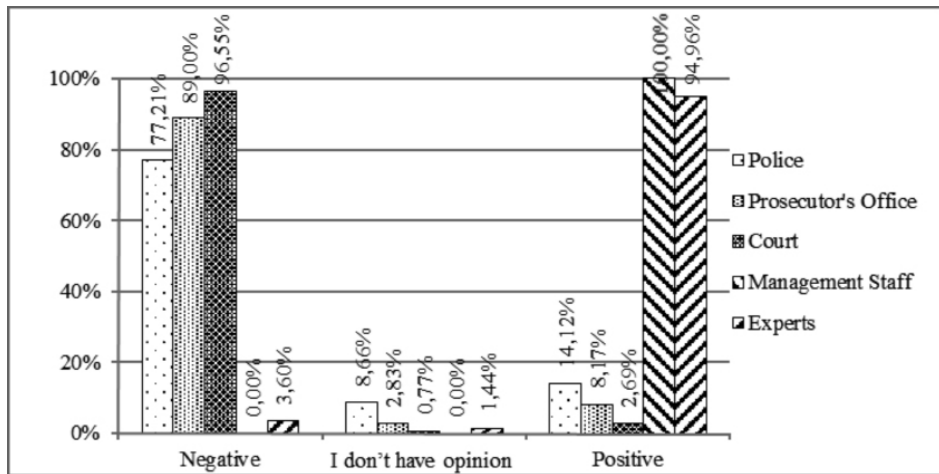
Among the research of processes connected with formalization of research institutes in Police, there were certain issues:

1. Concerning knowledge of organizational rules of research institute in the Police,
2. Concerning implementation of Quality Management system in research institute in the Police,
3. Concerning ownership of accreditation for forensic research,
4. Concerning conduction of forensic research by research institute in Police based on given procedures,
5. Concerning monitoring of quality of conducted forensic research.

Graphics shown below present the results of empirical researches concerning formalization in research institutes in the Police. During the research, the survey of five-degree Linker scale where respondents gave their answers, has been used. Values on comparative charts reflect to answers from interviewed units and have been set into three intervals: negative (no, rather no), lack of opinion and positive (yes, rather yes). Hence, for the whole research sample they have been shown graphics which state for values like: no, rather no, I don't have opinion, rather yes, yes.

Graphic no. 1 shows a comparative opinion of units, concerning the knowledge of organizational rule of research institute in Police.

GRAPHIC NO. 1. OPINION OF UNITS, CONCERNING THE KNOWLEDGE OF ORGANIZATIONAL RULE OF RESEARCH INSTITUTE IN THE POLICE

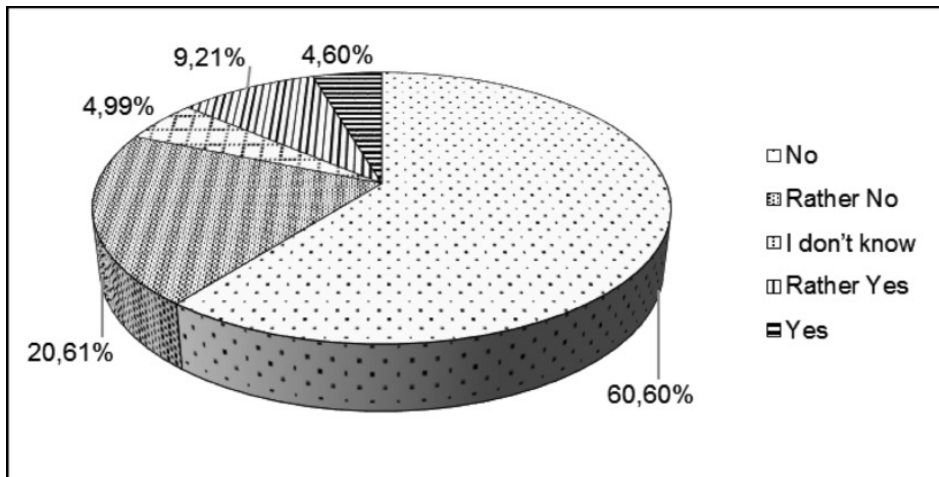


Source: self-research based on empirical research, N=3931.

