

The state defence system in the structure of managing internal security systems in Poland

Katarzyna Cyrkun¹, Agnieszka Gajewska², Aleksander Sapiński³ and Zbigniew Małodobry⁴

¹ Military University of Technology
Poland

² University of the National Education Commission
Poland

³ Bielsko-Biala University of Applied Sciences
Poland

⁴ Cavalry Captain Witold Pilecki State University of Małopolska in Oświęcim
Poland

Abstract— The article focuses on the analysis of the defence structure of the Republic of Poland, presenting three key elements: management, militaristic and non-military subsystems. The study places the analysis in the broader context of national security, aiming to understand the complex relationship between public institutions and the Armed Forces. The authors review the role of the President, Parliament, and the Council of Ministers in managing national security, identifying key determinants of the effectiveness of these structures. The article uses various research methods, including document analysis, case studies and assessment of the activities of the Polish Armed Forces. Particular attention was paid to the process of transformation of the Armed Forces, adapting to contemporary challenges. Intelligence agencies were also discussed, with particular emphasis on their role in identifying and neutralizing threats. The conclusions from the analysis show that Poland's defence structure is dynamic and flexible in response to changing security conditions. The Polish Armed Forces actively participate in international missions, and participation in organizations such as NATO and the European Union emphasizes Poland's integration with the international community. The article points to the key role of diplomacy and the defence industry in the context of the state's strategic interests.

Keywords— internal security, security management, defence system, uniformed services.

I. INTRODUCTION

The state defence system is an integrated set of management and executive elements, integrated with each other through a

multidimensional aspect of functional connections, the purpose of which is to ensure the survival of the state's substance in all conditions. The military threat is just one of many threats to which the state's defence system must be properly organized and managed. The system operates based on national provisions of applicable law as well as international agreements.

The aim of the article is to analyze the defence structure of the Republic of Poland, focusing on the relations between public institutions and the Armed Forces. The study focuses on the effectiveness of militaristic and non-military command subsystems in the context of national security. The research question is: What are the main determinants of the effectiveness of Poland's defence structure, considering its command subsystems, militaristic and non-military? The hypothesis assumes that Poland's defence structure is dynamic, adapting to changing security conditions, and its effectiveness depends on the harmonized operation of the mentioned subsystems. The research methodology includes document analysis, case studies and assessment of the activities of the Armed Forces, with particular emphasis on the transformation process and the role of intelligence agencies. The results of the analysis are intended to show the main determinants of the effectiveness of Poland's defence structure, which will contribute to a better understanding of the system's adaptability in the context of changing security challenges.



II. DEFENCE SYSTEM OF THE REPUBLIC OF POLAND

The management subsystem is a fundamental component of the comprehensive national security system, playing a key role in maintaining the integrity of the state. It consists of public authorities and heads of organizational units who are obliged to effectively perform tasks related to national security. The mentioned structures work in tandem with advisory bodies and the administrative apparatus, which are supported by appropriate procedures and infrastructure. The basis for the efficient functioning of this subsystem are permanent political principles, which constitute the necessary foundation for the effective management and coordination of activities related to national security. Key institutions, such as the Supreme Commander of the Armed Forces - the President of the Republic of Poland, the Parliament of the Republic of Poland, and the Council of Ministers, play a key role within the national security management subsystem. Their cooperation and coordination are crucial for an effective approach to national security issues, and their role is extremely important for maintaining the stability and security of the state. The militaristic subsystem is an indispensable component of the defence system, represented by the Armed Forces of the Republic of Poland. The latter play a key role as the foundation for the effective implementation of state security policy, in accordance with the guidelines of the most important normative documents, such as the Constitution of the Republic of Poland, the Defence Strategy of the Republic of Poland and the National Security Strategy of the Republic of Poland. Characterized by its apolitical nature, the Polish Armed Forces are also subject to strict civilian control, which gives them a professional and impartial character. In contrast to the subsystem mentioned earlier, the non-military subsystem is part of the comprehensive state defence system as the third integral element. It covers all elements of public administration, state institutions and entrepreneurs, in accordance with the provisions of the Act on the general duty to defend. They are responsible for performing defence tasks that are not entrusted to the Armed Forces. Non-military units operate within government administration departments and territorial structures of the state defence system, which is part of the general context of professional organization and coordinated functioning of the defence system.

