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APPLICATION OF LATEST TECHNOLOGIES IN ELIMINATION OF COMMUNICATION PATHOLOGY IN A HIERARCHICAL ORGANIZATION (THE POLICE)

Summary
The paper discusses the issues of management in an organization. The concepts of management and organization as well as selected management models are discusses and examples of pathologies occurring within the police forces are provided. The authors of the paper draw on the experiences of the police forces in Poland.

Key words: *the Polish police, management, organization, pathologies in an organization*

Introduction

Functioning of every society is based on specific organizational forms. These forms have been subject to changes, taking different shapes throughout history. However, in reality the essence of an organisation is contribution or co–contribution to the success of the whole, and the other way round, the organisation being characterised by a certain level of consistency and mutual adjustment of its component parts.[1]

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[1] A. Staff, *Szkice o strukturalizmie*, Warsaw 1983, KiW, p. 12.

The features of an organisation determined by experts as the most crucial are:

- purposefulness, focus on reaching one or more goals,
- organisation, which is an intentional conjunction of human, physical, time, and space components which results in an organisational structure of the whole,
- isolation but at the same time simultaneous relationship with the environment by means of a target or targets,
- organisation, subjection to direction, which means the influence on reaching a goal (goals) of action[2].

The human factor is an immanent element of an organisation. Regardless of historical period, the participation of an entity in an organisation constitutes its pursuit for satisfaction of various needs, from surviving to individual and corporate development. The functioning of human beings in an organisation is a resultant of their personality, features typical for a given organisation, and mutual relations between an organisation and its members which are shaped upon mutual trust and thus can benefit from it through a higher efficiency of work.[3] Trust in an organisation is both a cause and an effect of good communication. Experts in management pay special attention to the level of trust as an important component of cooperation and partnership in an organisation. It becomes a factor improving the ability to cope with changes and crises.

Lack of trust results in limitations of capacities of information channels, which, in turn, leads to information deformation during its exchange. It can also result in formation of attitudes, behaviours, and life situations, which are harmful for historically conditioned progress and cause disadvantages for a comprehensive development of an entity, a group, or the whole society. Such attitudes and behaviours involve lack of compliance with the rules, moral and cultural standards, as well as rejection or disrespect for values which are objectively compliant with interests of an individual and the public on a certain stage of a country

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[2] *Teoria organizacji i zarządzania*, J. Kurnal (ed.), Warsaw 1979, PWN, p. 15.

[3] M. Stelmaszczyk, *Zaufanie w kapitale społecznym czynnikiem wspierającym prawidłowe funkcjonowanie organizacji*, p. 3, http://mikroekonomia.net/system/publication_files/166/original/2.pdf?1314885526 [access date 11.07.2017].

development. These anti–social attitudes may lead to pathologies in everyday life and pathologies in organizations.[4]

W. Kieżun[5] describes the state of pathology as *a relatively stable incapacity leading to waste and crossing boundaries of social tolerance in economical and (or) moral sense.* Such view on pathology is very broad. Nevertheless, it often takes the form of a widely understood conflict between members of an organisation. Considering the fact that people in organisations follow different motives, want to reach different goals, have different opinions on the course of specific actions, etc., contradictions between them can have different forms, strength, scope, and object. Attitudes and behaviours of an organisation's members can be less or more ethical.[6]

It is therefore clear that constant monitoring of management process in every organisation is necessary, especially in case of a specific kind of organisation – a hierarchical one – whose functioning is based on business relationships (hierarchies) with an autocratic management style.

The material which was elaborated within the framework of the project called *Building IT system supporting communication in the Police and other services subordinated to MIA in the aspect of internal safety* (No. DOB–BIO7/03/01/2015), is designated for persons scientifically and professionally involved in the issue of safety management, journalism and social communication as well as for students of management, journalism, media sciences and internal safety, as well as for all other readers for whom issues related to management in public service and public safety are particularly important.

1. Management and communication

A 19th–century theoretician distinguished management as one of cognitive approaches. The sole naming of the phenomenon by Frederick Winslow Taylor in 1903 can prove that it had not existed before. Certainly, life of primitive people was based on group activities such as

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[4] *Dysfunkcje zarządzania zasobami ludzkimi*, Z. Janowska, J. Cewińska, K. Wojtaszczyk (eds.), Łódź 2005, the University of Łódź, pp. 342-343.