We can notice the polarization of answers. Units ordering forensic researches gave negative answers (respectively: criminal service policemen – 77,21%, prosecutors – 89,00%, judges – 96,55%), when contractors of forensic researches gave positive answers (respectively: management staff – 100%, direct contractor experts – 94,96%). Such difference of answers implicates that the employees of research institutes in Police know organizational rules of their institution, when units ordering ones, do not.

In graphic no. 2 has been presented opinion of the whole research sample concerning the knowledge of organizational rules of research institute in the Police. Results of the surveys show that 60,60% of interviewees do not know organizational rules of research institute in the Police to which they order forensic researches. 20,61% of interviewees said that they “rather don’t know” such rules and 4,99% of them do not have opinion on that matter. Only 13,81% (respectively: 9,21% “rather know” and 4,60% know) of interviewees answered positively on the matter of organizational rules knowledge.

GRAPHIC NO. 2 OPINION OF THE WHOLE RESEARCH SAMPLE CONCERNING THE KNOWLEDGE OF ORGANIZATIONAL RULES OF RESEARCH INSTITUTE IN POLICE

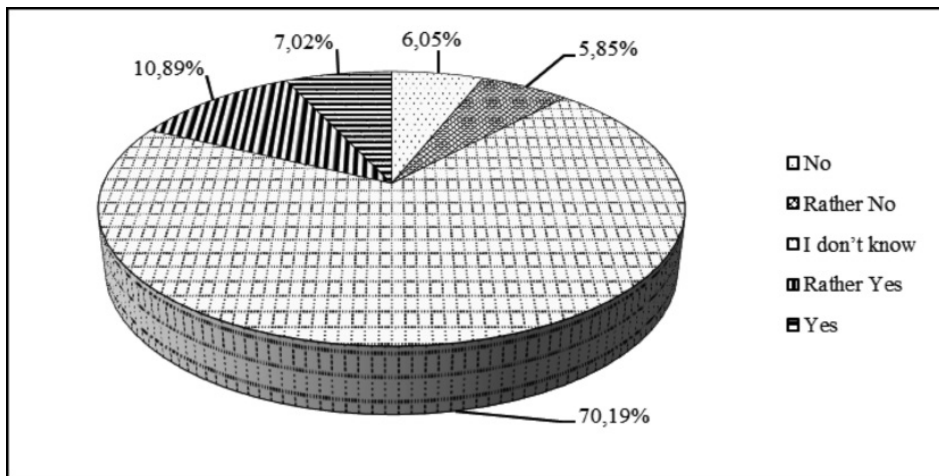


Source: self-research based on empirical research, N=3931.

Next issue that indicates the process of formalization of research institute in the Police is the implementation of Quality Management System in this institution. In graphic no. 3 has been shown the opinion of the

whole research sample on that matter. As a leading answer there was the one stating “I don’t know/have opinion” – 70,19%. Positive answers we received from 17,91% (respectively: rather yes – 10,89% and 7,02% for yes). Number of negative opinions was 11,90% (respectively: no – 6,05% and 5,85% – rather no). Taking into consideration data from the chart we can indicate that units that order researches said “I don’t know/have opinion” (respectively: criminal service policemen – 65,15%, prosecutors – 76,06%, judges – 86,37%). Hence contractors answered in a positive way (respectively: management staff – 90,63%, experts – 74,10%). Such difference in opinions also indicates that only contractors committed to implement and sustain Quality Management System in research institute in Police.

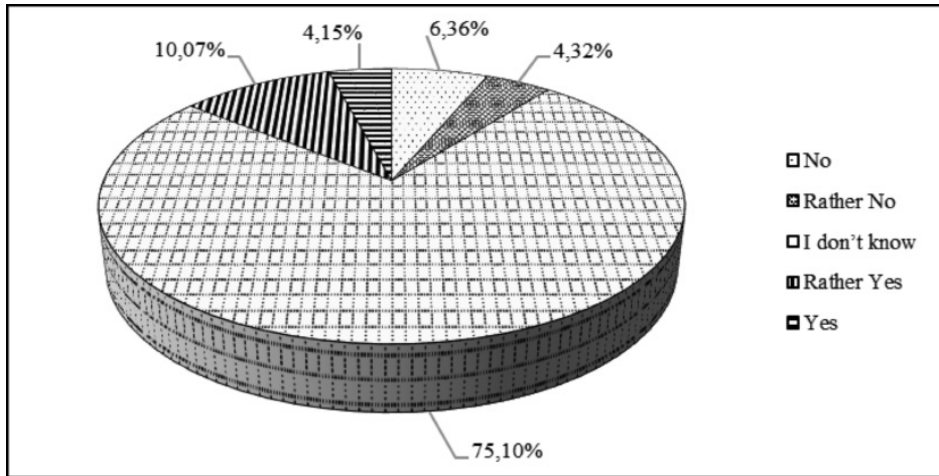
GRAPHIC NO. 3 OPINION OF THE WHOLE RESEARCH SAMPLE CONCERNING IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM IN RESEARCH INSTITUTE IN POLICE