In addition, the defence potential is created by:

- foreign service (diplomacy) working for security,
- The Polish Armed Forces together with military special services,
- defence industry.

The foreign service, which plays a key role in ensuring security, is dynamically evolving in response to contemporary trends and the changing geopolitical and economic situation. Poland, with eighty-nine embassies and nine representative offices at international organizations, also maintains thirty-six consulates general in nineteen countries, with additional consular departments at embassies. Supporting the foreign service in its mission, there are fifty-five defence attachés (AO) at diplomatic missions of the Republic of Poland around the

world. They constitute an essential element of embassy structures, playing a key role in developing and coordinating international military cooperation.

The mission of foreign policy and diplomacy is to create favourable international conditions that fully guarantee the security of the Republic of Poland and to care for its universally understood security interests. Diplomacy, which is a tool for expressing and conducting foreign policy, is based on appropriate legal bases, organization, staff, procedures, and methods of operation. Poland, located on the borders of the North Atlantic Treaty Organization and the European Union, gives diplomacy a special role and responsibility.

Poland's diplomacy represents the interests of an important Central European country with a determined ambition to play a key role in the European context. Its efforts focus on shaping a stable international security environment, both at the regional and global levels, through effective international cooperation. Poland actively participates in the North Atlantic Alliance, the European Union, the United Nations, the Organization for Security and Co-operation in Europe, and other international organizations, also maintaining constructive relations with its closest neighbour's and key partners.

The Permanent Representation of the Republic of Poland to NATO plays an extremely key role in the context of security, actively participating in the decision-making processes of the North Atlantic Alliance. Similarly, equally fundamental security tasks are undertaken by the Permanent Representation of the Republic of Poland to the European Union. Its activity enables effective lobbying to consider Polish national interests and strategic goals both in the structures of the Alliance and the European Union. Achieving this goal is achieved through dynamic participation in the work of various committees and working groups, which further emphasizes Poland's professionalism and involvement on the international stage.

The Military Representation (PPW) to the NATO Military Committee, the EU Military Committee, and the delegations to NATO strategic commands function as key liaison points between national and allied military authorities. PPW's activities are focused on issues related to the military security of the Euro-Atlantic area and military cooperation between allies and partners from NATO and the EU. Their strength is also determined by the ability to influence the current functioning of NATO and the EU, through participation in the processes of defence planning, crisis management, transformation of command structures, exchange of information, reconnaissance, and intelligence data. Moreover, an important aspect is the ability to develop military-civilian cooperation with institutions dealing with international security.

The Armed Forces of the Republic of Poland are a key tool in the effective implementation of Polish security policy. In accordance with their constitutional task, their main goal is to protect Poland's independence, the inviolability of its territory and ensure the security and integrity of state borders. The Polish Armed Forces maintain readiness to perform three fundamental types of missions:

- Ensuring the defence of the state and effective

counteracting of potential aggression.

- Participation in the process of stabilizing the international situation, as well as participation in crisis response and humanitarian operations.
- Supporting internal security and providing assistance to society in special situations.

This diverse spectrum of missions emphasizes the versatility and flexibility of the role played by the Polish Armed Forces, reflecting their significant contribution to securing the interests of the state both in the domestic and international arena. The Polish Armed Forces consist of five branches: Land Forces, Air Force, Polish Navy, Special Forces and Territorial Defence Forces. The Land Forces (LWL) have the fundamental task of ensuring the defence and integrity of the territory of the Republic of Poland, and effectively counteracting land, sea, and air aggression from any direction. The structure of the Land Forces includes functionally adapted command bodies, tactical units, units, and subunits for various purposes, such as mechanized, armoured, airborne, aeromobile, reconnaissance, artillery, anti-aircraft, engineering, chemical, communications units, as well as other specialized support modules and security. The Land Forces, in accordance with the requirements of the modern battlefield and prospective scenarios, are improved in the performance of key operational and tactical tasks in all combat conditions. Their priority is to carry out systematic combat activities as part of joint operations. Additionally, they are specially prepared to participate in Poland's international obligations, including peacekeeping and humanitarian missions, as well as in activities related to crisis management. WL are a key element of the Polish Armed Forces, characterized by high command effectiveness, significant firepower, mobility, and resistance to enemy actions. These structures provide key combat and security components that perform missions outside the country as part of the Polish Military Contingents. The Air Force (AF) represents a key branch of the armed forces, tasked with maintaining the necessary degree of control and, if necessary, defending the country's airspace. Integrated into the national defence system, the Air Force cooperates closely with the allied system and relevant European civil-military structures. Using the most modern aviation, missile, and radar equipment, they consist of three main components: Air Forces, Air Defence Forces and Radio Engineering Troops. Air Force soldiers serve both in the country and abroad. It takes an active part in protecting the airspace of the Baltic states as part of the "Air Policing" mission. Pilots operating CASA-295M and C-130 Hercules transport aircraft supply Polish soldiers stationed in Afghanistan, providing invaluable assistance in operations abroad. The activities of the Air Force are shaped in the context of modern security challenges, and their role includes not only airspace control, but also operational and humanitarian support in various regions of the world. The Navy (MW) is an integral part of the armed forces, responsible for defending the state's maritime border, protecting shipping and interests in Poland's maritime areas, and securing the coast. Additionally, the Navy supports the Border Guard in monitoring the maritime state border and the Polish economic zone. He also actively