[5] W. Kieżun, *Patologia transformacji*, Warsaw 2012, Poltext sp. z o.o., p. 16.

[6] A. Olak A. Bonusiak, *Zagrożenia w funkcjonowaniu organizacji związane z patologiami kadrowymi*, ACTA SCIENTIFICA ACADEMIAE OSTROVIENSIS, p. 165, http://zn.wsbip.edu.pl/wydania/zeszyt1/sekcjaA/10.pdf

farming, hunting, building settlement structures, and therefore one may speak of different social groups existing thousands and thousands years ago. Thanks to the research conducted by the authors of this paper, it can be stated that F. W. Taylor began the theory of management, however, the management itself had existed before but without a scientific formalisation. Experiences and related observations, activities, which were imitated, mistakes, which were tried to be avoided, contributed to development of management. Gathering and sharing knowledge and skills in the described scope from generation to generation, resulted in theoretical and practical development of management.

Currently, there is no area of life which is not affected by management. Its foundations consist of four elementary functions: planning, organising, motivating, and control. Their presence can be obtained with the use of basic organisational resources: human, physical, informational, and financial.[7] *Human resources are members of the organisation – people working in an institution. Physical resources are any material objects, which are in possession of an organisation – real estate, movable property, equipment, any tools and devices applicable in work. Financial resources involve assets in any form (money on account, cash, financial credit instruments) which are in current possession or are available to obtain in a short period of time. They can include accounts receivable (provided that their fast transformation into current resources is possible). Information resources consist of any information and knowledge which is in possession of an organisation.*[8] The aforementioned issues contribute to the fact that management directs activities of an organisation towards efficient and effective achievement of goals.[9]

An immanent element of management is communication which conjoins management and organisation. This term comes from a Latin word *communis* (common), and it means pursuit of the state of

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7http://cojawiem.pl/pl/articles/17517-organizacja-zhierarchizowana-w-teorii-i-praktyce-zarzadzania [access date 25.07.2017].

[8] J. Bruzda, S. Marek, *Zasoby i ich znaczenie w działalności przedsiębiorstwa*, [in:] *Podstawy nauki o organizacji*, S. Marek, M. Białasiewicz (eds.), Warsaw 2008, Polskie Wydawnictwo Ekonomiczne, p.134.

[9] *Zarządzanie – teoria i praktyka*, A. K. Koźmiński, W. Piotrowski (eds.), Warsaw 2001, PWN, p. 62; J.A.F. Stoner, R.E. Freeman, D.R. Gilbert, *Kierowanie*, Warsaw 2001, Polskie Wydawnictwo Ekonomiczne, p. 24.

connectedness (community) with someone.[10] Scientific representatives indicate that the word 'communication' descends from a Latin term *communicato*, which means communication or report. Whereas another term *communicare* relates to: participation, common conferring, deliberation, or making public announcement. The source of these words confirms the presence of relationships between a few members of this process.[11] Communication, just as management, is a kind of a process. The beginning is initiated by a sender, who is a source of communication, directed to another person. A communication, which is actually a thought or feeling, becomes converted by means of words and gestures in a way that is legible to the receiver. A receiver is a person who receives a message through a communication channel by means of senses. The process is continued when the receiver, after reception of a communication, will decode its message and render its meaning on the grounds of his own evaluation of signals, gestures, symbols, as well as own experiences, and expectations used by the sender. However, it is worth noting that understanding of a communication is always relative. A complete understanding is obtained only when the receiver's actions were in line with the sender's expectations.[12]

If the process of communication is characterised by effectiveness, it means that this brings benefits and understanding to all the participants, as well as it contributes to higher proactivity, efficiency of organisational changes, and bigger trust between members of an organisation, both people at lower–level positions and those in managerial capacity. Communication is expressed in such forms of social interaction as cooperation, imitation, leadership and influencing.[13]

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[10] B. Pilarczyk, *Komunikacja jako element marketingu* [in:] *Komunikowanie się w biznesie*, (ed.) H. Mruk, Poznań 2002, the Academy of Economics in Poznań, p. 7.

