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PhD THESIS

- ABSTRACT-

CONTRIBUTIONS TO PERFECTING THE MANAGERIAL SYSTEM OF POLICE UNITS

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1. THE IMPORTANCE OF THE STUDY. THE STRUCTURE OF THE PAPER

The present study, entitled „*Contributions to perfecting the managerial system of police units*” intends to analyze the management system of the Romanian Police Units, in order to identify good practices and ways of improving it, in accordance with the evolution of our society and constitutional objectives.

The importance and the motivation of the research about the institutions which ensure and maintain the public order and safety is given by the inherent role of this activity for the society, but also by the fact that the purpose of the research is how to modernize and improve the management system in order to ensure the quality of the police service, a service which should be performed with a lot of transparency and professionalism.

This is why we considered that approaching a theme about increasing the efficiency and effectiveness of the police units is of great importance, mainly for the society, which is the only beneficiary of police service.

Satisfying the public interest, on one hand and maintaining economic and social efficiency and effectiveness, on the other hand, means that the police activity should be oriented towards the future, by anticipating the changes from the social and economic environment and stimulating the involvement of the whole community in the activity of crime prevention and fighting.

Improving management in the Romanian Police, respectively increasing its efficiency and performance is topical and necessary due to:

- The difficult economic, social and political situation which is characterized by a volatile environment;
- The citizen's vulnerability;
- The constant and relatively high level of crime;
- The capacity of the police units to answer the threats to public order and safety is relatively low;
- The development of organized crime;
- The necessity of continuing the institutional reform program;
- The allocated resources have to face budget constraints;
- The corruption level is still high;
- The necessity of aligning to EU standards in matters of public order and safety;
- New crime types (IT crimes, fakes);

- The decrease of the population's trust in the capacity of the institutions to maintain public order and safety.

The managers of public organizations, in general and of the Romanian Police institutions in particular, make efforts to enhance the administrative capacity and to modernize the management system towards:

- Improving the decision-making processes;
- Applying the legislation in a better and unitary way;
- Ensuring the adequate structure for specific activities;
- Improving the quality and efficiency of providing public services, with an emphasis on continuing the decentralization process.

The evolution towards knowledge-based economy brings about new dimensions and roles for the management of internal affairs institutions, respectively the managerial system of the police units. In the context of reforming the institutions from the Romanian Police, the impact of the managerial system's efficiency and effectiveness, as it results from our research, upon the organizational functioning and performance increases a lot.

The general objective of the research is the analysis of the management system in police units, as MAI organizations and the identification of good practices and of ways for improving the management system of the police units in order to increase the satisfaction degree of the public interest.

To fulfill the research objective, our study has the following structure:

Chapter 1 approaches theoretical concepts about: the organization, management and public management, public services (with an emphasis on the main characteristics of the police units and how they provide their services), the quality of public services and the basic concepts of the quality system in the public organizations from the public administration and internal affairs system.

Chapter 2 starts with the presentation of the institutions from the administration and internal affairs system, respectively the police units, as main components of the organization of the Romanian society, detailing the mission, objectives, the structural elements and the components of the management system from the Romanian Police institutions. To this purpose, we presented the evolution, the general framework, the leading principles of the units from the internal affairs system (MAI), respectively from the Romanian Police. At the same time, we presented some aspects about police organization in the USA and in some

developed countries from EU (France, Germany, Belgium), which can be taken into consideration when continuing the reform from the Romanian Police institutions.

In chapter 3 we intended to identify methods, techniques and instruments used in management as well as the good practices used in the police units in order to increase the efficiency and the effectiveness of their management. We also presented elements regarding the role and importance of organizational communication as a premise for performance management.

Chapter 4 presents an analysis model for the state of the management system in police units, respectively a case study about identifying good practices and finding ways for improving management in territorial police stations. The research is based on a questionnaire, interviews and a case study referring to the SWOT analysis of a police unit. The end of the chapter presents conclusions about hypotheses testing, recommendations and proposals for improving the management of police units.

Chapter 5 presents a synthesis of the main aspects of the theoretical research and of the empirical study, followed by conclusions, recommendations and personal contributions.

2. PROPOSALS AND RECOMMENDATIONS FOR PERFECTING THE MANAGEMENT SYSTEM OF THE POLICE UNITS

The empirical study based on an analysis model for the management system of police units meant to identify the flaws of this management system and the good practices in the field, in order to find adequate solutions for improving the managerial activities and processes. The study emphasizes the concern of the police unit management for achieving the organizational and the specific objectives efficiently and effectively.