participates in life-saving operations in the Polish rescue zone, as well as in search and rescue of aircraft crews (Search and Rescue). Separate Navy units take part in allied operations outside Poland.

Since Poland joined the North Atlantic Alliance, the Polish Navy has participated in over three hundred international exercises conducted at sea, in the air and on land. Organization and participation in the most important manoeuvres and exercises in the Baltic Sea are now a permanent element of the Navy's international activities. This activity emphasizes the professionalism and commitment of the Polish Navy in the context of allied cooperation and maintaining maritime security at both the national and international levels. Special Forces (WS) constitute a special segment of the armed forces, adapted to conduct operations in conditions and situations in which the use of conventional forces is not possible or is not advisable for political-military, operational or technical reasons. In conducting their tasks, Special Forces use specialized experts, specialized equipment, combat techniques and procedures that go beyond standard practices used by other types of armed forces. Special Forces are autonomous units consisting of selected soldiers who have gone through a multi-stage selection process. They are trained in the use of unconventional combat techniques, use specialized equipment, and are prepared to operate in small groups, in the highest risk environment, in various terrain and climatic conditions. The Territorial Defence Forces (TDF) constitute, next to the Land Forces, Air Force, Special Forces and Navy, the fifth component of the Armed Forces of the Republic of Poland. They play an integrated role in Poland's defence potential, creating a complementary structure. They include a number of tasks, including:

- Maintaining general readiness to defend the Republic of Poland.
- Protecting the population against the effects of natural disasters, eliminating their consequences, protecting property, conducting search operations, and saving and protecting human health and life. Additionally, they participate in the implementation of activities related to crisis management.
- Cooperation with elements of the state defence system, with particular emphasis on cooperation with voivodes and local government bodies.
- Shaping patriotic and civic attitudes and values in society.

The Territorial Defence Forces play a key role within the country's coherent security system, and their sustainable activities cover areas from defence preparations to support in crisis situations and social activities.

The Polish armed forces have undergone over two decades of deep systemic transformation, the starting point of which was the existence of a mass army of over 400,000 people based on conscripted soldiers. This structure focused on preparations for potential conflict related to the Warsaw Pact. However, such a model not only did not meet contemporary defence needs, but also significantly exceeded the economic capabilities of the state, especially in the new geopolitical conditions.

The first stage of the transformation focused on the chaotic reduction of personnel and the amount of military equipment

and weapons. Between 1989 and 1993, the armed forces were reduced by 25 percent. Organizational and structural reforms, although they brought some savings, also resulted in the loss of some capabilities and technical degradation of weapons. Additionally, the distribution of units was uneven and the proportions between combat and support components were ineffective. The second stage of transformation began with Poland's pursuit of NATO membership. The standardization process and work on the compatibility of the Polish Armed Forces with other allied countries have begun. The number of garrisons was reduced, and military service was gradually shortened. The third stage was the adoption of the Act on the reconstruction and technical modernization of the Polish Armed Forces in 2001, which introduced the annual allocation of at least 1.95% GDP for defence. The adoption of this act was the result of the consent of the political elites. A "Program for the reconstruction and technical modernization of the Polish Armed Forces in 2001–2006" was also introduced, making it possible to achieve the level of 20 percent modernization expenses within the defence budget. The next stage of transformation began with the adoption of the "Programme for the professionalization of the Armed Forces for 2008–2010". Professionalizing the armed forces was a key transformational decision, giving military service a completely voluntary and voluntary character.