[11] E. M. Cenker, *Negocjacje*, Poznań 2002, Poznan College of Communications and Management, p. 34.

[12] http://www.edukacja.edux.pl/p-9211-komunikacja-werbalna-i-niewerbalna-jej.php [access date 27.07.2017].

[13] M. Makowiec, W. Matusiński, *Komunikacja wewnętrzna a sprawność funkcjonowania organizacji*, [in:] *Globalizacja a społeczne aspekty przeobrażeń i zmian organizacyjnych*, A. Potocki (ed.), Warsaw 2009, Difin, p. 473.

2. Pathologies in communication

It is worth mentioning that the process of communication can be restricted by a range of barriers and difficulties, as well as by the aforesaid phenomena called pathology, it can also be its source. Experts in this field, who describe pathology as a *disease of organisation*, indicate that its main cause is organisational culture in the sense of a specific system of values and their presentation. According to W. Kieżun[14], studies on pathologies of an organisation can be treated as a clearly distinct part of the theory of organisation and management, dealing with the analysis of deviations, and consequently, their theoretical generalisation and determination of remediation. However, they usually emerge from human behaviour within an organisation.

The most common organisational pathologies[15] are: monopolistic practices, internal agreements between institutions whose aim is to limit healthy competition, excessive bureaucracy, structural disorientation and corruption. Whereas, with regard to organisation one can distinguish mobbing, sexual harassment, non–assertive behaviour, such as aggression, manipulating, or compliance. S Kozak[16] indicates the mutual interaction between the culture of a given organisation, and predispositions of a person functioning within this culture. Experts distinguished several levels – axes of forming of pathologies in an organisation:

- Axis I (easily–observable symptoms of organisational pathologies) is the first and very superficial dimension, which can help to determine the direction of the study on pathological phenomena, and to find the correct reason of dysfunctions. The second dimension (pathological phenomena related to people on executive positions in organisations) indicates improper behaviours of executives of organisations, resulting from relations, emotions, or bad attitudes.

- Axis III (impropriety of operations and processes) relates to organisational pathologies, which emerge from the functioning processes and programmes which were implemented indecorously on

[14] W. Kieżun, *Autonomizacja jednostek organizacyjnych. Z patologii organizacji*, Warsaw 1971, PWE, p. 9.

[15] I. Pospieszyl, *Patologie społeczne*, Warsaw 2008, PWN, p. 327.

[16] S. Kozak, *Patologie w środowisku pracy. Zapobieganie i leczenie*, Warsaw 2009, PWN, p. 30.

a certain stage or are obsolete and do not function in business accurately. The fourth dimension (pathogenic influence of organisational environment) examines dysfunctions present in a given organisation, in terms of environment, which affects its functioning. The last axis (development of pathological phenomena over time) enables observation of occurring of first dysfunctions in an organisation, and trace the scale of the problem throughout various stages of the organisation's development.[17]

People functioning within organisational structures can be defined as entities pressed into a given process of communication. Not everyone can accommodate to its rules easily, however, some people do not have problems with it. The most common communicational disorders described in literature include:

- perceptual difficulties,
- selective attention,
- lack of decentration skills (adoption of a perspective of interlocutor),
- cultural differences,
- stereotypes (holding people of higher social status as more credible).

The communicational process can be facilitated by various measures and methods. Currently, the tools commonly used in internal communication are electronic forms of communication. In this process, different solutions can be applied – such as an electronic newsletter, e–mail, communicators, social media or electronic memos to employees. Drawing on experience, electronic communicators replace paper methods of organisational communication due to quick conveying of messages and significant savings deriving from their usage. E–mail, for instance, enables bilateral or multilateral communication.[18] The application of electronic system guarantees control and faster realisation of businesses due to supervision of information flow inside an office.

Efficient communication is important in every organisation, especially in a hierarchical one, such as the Police. A range of operations

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[17] J. Pasieczny, *Patologie organizacji w okresie kryzysu, Prace i Materiały Wydziału Zarządzania Uniwersytetu Gdańskiego,* Zarządzanie i Finanse, no 4/2, Gdańsk 2012, p. 118.