Source: self-research based on empirical research, N=3931.

Another issue that indicates the process of formalization of research institute in the Police is accreditation in the scope of conducted forensic researches. Opinion of whole research sample is shown in picture 4.

GRAPHIC NO. 4 OPINION OF THE WHOLE RESEARCH SAMPLE CONCERNING ACCREDITATION IN THE SCOPE OF CONDUCTED FORENSIC RESEARCHES

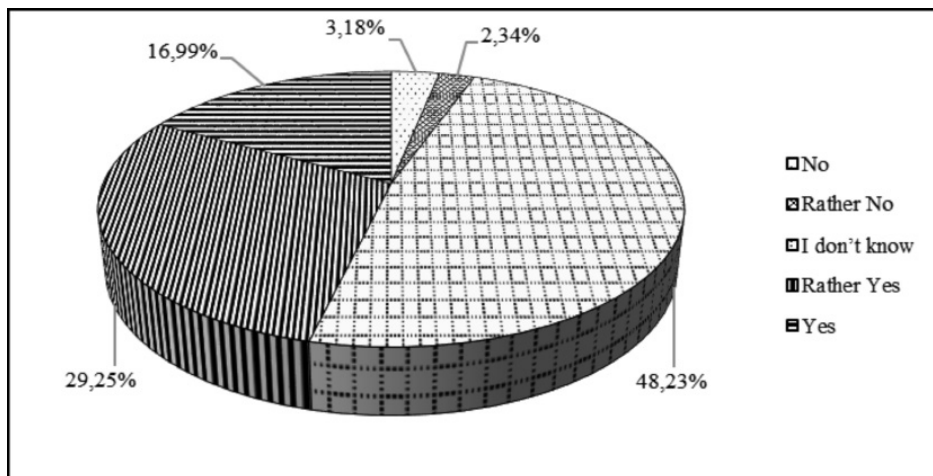


Source: self-research based on empirical research, N=3931.

Also in this case, as well as in the Quality Management system, interviewees answered “I don’t know/have opinion” as a leading answer – 75,10%. Positive opinions – 14,22% and negative – 10,68%. Such difference in opinions indicates that interviewees saying “I don’t know/have opinion” really do not have a knowledge about whether the institution has accreditation in a scope of conducted forensic researches.

The issue with a strong emphasis for the process of formalization, is an assessment of research institute under conducted forensic researches based on guidelines and procedures. This element of formalization process indicates a very tight relationship of functioning research institute in the Police based on normalized system of rules. In graphic no. 5 has been shown the interviewees’ opinion on conduction of forensic research by the research institute in the Police based on guidelines and procedures.

GRAPHIC NO. 5 OPINION OF THE WHOLE RESEARCH SAMPLE CONCERNING CONDUCTION OF FORENSIC RESEARCHES BASED ON GUIDELINES AND PROCEDURES

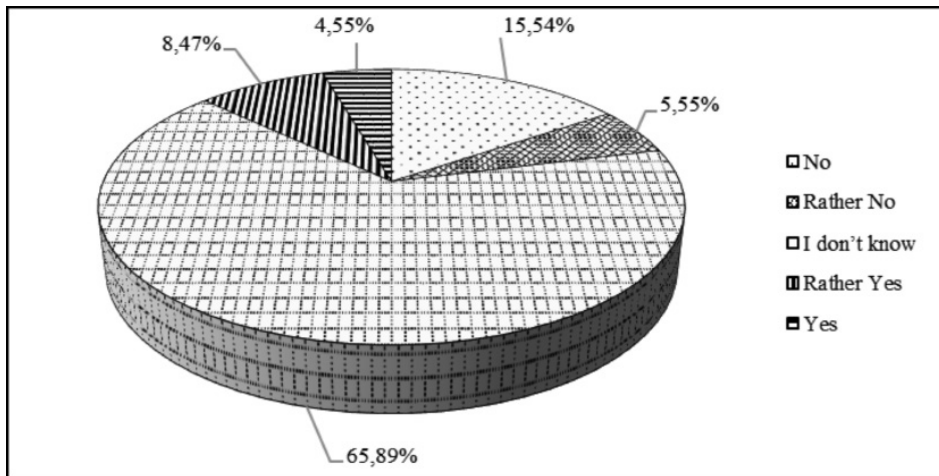


Source: self-research based on empirical research, N=3931.