III. MILITARY INTELLIGENCE AND COUNTERINTELLIGENCE IN POLAND

The Military Intelligence Service (SWW) is responsible for conducting intelligence activities for the Armed Forces of the Republic of Poland. It is a special service dedicated to protection against external threats, aimed at ensuring the security and combat capability of the Armed Forces and other organizational units subordinated to or supervised by the Minister of National Defence. SWW was established after the dissolution of the Military Information Services in 2006, operating under the Act of June 9, 2006, on the Military Counterintelligence Service and the Military Intelligence Service. The Head of the Military Intelligence Service reports to the Minister of National Defence, while considering the powers of the Prime Minister or the Minister-Coordinator of Special Services, when such a nomination takes place. This legal character of the SWW constitutes the basis for its effective operation in favour of state defence and ensuring strategic security.

This formation is an integral element of the international intelligence community, actively participating in the exchange of information and experience between the intelligence services of NATO and EU countries. The tasks of the Military Intelligence Service (SWW) are conducted outside the borders of the Republic of Poland, and its activities in the country are closely related to activities outside the country, in accordance with applicable regulations.

As part of the statutory tasks, SWW officers conduct operational, reconnaissance, analytical and information activities. They are authorized to use firearms and enjoy the

prerogatives arising from the Act on the Protection of Persons and Property, related to the physical protection of SWW facilities. The key tasks that the Military Intelligence Service actively carries out include: collecting and processing information crucial for the security of the defence potential, combat capability and conditions for the implementation of tasks by the Polish Armed Forces; identifying and counteracting military threats that violate the defence of the Republic of Poland and international terrorist threats; monitoring international trade in weapons, ammunition and explosives, as well as goods, technologies and services of strategic importance for state security, including counteracting the proliferation of weapons of mass destruction; participation in planning and monitoring the implementation of international agreements on disarmament; analysing and identifying threats in the areas of conflicts, tensions and international crises affecting the state's defence and the combat capability of the Polish Armed Forces; taking actions to eliminate these threats and conducting electronic intelligence for the Polish Armed Forces, as well as activities in the field of cryptanalysis and cryptography.

In the counterintelligence area, activities for the benefit of the Polish Armed Forces are effectively carried out by the Military Counterintelligence Service (SKW) - a special service responsible for protection against internal threats to the state defence, security and combat capabilities of the Polish Armed Forces, as well as other organizational units subordinated to or supervised by the Minister of National Defence. SKW is dedicated to counteracting espionage, eliminating corruption in the area that poses a threat to state defence, as well as ensuring the security of units, facilities, and devices of key defence importance. In addition, the focused activities of the SKW include ensuring the cybersecurity of the Polish Armed Forces and engaging in security initiatives, scientific research and development work aimed at strengthening Poland's military security.

IV. DEFENCE INDUSTRY IN POLAND

The industrial defence potential (PPO) constitutes the tangible and intangible resources of the Polish industry, intended to meet the defence needs of the state, in particular the Polish Armed Forces in the field of armament and military equipment (UiSW). In its current form, the PPO covers various entities, such as companies conducting business activities for the needs of state security and defence, where the State Treasury is the majority shareholder or shareholder; enterprises whose founder is the Minister of National Defence; research and development units; and companies engaged in foreign transactions with goods, technologies and services of strategic importance to state security. Companies with no capital ties to the State Treasury are gaining an increasingly greater position on the domestic defence market. An important document that should be noted in the context of managing the state's internal security systems is the Strategic Defence Review 2016. Its main goal is to formulate recommendations enabling an effective response to identified threats and challenges resulting from the