[18] http://wsp.pl/file/1057_882983922.pdf J. Bolek, *Efektywne wykorzystywanie klasycznych i nowoczesnych narzędzi komunikacji wewnętrznej przez przedsiębiorstwo*, p. 143 [access date 21.07.2017].

are therefore conducted, in order to improve the quality of communication. The Police without taking advantage of the latest technologies will not be able to meet people's expectations and thus, will not be an effective and efficient organisation. It is therefore necessary to open to systemic solutions, concerning all aspects connected with building, implementing, and maintaining information systems.

New information techniques translate into new ways of thinking, studying and conveying information. Their implementation constitutes an important reverse of the trend to focus on a solely visual message, as it re–establishes the dynamic balance between a visual and an alphabetical message. Faster and more effective learning, with the use of the latest techniques of reproduction and communication is the first condition in realisation of most innovations. Expression of activities within the scope of efficient communication is realisation of the project in the research area *Latest technologies and innovative solutions in detecting, fighting, and neutralisation of dangers* entitled *Building of Information System Supporting Communication in the Police and Other Services Subservient to the Ministry of the Interior with regard to Internal Security* (acronym: SINDBAD, project no. DOB–BIO7/03/01/2015) which is co–financed by the National Centre for Research and Development in Warsaw.

The objective of the project is to develop a system supporting research in the population of police officers and workers, in order to monitor and predict risks, improve communication efficiency, provide consultation and analysis of critical situation, within the scope related to services subservient to or under supervision of the Ministry of the Interior and Administration, responsible for safety and public order. Detailed aims of the project concern:

- Developing of technical–substantive assumptions of the system, determining critical functions of the system and consequently guaranteeing effective methods of obtaining data useful for providing internal safety by improving communication in the Police and other services subservient to or under supervision of the Ministry of the Interior and Administration.

- Specifying areas of diagnosis of risk factors and their conditioning, monitoring, and minimising, as well as developing tools of critical situations analysis, overview researches of internal risk factors, consultation of legal acts, and improvement of internal communication efficiency in the Police.

- Development of modular tools to conduct consultations of legal acts, and reporting of innovative solutions.

- Development of algorithms of data analysis with the use of diagnostic tools supporting problem solving within the scope of risk management, internal communication, critical situation analysis, and prediction of risks in the Police.

- Development of a set of training scenarios relating to the use of the system, basing on actual actions of services subservient to or under supervision of the Ministry of the Interior and Administration, which are assessed as controversial. On the grounds of data from the system, it will be possible to collect data, form guidelines, integrate information between services, eliminate linguistic errors – communication misunderstandings, for instance during conducting orders resulting from e.g. service specificity. The developed scenarios will demonstrate possibilities of the system to analyse the so–called difficult situations.

- Implementing and verifying of the developed tools. The diagnostic tools should be implemented in the form of an application – a web platform, functioning in a safe internet connection. The platform should provide users with anonymous logging and unrestricted expressing of their opinion. The analytic tools should be implemented in the form of a software cooperating with the platform of diagnostic tools. They will be used to optimise efficiency of the information flow process and decision making.

- Optimisation of diagnostic and analytic tools ends with demonstration of full functionality and realisation of project assumptions in real conditions (web implementation). Developing of detailed recommendation of increasing efficiency of communication with the use of the planned system. There must be a complete readiness for the system to be installed in a safe internet connection.

The conducted research was divided into stages and within its framework a prototype of the internet platform and survey generator will be created, as well as its functioning will be tested in laboratory and operating conditions, similar to real conditions. At first, a prototypical information infrastructure was generated, which enables collecting data by means of Network.

It was highlighted that *the system should be equipped with diagnostic and analytic tools enabling designing of researches, collecting data, and*

conducting analysis of results. As a result, according to project promoters, it was necessary to adjust the tools to the needs of various studies. It was therefore presumed, that the system will have a modular character, which, in the expert's opinion, guarantees optimal use of the tool.

The following modules were defined:

- KrAn – Survey Creator – a module enabling creation of an accurate survey.

- KreZaM – Multimedia Tasks Creator – a module enabling presentation of multimedia in a specified time regime, and then examination of reaction of interviewees to the presented material, in the form of answers to open or closed questions.