Predominant answer is “I don't know/have opinion” – 48,23%, but not many less answers were positive – 56,24%. There was only 5,52% of negative ones. From that answers we can conclude that interviewees know that ordered forensic researches are based on guidelines and procedures. That affects contractors of forensic researches – experts, management staff supervising functioning of research institutes and direct ordering units – criminal service policemen.

Last issue connected with the process of formalization of research institute in the Police is forensic researches quality monitoring – picture no. 6.

GRAPHIC NO. 6 OPINION OF THE WHOLE RESEARCH SAMPLE CONCERNING FORENSIC RESEARCHES QUALITY MONITORING



Source: self-research based on empirical research, N=3931.

Monitoring of researches should be conducted on each level of forensic researches. Monitoring activities guarantee opinion on highest quality level avoiding random formal and substantive mistakes. Main opinion is “I don't know/have opinion” – 65,89%, next is negative – 21,09%, positive opinion is only 13,02%. It indicates that interviewees do not have opinion on that matter or they have negative one.

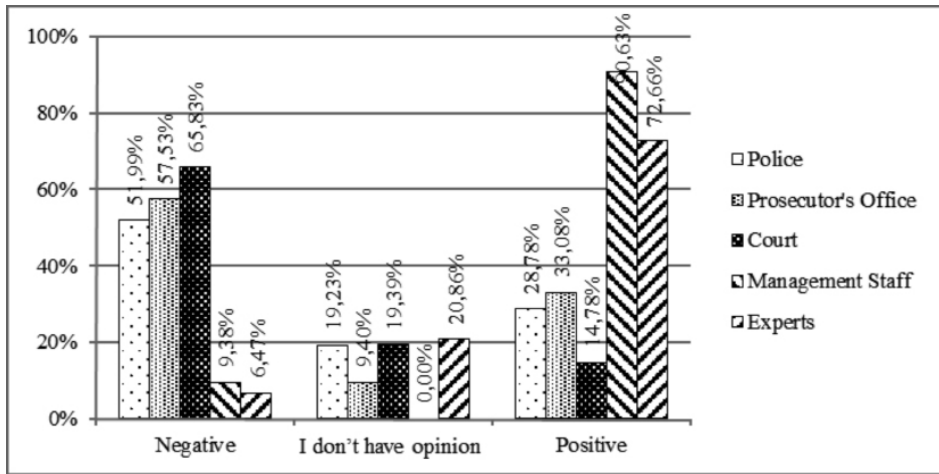
Among all processes with institutionalization of research institutes in the Police, some issues occurred:

1. Concerning cooperation between units participating in solving specific forensic problem,
2. Concerning the exchange of knowledge between units participating in solving specific forensic problem,
3. Concerning participation in common meetings and briefings of units participating in solving specific forensic problem,
4. Concerning the issue of getting entitlements for conducting forensic researches for one's own.

In graphics below, results of empirical researches of institutionalization in research institutions in the Police are shown. Results are shown in pretty much the same way as in the results of empirical researches of institutionalization in research institutions in the Police.

In graphic no. 7 we can notice a comparative opinion of researched units concerning cooperation between those units in solving specific forensic problem.