analysis of the security environment of the Republic of Poland. This document covers key aspects that have a significant impact on the state's defence structure. In 2032, the Polish Armed Forces are to be comprehensively prepared - to have modern equipment with high capabilities, well-trained personnel and mastered operating procedures. The command system should be transparent and ready for immediate response in crisis and war situations. Decision-makers in state defence must have a clear picture of the situation and appropriate support to facilitate making accurate decisions. Poland will maintain its growing contribution to NATO activities, strengthening allied cooperation and striving to tighten it. Additionally, the future Polish Armed Forces must be prepared to effectively cooperate with other services in crisis management operations, both on Polish territory and in allied countries. This task becomes particularly important considering the increasing use of irregular operations. In some situations, a coordinated response by the military and non-military institutions may be necessary. Despite focusing on the main defence task, Poland will be ready to participate in foreign operations. Moreover, the Polish Armed Forces will be equipped with appropriate capabilities and formations capable of practically representing our country in missions, including in the form of Polish Military Contingents.

V. INTERNATIONAL COOPERATION

Poland is an active participant in international activities, which is reflected, among others, in international cooperation in the field of security and defence. Membership in the Alliance is the foundation of Polish security policy. By conducting the tasks arising from Article 5 of the Washington Treaty, which obliges allies to help in the event of armed aggression against one of the member states, NATO is an indispensable guarantee of the security of our country. This is particularly important in the context of the exacerbated security situation because of the Ukraine-Russian conflict. Membership in the Alliance also enables us to respond more effectively to new threats, such as terrorism, the spread of weapons of mass destruction and issues related to energy security. Poland's credibility as a NATO member is confirmed by the active participation of the Polish Armed Forces in allied operations. This action translates into our country's constructive contribution to building a stable security environment in the international arena. Additionally, Poland's participation in these operations strengthens the interoperability of our forces with the troops of allied and partner countries. Poland actively participates in allied initiatives, where military capabilities are developed as part of multinational projects, including Smart Defence. Despite the budget constraints of many allies related to the global monetary crisis, Poland is perceived as a key element in maintaining NATO's potential. These initiatives have identified approximately 150 potential projects whose feasibility is currently being analysed. Poland is already involved in over twenty projects, one of which is the construction of an international defence battalion against weapons of mass destruction, where it plays the role of the leading country.

Poland, as one of the founders of the United Nations, has been actively participating in international efforts to restore and maintain peace for over half a century. The Polish Army has been participating in United Nations peacekeeping operations since October 1973, when the Polish Military Special Unit initiated its participation in the UNEF II operation (United Nations Emergency Force II) in Egypt. Polish Military Contingents also actively participated in UN peacekeeping operations in the Middle East, such as UNDOF (UN Disengagement Observer Force in the Golan Heights) from June 1974 to October 2009, and UNIFIL (UN Interim Force in Lebanon) in Lebanon from April 1992 until November 2009. Over the last four decades, Polish Army units have also participated in UN peacekeeping operations in Namibia, Cambodia, the former Yugoslavia, and Chad. In addition, Polish military observers took part in a number of peacekeeping missions under the aegis of the UN, covering places such as Kuwait, Tajikistan, Georgia, Western Sahara, Angola, the Democratic Republic of the Congo, Ethiopia, Eritrea, Liberia, and Sudan. In 2019, the Polish Armed Forces returned to the UNIFIL mission. The return to UN peacekeeping operations was one of the priorities during the period of non-permanent membership of the UN Security Council in 2018-2019. However, the nature of the involvement is currently different than in the previous period, focusing on the motorized company serving in the western sector of the so-called Blue Line – the demarcation line between Lebanon and Israel.

Poland, a member of the European Union since 2004, actively participates in the Common Security and Defence Policy (CSDP), which is one of the foundations of the country's security, next to NATO membership and cooperation with key partners. CSDP is an integral part of the Common Foreign and Security Policy of the European Union, aiming to develop both the civilian and military capabilities of the European Union and its Member States to enable effective, comprehensive management of external crises. Cooperation within the CSDP allows Poland to respond effectively to threats, while considering coherence with actions taken under other EU policies. Our country strongly supports strengthening the role of the European Union in the international arena and the development of CSDP, treating it as an important complement to activities conducted within NATO.