Based on the general and the specific objectives of the police units which were studied, we formulated and checked the following hypotheses in our empirical study:

The first hypothesis „*The development and implementation of an adequate policy and strategy in the field determines the efficiency and effectiveness of the police units management system as a whole and of its subsystems*”, was checked to a high extent, considering the efforts of the managers and of the specialized staff to ensure the efficiency and the effectiveness of the police units management system, which was the object of the study. The respondents agreed to a large extent 56.45% (22.58 % total agreement, 33.87 % agreement), respectively an average of 3,58, that the organizational strategies and policies ensure the

consolidation and the development of partnership with the community which will provide a state of normality and balance in society. Also, 57.09 % of the respondents consider that the management system is functional and effective, a score of 3.64, and 66,12 % believe that the organizational strategies and policies are centered on clients/beneficiaries. Regarding the management subsystems, it is noticed that they have adequate standards for performance measuring, as follows: the organizational subsystem with a score of 3.95, the informational subsystem with a score of 3.66, the decisional subsystem with a score of 3.06, and the methods and management techniques subsystem achieves just a score of 1.93, which creates problems in designing an effective management system.

The second hypothesis „*The organizations which develop efficient and effective organizational communication programmes determine better involvement of employees in work, in comparison with the organizations which have inadequate organizational communication systems*”, is confirmed only partially, because the organizations, although they are aware of the importance of organizational communication in getting employees involved, respectively in achieving organizational objectives (the survey shows an average of 3.62 in favour of increasing the efficiency of the organizational communication system), managers are not sufficiently preoccupied, only 46.77% of the respondents appreciate the effort of the organization for developing effective communication programmes, and 56.44% of the respondents appreciate the managers’ preoccupations to measure the measure the impact of the communication with employees (managerial communication). The same thing happens in assessing the existence of honest and effective communication between managers and employees, which is supported by 48.37% of the respondents (16.12% express total agreement, and 32.15% express agreement)

The third hypothesis „*The implementation of strategies and programmes which aim at improving the informational system has for an effect the increase of the management system efficiency and obtain superior performance both at organizational and employees level*”, which refers to the importance and the opportunity of improving the informational system, respectively to its influence upon the efficiency of the management system of the police units, which the object of this study, is confirmed to a small extent. Although managers are aware of the importance of implementing new informational technologies for effective organizational functioning, (56.44 % of the respondents appreciate this thing as follows: 19.35 % total agreement, 37,09% agreement), a ratio of 54.83 % of the respondents assert that managers must make efforts for perfecting the informational managerial system, respectively for increasing its performances by appealing to modern equipment.

Concerning the fourth hypothesis „*The management style promoted in the police units ensure an organizational climate which stimulates the employees to achieve performance and fulfill the organizational objectives and the specific individual ones.*”, we can assert that it is confirmed to a small extent. Thus, only 40.31 % of the respondents agree that the management style stimulates the performance, while 35.51 % are not decided, 16.12 % disagree, and 8,06 % disagree completely. On the other hand, 53.21 % of the respondents consider that the management style is important in improving the quality of the decisional process.

The fifth hypothesis „*The management of the institution applies a planning and budgeting system based on programmes, which ensure the integrated and unitary approach to effective resource management, considering the specific objectives of the police units in the field of public order and safety*”, is confirmed only partially. We should retain that the managers of the organization apply a planning and budgeting system based on programmes in accordance with the organizational mission and objectives. 46.77 % of the respondents are convinced of the efficiency of this system, 24.21 % are undecided, 24,2 % disagree, and 8.06 % disagree totally, whereas 35,47 % consider that their organizations have the necessary resources, 46.77 % sustain that the evaluation and control of the performances and activities is rigorously and professionally done.

The sixth hypothesis „*The specific of the activities performed by the police units, for the analysis of the management system, determines considerable information differences, perceptions and evaluations, which imposes analyzing and treating them differently*”, is checked in all the research stages, especially in the analysis and interpretation stage. The Romanian Police institutions, through their central and territory units, must take into account the specific of their objectives, as well as of the social context – economic, through flexible management, which imposes different approaches in applying specific management methods, techniques and instruments, while aligning to the national legislation and the EU standards.

The seventh hypothesis „*The organization benefits of adequate and effective human resources strategies*” is confirmed only to a small extent. Only 40.31 % of the respondents appreciate this affirmation positively. The same appreciation is made for the managers’ effectiveness, occasioned by the control of the activities and the performances made by the employees , through total or partial agreement of 46.76 % of the respondents. An alarm signal is also given by the reduced attention given to staff training. (only 37.09 % of the respondents are content with the way in which this problem is solved). After identifying the factors which determine work satisfaction, by processing the data from the questionnaires, the result is that

the management of the organization must grant more attention to the following factors: acknowledging the work achievements (score 4.35), the quality of the boss-subordinates relationship (score 4.19), transparency in decision making (score 4.11) and fair wages (score 4.03). Another aspect to be retained is aligning the standards of the staff training process to EU demands.