GRAPHIC NO. 7 OPINION OF RESEARCHED UNITS CONCERNING COOPERATION BETWEEN THOSE UNITS IN SOLVING SPECIFIC FORENSIC PROBLEM

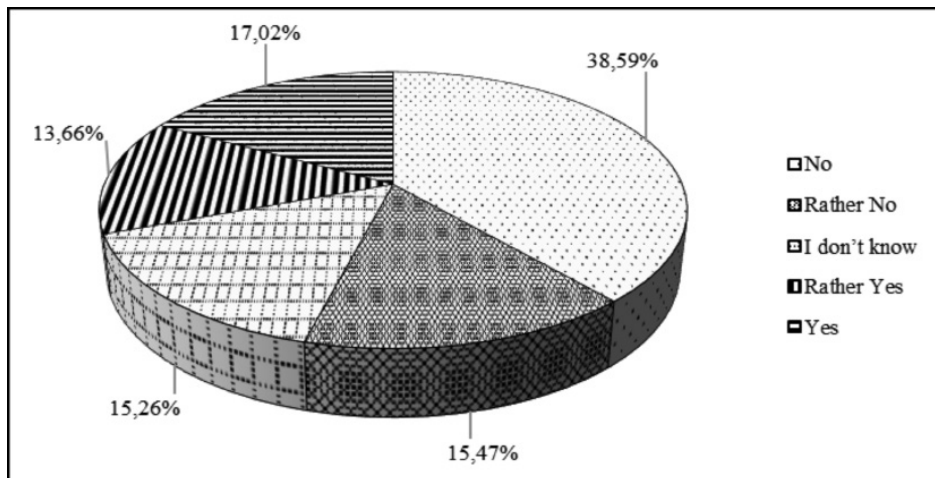


Source: self-research based on empirical research, N=3931.

Opinions of researched units concerning cooperation between those units in solving specific forensic problem are different for units ordering researches and different for contractors of forensic researches. Units that order researches say that there is a lack of this cooperation (respectively: criminal service policemen – 51,99%, prosecutors – 57,53%, judges – 65,83%). On the other hand, contractors of researches say that there is a cooperation indeed (respectively: management staff – 90,63%, experts/direct contractors – 72,66%). For the whole research sample, leading opinion is negative – 54,06%, while for the existence of cooperation there were 30,68% of interviewees opinions. Results are shown in graphic no. 8.



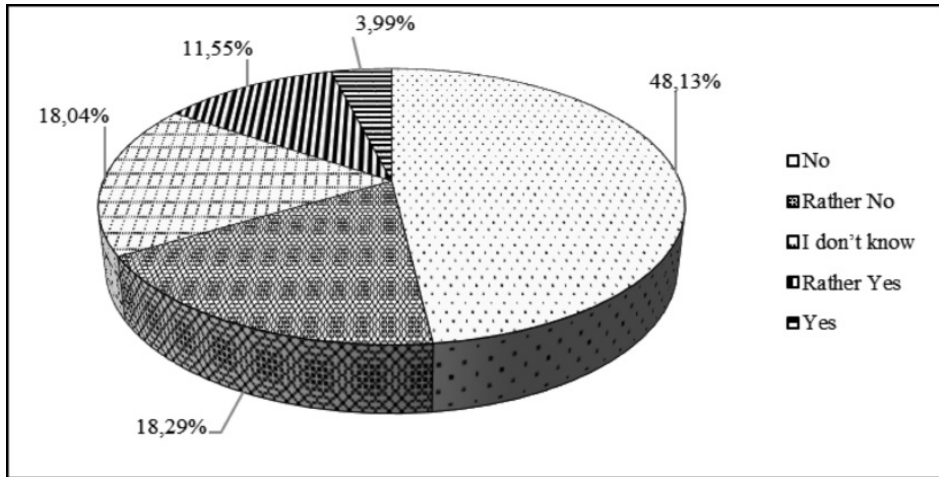
GRAPHIC NO. 8 OPINION OF WHOLE RESEARCHED SAMPLE CONCERNING COOPERATION BETWEEN THOSE UNITS IN SOLVING SPECIFIC FORENSIC PROBLEM



Source: self-research based on empirical research, N=3931.

Another issue connected with the process of institutionalization is a matter of knowledge exchange between units participating in solving forensic problems. Results are shown in picture no. 9. Majority of interviewees – 66,42% said that there is absolutely no knowledge exchange. Only 15,54% of interviewees answered positively.