Poland actively participates in military activities under CSDP, including the EU's Permanent Structured Cooperation and other initiatives related to the development of defence capabilities. We send troops to Battle Groups and take part in EU operations. Our commitment also includes cooperation with the European Defence Agency (EDA), where we strive to harmonize the development of defence capabilities of member countries and the effective use of resources. Moreover, we participate in scientific and research projects, involving Polish scientific and industrial entities. Our activity in creating Battle Groups, rapid reaction units, enables the European Union to act effectively beyond its borders in crisis situations. Poland served as a framework nation in the Battle Group in 2010, the Weimar Battle Group in the first half of 2013, and the Visegrad Battle Group in 2016 and 2019.

Additionally, Poland takes an active part in the European Union's military operations, demonstrating its commitment and readiness to cooperate in the implementation of stability and security in the international arena. The Visegrad Group is a regional cooperation forum bringing together the Czech Republic, Poland, Slovakia, and Hungary - Central European countries that are also members of the European Union and NATO. Our connection is based not only on geographical proximity and similar geopolitical conditions, but also on common history, culture, and traditions. The official beginning of the Visegrad Group is February 15, 1991, the date of the meeting of the presidents of the Group's countries in the Hungarian city of Visegrad. The main goals of the V4 functioning were then defined - cooperation within the framework of European and transatlantic integration. This decision also assumed the introduction of consultations, coordination of joint activities and striving to develop a coherent position of the V4 countries in the international arena. The Group's activities are focused on strengthening stability and security in the Central European region. Cooperation within the V4 does not have an institutional character, but is based on consultations in selected areas, conducted by representatives of government administration institutions and non-governmental organizations. The only formal organizational mechanism of the V4 is the annually rotated Presidencies held by member states.

On July 1, 2020, Poland took over the one-year presidency of the Visegrad Group, managing the work of the V4 until June 30, 2021. The motto of this cooperation during the Polish Presidency is the slogan "Back on track". The presidency period coincides with the unprecedented global crisis caused by the COVID-19 pandemic, which, together with the process of dealing with its effects, will affect the course of the Polish presidency. In the face of the challenges related to the coronavirus epidemic, the V4 countries are obliged to actively cooperate, striving to jointly steer the socio-economic life in the region and the European Union on the right track. The Polish Presidency of the V4 coincides with major events for the Group, including the 30th anniversary of establishing Visegrad cooperation (February 1991) and the continuation of the celebration of the 20th anniversary of the establishment of the International Visegrad Fund (IMF) in June 2000. Various projects are planned during this presidency, including those in the field of defence.

VI. INCREASING THE US MILITARY PRESENCE IN POLAND

Relations between Poland and the United States have a significant impact on the security system of NATO's eastern flank. As part of lasting alliance ties, units of the Armored Brigade Combat Group were transferred to Poland, as well as important support elements, such as the Combat Aviation Brigade and the installation of the anti-missile defence system being developed in Redzikowo. These are just a few examples of the durability of transatlantic cooperation. On August 15, 2020, Minister of National Defence Mariusz Blaszczak and US Secretary of State Michael Pompeo, in the presence of the

President of the Republic of Poland Andrzej Duda, signed an agreement to strengthen the permanent presence of United States troops in Poland. Polish-American relations remain a key element in the security of NATO's eastern flank. Currently, in 2023, the continued presence of units of the Armored Brigade Battle Group and supporting elements, such as the Combat Aviation Brigade or the developing installation of the anti-missile defence system in Redzikowo, remains an important axis of the transatlantic alliance. In the current geopolitical context, Poland and the United States continue to cooperate on regional and global security. Jointly undertaken initiatives cover not only military and defence aspects, but also activities in cybersecurity, counteracting terrorism and strengthening democratic structures. It is worth noting that the current political and military situation is dynamic, and Polish-American relations play a significant role in shaping common security strategies. Recent developments, including cooperation within Allied initiatives and increased cooperation in the field of defence technologies, underline the importance of this partnership at this stage.

VII. CONCLUSIONS

The state's defence system is charged with the key task of maintaining the state's efficiency at every level of defence readiness. The implementation of this task requires not only careful organization and adequate equipment, but also rapid flow of information, a key element of efficient response to crisis situations and the ability to predict and effectively eliminate threats.

In the face of evolving threats, both military and non-military, resulting from advancing globalization and information technologies, the protection of the state and the security of its citizens are facing an increasing challenge. The emergence of new, previously unknown threats in the 21st century imposes an urgent need to improve the existing system and develop new procedures capable of eliminating the potentially devastating effects of these threats. Considering this, it is undeniable that there is a need to operate and improve a defence system that can not only counteract threats, but also effectively respond to their effects in crisis situations.