- KAPra – Legal Acts Consultation Creator – a module enabling creating of research in support of legal acts consultation – both anonymously and openly.

- KAnDeZaR – Decision Analysis and Risk Management Creator – a module enabling analysing of critical situations and evaluation of internal risk factors.

- KASta – Statistic Analysis Creator – a module enabling calculating simple descriptive statistics and conducting data export, which facilitate making more complicated analyses in specialist external package.

Assumptions and guidelines were developed within each module, which were taken into account during designing of the system and which were adjusted to its technical possibilities. Therefore, according to the indication that the system should be equipped with a diagnostic tool for collecting data, it will enable diagnosis of training needs of the Police.

The next step was development of critical scenarios for the SINDBAD system, and thus the possible variants of difficult and critical situations, designed on the grounds of the conducted examinations. Possible variants reflecting potential real situations were elaborated, whose character is specific, critical from the point of view of the system, demanding developing of better systemic solutions in the indicated areas. Their specificity resulted from the service's pragmatics, and data collected in surveys.

It is planned that the research will be conducted both in the Police Transmission Network and in external safe internet connection. The

function of legal acts consultation will be applied in conditions of complete safety of internet connection (due to the fact that conveyed information can be confidential). It is guaranteed by the use of PSTD. In case of application of external servers, the use of strict safety procedures is necessary. The application of other modules in PSTD is advised, providing that users will not view it as an invasion of privacy. Due to the fact that the system is designated to be used both by the Police and other services subservient to or under supervision of the Ministry of the Interior and Administration, the use of external localisation (regardless the solution chosen for the Police) will be necessary. The system will be configured to work in both stands. In relation to the fact that the project's assumptions presume the possibility of common comparative analyses conducted within different services, enabling common statistical analyses is necessary. The development of a tool for integration of data collection is therefore essential, which will facilitate conduction of common statistical analyses.

Examination of diagnosis of social–organisational climate, with the use of the functionality of the survey creator, the module of data collecting and results' analysis enable presumption of a professional approach towards the issue of communication in hierarchical organisation. People subjected to the examination will be logging to the system with the use of the developed protection of personal data. The subject area of social–organisational climate and the level of communicational processes in Poland has been chosen intentionally, as it touches sensitive problems and, at the same time, is an important task facilitating improvement of the quality of organisational culture of institutions and implementation of new approaches to management. The study determines the collection of organisational features which lead to creation of specific attitudes and behaviours. It is related to standards and opinion of employees and their subjective and objective axiological standards. The climate was described regarding the approaches: holistic, structural, of individual dimensions, and evaluation. The climate consists of the following phenomena and factors: attitudes and emotions, forms and rules of mutual relationships between employees, methods of presenting opinion, judgements, and values, system of attitudes and approaches, norms, non–codified practices. An institutional social–organisational climate and the related level of communicational processes is shaped by i.e. emotional bonds of members of a given community, which influences satisfying their specific internal and

external needs, and above all, forms the quality of interpersonal relationships. An equivalent aim of the study is evaluation of the information system functionality, facilitating diagnosing of the aforementioned problem from the perspective of researchers and examined people. Conducting of the complete study will enable indication of the system's readiness, both from the perspective of examining users (intuitiveness and usefulness will be evaluated) and examined people (comfort of working and the feeling of safety).

Conclusions

Development of new methods of effective internal communication for the Police and other formations subservient to or under supervision of the Ministry of the Interior and Administration can help with rationalisation, according to the rules of human resources management, which means more effective use of organisational resources, as well as elimination of pathological phenomena resulting from improper communication. The solution will be useful in examining of crucial internal issues, identification and monitoring of risks (which can be concealed in traditional systems of reporting), and consultation of legal acts projects, from the point of view of officers who work in different positions. It is also designated to facilitate free expression of opinions on cooperation of various services. It is assumed that the rationalised system of effective internal communication will affect the future improvement of the quality of work of police officers and police workers. Information system, facilitating communication of the Police of other services subservient to or under supervision of the Ministry of the Interior and Administration, is a nationally innovative solution, and presumably it will highly contribute not only to the improvement of management in hierarchical organisations, but also to preventing and fighting present pathologies.

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