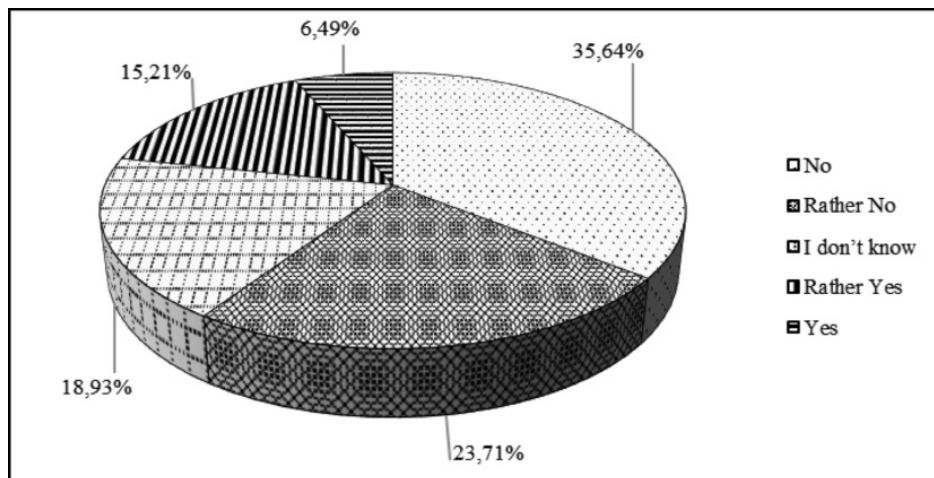
GRAPHIC NO. 9 OPINION OF WHOLE RESEARCHED SAMPLE CONCERNING KNOWLEDGE EXCHANGE BETWEEN UNITS PARTICIPATING IN SOLVING FORENSIC PROBLEMS



Source: self-research based on empirical research, N=3931.

Participation in common meetings or briefings of units taking part in solving forensic problems is another issue in a process of institutionalization of research institute in the Police. Interviewees responded negatively in 59,35%. Participation in meetings or briefings was confirmed only by 21,70%. Results of empirical researches of an issue mentioned above is illustrated in graphic no. 10.

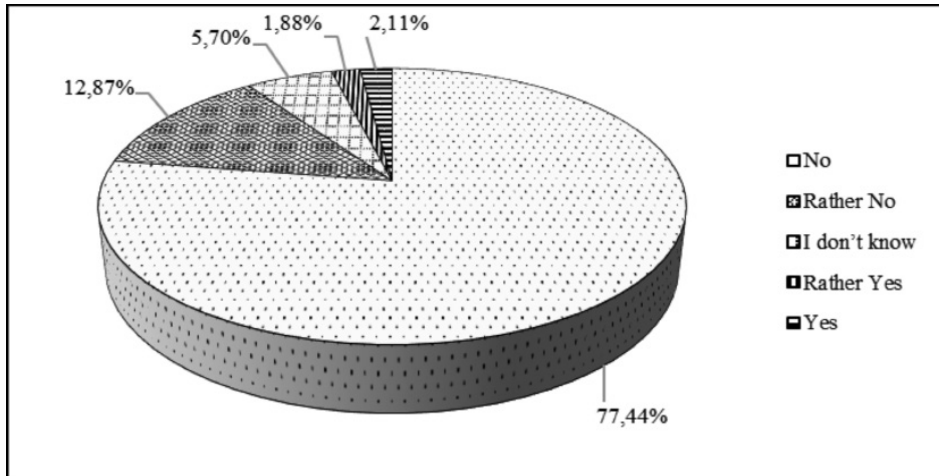
GRAPHIC NO. 10 OPINION OF WHOLE RESEARCHED SAMPLE CONCERNING PARTICIPATION IN COMMON MEETINGS OR BRIEFINGS OF UNITS TAKING PART IN SOLVING FORENSIC PROBLEMS



Source: self-research based on empirical research, N=3931.

In graphic no. 11 we can notice an interviewees' opinion concerning exchange of remarks in scope of conducted forensic researches. 90,31% of interviewees indicate that the exchange of remarks is no good (negative answers). Only 3,99% of them said it was ok. Such difference in answers shows that there is a lack of remarks exchange among units participating in solving forensic problems.