To sum up, this study was aimed at analysing the defence structure of the Republic of Poland, with particular emphasis on the relationship between public institutions and the Armed Forces. The aim of the work, including identifying the determinants of the effectiveness of the defence structure, was achieved through a comprehensive analysis of the military and non-military control subsystems. The research results confirmed the hypothesis assuming dynamic adaptability of the defence structure, and the effectiveness of this structure turned out to be dependent on the harmonized functioning of the analysed subsystems. In the context of Poland's changing security conditions, the flexibility of the system, allowing for effective adaptation, turned out to be a crucial factor. Solving the research problem provides a deeper understanding of the mechanisms of functioning of the defence structure, which may contribute to better orientation of decision-makers in improving

the country's defence system. The conclusions from the analysis indicate the need for further actions to optimize cooperation between public institutions and the Armed Forces, with an emphasis on improving communication and coordination of activities. Moreover, the adaptability of the system should be maintained in the light of the dynamically changing geopolitical environment.

As a result, this study not only answered the research question, but also indicated directions for potential actions to strengthen Poland's defence structure.

VIII. REFERENCES

- Fehler W. (2002). O pojęciu bezpieczeństwa państwa, ed. Śmiałek W., Tymanowski J., Bezpieczeństwo państw i narodów w procesie integracji europejskiej. Wydawnictwo Adam Marszałek, Toruń.
- Ficoń K. (2007). Inżynieria zarządzania – podejście systemowe, BEL Studio, Warszawa 2007.
- Ficoń K. (2014). Modelowanie bezpieczeństwa za pomocą potencjałowej formuły bezpieczeństwa, „Kwartalnik Bellona”, No. 2.
- Grosicki K., Grosicki L., Grosicki P. (2013). Organizacja i kierowanie instytucjami bezpieczeństwa wewnętrznego państwa, Pułtusk – Warszawa.
- Mariański A., Włodarczyk M. (2009). Wstęp, ed. Sułkowski Ł., Mariański A. Zarządzanie bezpieczeństwem narodowym. Przedsiębiorczość i zarządzanie, t. X, z. 3, Społeczna Wyższa Szkoła Przedsiębiorczości i Zarządzania, Łódź.
- Rivett P., Ackoff R.L. (1963). A Manager's Guide to Operational Research, Wiley, New York.
- Sienkiewicz P. (1986). Systemy kierowania, Wiedza Powszechna, Warszawa.
- Siły Zbrojne RP, <https://www.gov.pl/web/obrona-narodowa/sily-zbrojne-rp>
- Sosnowski A., Zamiar Z. (2001). Wybrane aspekty zarządzania bezpieczeństwem państwa, Akademia Świętokrzyska, Kielce.
- Sprengel B. (2008). Służby mundurowe ochrony bezpieczeństwa wewnętrznego. Zarys problematyki, TNOiK, Toruń.
- Strategia Rozwoju Kraju 2020. Aktywne społeczeństwo, konkurencyjna gospodarka, sprawne państwo, przyjęta uchwałą nr 157 Rady Ministrów z dnia 25 września 2012 r. (M. P. z 2012 r., poz. 882)
- Strategia Rozwoju Systemu Bezpieczeństwa Narodowego Rzeczypospolitej Polskiej 2022.
- Ura E., Pieprzny S. (2015), Bezpieczeństwo wewnętrzne państwa, Uniwersytet Rzeszowski, Rzeszów.
- Ura E., Pieprzny S., (2010). Służby i formacje mundurowe w systemie bezpieczeństwa wewnętrznego Rzeczypospolitej Polski, RS Druk, Rzeszów.
- Wawrzyszyn A. (2015). Bezpieczeństwo. Strategia. System. Teoria i praktyka w zarysie, Difin, Warszawa.
- Wiśniewski B., Zalewski S. (2004). Bezpieczeństwo wewnętrzne RP w ujęciu systemowym i zadań administracji publicznej, AON, Warszawa.
- Wojsko Polskie, <https://www.wojsko-polskie.pl/>
- Współpraca międzynarodowa, <https://www.gov.pl/web/obrona-narodowa/wspolpraca-miedzynarodowa>