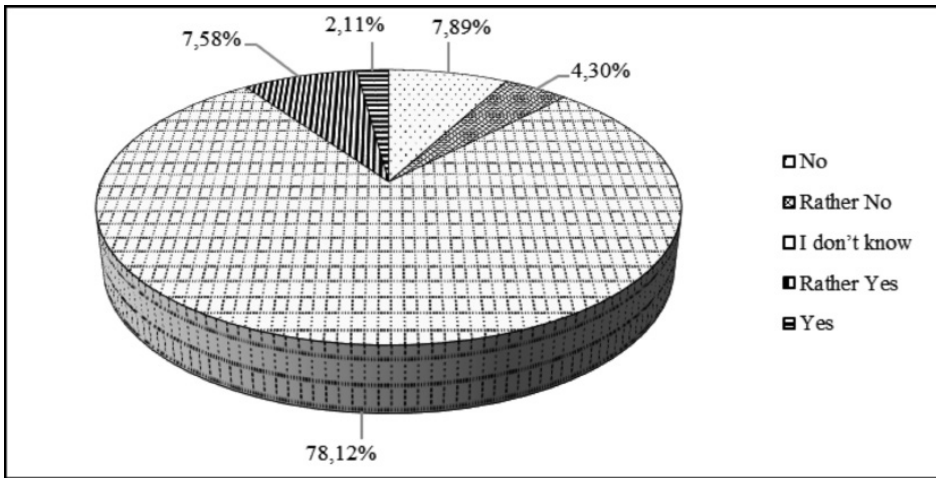
GRAPHIC NO. 11 OPINION OF WHOLE RESEARCHED SAMPLE CONCERNING EXCHANGE OF REMARKS IN SCOPE OF CONDUCTED FORENSIC RESEARCHES



Source: self-research based on empirical research, N=3931.

Last issue that was looked into paying special attention to institution- alization of research institute in the Police, is a way of getting entitle- ments to perform forensic researches by candidates for forensic experts (assessors). Major opinion in that matter is “I don’t know/have opinion” – 78,12%. After an analysis of opinions, it can be stated that contractors of researches have positive opinions on that system (respectively: manage- ment staff – 75%, experts – 64,03%), while units ordering “don’t know” the system (respectively: criminal service policemen – 82,49%, prosecutors – 76,64%, judges – 86,95% said “I don’t know/have opinion”). The reason of unfamiliarity is lack of passing this information to other units.

GRAPHIC NO. 12 OPINION OF WHOLE RESEARCHED SAMPLE CONCERNING GETTING ENTITLEMENTS TO PERFORM FORENSIC RESEARCHES



Source: self-research based on empirical research , N=3931

#### SUMMARY

The conduction of empirical researches and their results led to analysis in scope of two processes taking place in research institute in the Police: formalization and institutionalization. Results show that interviewees assessing those processes have different kind of knowledge about them.

Process of formalization based on implementation and abiding by the rules of functioning the institution is not fully known by the respondents other than participants of research institute in the Police, i.e. management staff and direct contractors – experts. As a leading issue in a process of formalization, the level of knowledge of organizational rules in research institute in Police, has been assumed. Interviewees answered negatively in 81,21%. Alongside leading issue, other ones in connection with formalization of institution have been analyzed. The analysis of results indicate that respondents do not have opinion in scope of:

- implementation of the Quality Management System in research institute in the Police – 70,19%,
- ownership of accreditation in scope of conducted forensic research – 75,10%,

- conduction of forensic researches based on procedures and guidelines by research institute – 48,23% of answers, where 46,24% of them were positive,
- monitoring of quality of conducted forensic research – 65,85%.

Scrutinous analysis of received answers indicate for division of respondents into two groups, which asses the issue of formalization in the Police in a totally different way. Units ordering forensic research – criminal service policemen, prosecutors, judges – do not have opinion, while contractors of ordered researches – management staff, experts – present positive attitude. Performing operations of implementing normalized managing systems and conduction of specific activities should be delivered by contractors, but the information of such activities should also be passed to units that participate in solving forensic problem. Lack of information passage of formalization operations to other units is one of basic elements that create cooperation between units. Issues of cooperation are very important when comes to institutionalization of research institute in the Police.

Institutionalization, which often enough is equated with organizational culture, was a vital element of empirical researches that were conducted. As a leading issue in a process of institutionalization, the level of cooperation between units participating in solving forensic problem, has been set. Interviewees assessing the level of cooperation in 54,06% showed negative attitude. Only 30,68% of them gave positive answers. Alongside leading issue, the process of institutionalization has been enriched with other issues that underwent researches and analysis of results. The results of surveys show:

- Knowledge exchange between units participating in solving forensic problem – 66,42% negative answers,
- Participation in common meeting and briefings of units participating in solving forensic problem – 59,35% negative answers,
- Exchange of remarks in scope of delivered forensic researches – 90,31% negative answers,
- System of getting entitlements for self-conduction of forensic researches – 78,12% of interviewees do not have opinion.

Alike the case of formalization process, the process of institutionalization with enriched analysis, taking into consideration answers of units, is assessed double-sided. Ordering units gave negative answers, while contractors of forensic researches responded positively for performed activities.

Processes taking place in research institute in the Police are assessed double-sided by units participating in solving forensic problems. Difference in received answers indicates for the lack of cooperation and information passage on the matter of functioning of research institutes in the Police. Inadequacy in relationships require different, new approach which should be created by institution's management staff. That process requires specific actions, which should be performed by representatives of managing staff from the Police units in which research institutes are located.

#### REFERENCES:

1. Griffin R. W., *Podstawy zarządzania organizacjami*, Wydawnictwo Naukowe PWN, Warszawa 2004.
2. Janik R., Sztumski J., *Socjologia organizacji*, Górnośląska Wyższa Szkoła Handlowa im. Wojciecha Korfańskiego, Katowice 2012.
3. Jedynak P., *Znormalizowane systemy zarządzania. Modele, funkcje, wymagania*, Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2011.
4. Jełowicki M., Kieżun W., Leoński Z., Ostapczuk B., *Teoria organizacji i zarządzania*, Państwowe Wydawnictwo Naukowe, Warszawa 1981.
5. Kotarbiński T., *Traktat o dobrej robocie*, (wyd. V), Wrocław – Warszawa 1973.
6. Łucewicz J., *Organizacyjne zachowania człowieka*, Wydawnictwo Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław 1999.
7. Macias J., *Efektywność zarządzania w świetle prakseologii i norm*, „Problemy Jakości” nr 9/2011.
8. Rószkiewicz M., Perek-Białas J., Węziak-Białowolska D., Zięba-Pietrzak A., *Projektowanie badań społeczno-ekonomicznych. Rekomendacje i praktyka badawcza*, Wydawnictwo Naukowe PWN, Warszawa 2013.
9. Rutka R., *Uwarunkowania ewolucji wiedzy o organizacji i zarządzaniu*, [in:] *Koncepcje zarządzania. Podręcznik akademicki*, Czerska M., Szpitter A. A. (red.), Wydawnictwo C. H. Beck, Warszawa 2010.
10. Schein E., *Organizational Culture and Leadership*, Jossey Bass, San Francisco 1992.
11. Skrzypek E., Hofman M., *Zarządzanie procesami w przedsiębiorstwie. Identyfikowanie, pomiar, usprawnienie*, Oficyna a Wolters Kluwer business, Warszawa 2010.
12. Stalewski T., Łucewicz J., *Socjologia organizacji. Zagadnienie wybrane*, Wrocławska Oficyna Nauczycielska, Wrocław 1994.

13. Sztumski J., *Socjologia pracy*, Górnośląska Wyższa Szkoła Handlowa im. Wojciecha Korfańtego, Katowice 1999.
14. Sztumski J., *Wstęp do metod i technik badań społecznych*, (wyd. VII), Wydawnictwo „Śląsk”, Katowice 2010.
15. Walczak-Duraj D., *Socjologia dla ekonomistów*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2010.

**Legal acts:**

16. Council Framework Decision 2009/905/JHA of 30 November 2009 on Accreditation of forensic service providers carrying out laboratory activities, Official Journal of the European Union, L 322/14, 2009.12.09.

**AUTHOR**

---

**Krzysztof Tomaszycycki**, Ph.D. Eng. Doctor of Philosophy in scope of sociology, specialized in sociology of dispositional groups, criminology and public security. Practitioner, expert in fingerprints research, longstanding chief of Fingerprint Examination Department of Central Forensic Laboratory of the Police Research Institute. Author of numerous publications concerning fingerprint technology, criminology, management and sociology.

---

**CITE THIS ARTICLE AS:**

K. Tomaszycycki, *Formalization and Institutionalization of Research Institutes in the Police*, “Security Dimensions”, 2016, no 17, p. 116–139.

Licence: This article is available in Open Access, under the terms of the Creative Commons License Attribution 4.0 International (CC BY 4.0; for details please see <https://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution, and reproduction in any medium, provided that the author and source are properly credited. Copyright © 2016 University of Public and Individual Security “Apeiron” in Cracow