If we refer to the general hypothesis, according to which „the management analysis and evaluation models in the public institutions from the Romanian Police must be adapted according to the particularities and the complexity of the processes in the field, to the characteristics of the organizational objectives which apply and manage these activities/processes, as well as to the characteristics of the human resources”, we can conclude that it is checked in all the managerial subsystems, whose efficiency and effectiveness cannot be achieved unless we consider the specific of the mission and the objectives of the police units. This is confirmed both by the survey made in two territorial police departments and by the SWOT analysis which allowed us to identify good practices and ways of improving the management of these organizations.

Our analysis made on a representative sample of police employees helped us elaborate some proposals for improving the management system and increasing the efficiency and effectiveness of the activities/processes which are specific to these organizations. These can be summarized in the following way:

- Developing efficient and effective communication programmes in order to achieve a higher level of employee involvement, an important factor in fulfilling the specific organizational and individual objectives;
- Consolidating the specific organizational culture values in the police units in order to stimulate the individual and collective behaviour
- Managers must be preoccupied not only with elaborating human resources strategies and policies but also with updating them permanently, in order to keep the pace with the fast changes of the factors which determine the general performance of the organizational management and of the factors which influence the specific activities and processes;
- Improving the informational system which will allow the collection, transmission and archiving of the data and the efficient communication, which will facilitate the implementation of the strategies, policies and good practices in order to achieve the organizational objectives and the specific individual objectives of the employees;

- Training managers and employees permanently in order to achieve the strategic and operational objectives at institutional level for each function and management subsystem;
- Defining objectives clearly and ordering them with reference to: system, structure, mission, people, reward system, staff appraisal, work involvement and integration;
- Identifying and implementing effectively good management practices, based on well-prepared people, good information, effective healthcare and staff safety policies, fair wages, correct recruitment practices, adequate working conditions, and enhancing the participative management methods;
- Granting more attention to managerial ethics, considering its role in improving the managerial abilities to answer organizational issues and increasing the managers' credibility in relation to the internal clients/ the staff and the external clients/ the beneficiaries;
- The periodical evaluation of work satisfaction considering its importance in promoting good relationships between managers and employees which will consolidate team spirit and will stimulate work performance;
- Performing an internal management audit periodically, which will emphasize the weak points in management and will help identify ways for improvement based on the good practices of the management system components;
- To ensure the efficiency of the managerial subsystems we have to introduce „documents management” which is „an IT system which facilitates the circulation, stocking, the retrieval of the documents and connection to other computer systems or electronic devices which allow the correct and safe transmission of information and permanent monitoring of the decision and order stage and of the transmitted instructions;
- Improving and consolidating the leadership process in the police units, an important factor in ensuring the motivation of the police employees.

A very important problem for the organization management is ensuring the clients' trust, respectively of the citizens in the police units and in their staff. This can be seen in different studies about this aspect from the last 3 years, as follows:

- A study made on 03.03.2012, the police is indicated by the respondents (citizens), as being the first institution Romanians would go to if injustice were made to them (57 %), (IRES study, ştiri. tvr.ro);
- In the NSCOP study made on 13 May 2013, referring to the trust in different professional categories, the policemen have a percentage of 55.8 %, and the police 49 %. (adev.ro/mmpyqf);

- The study (sociological research), made at the request of the Internal Affairs Ministry, about the citizens, trust in the state institutions, shows the fact that they trust the police in a proportion of 41 % after the Church (81 %), mass-media (60 %) and army (43 %). Referring to the IAM's subdivisions the sector Police enjoys most trust (54 %), followed by The territorial Police Inspectorates (47 %) (study made on 12 December 2014) .

3. WAYS OF PERFECTING THE MANAGEMENT SYSTEM OF THE PUBLIC ORGANISATIONS WITHIN THE ROMANIAN POLICE

3.1. The objectives and the hypotheses of the research

In the research initiated and developed in the PhD thesis, the general objective is: “elaborating an analysis model for the state of the management system in the police units in order to identify good practices and to formulate certain recommendations and proposals about ways of perfecting in order to increase the satisfaction degree of the public interest”.

In achieving this general objective, the most important *specific objectives* are the following:

- Defining the main theoretical concepts of public management with an emphasis on the internal affairs field, respectively the police units;
- Analyzing the activities and the processes which define the management system;
- Elaborating an analysis model for the management system of the police units in order to evaluate the performances and the management activities/processes;
- Identifying good practices in developing the managerial activities/processes and for perfecting the management of the police units;
- Perfecting the informational flows as a consequence of enlarging the activities and the managerial processes from the police units by using informational technologies for managing the informational flows effectively;
- Performing a SWOT analysis for the managerial potential of the police units

The theme we approached about the public management of the police units aims at enhancing its effectiveness and efficiency. The theoretical approach has the following objectives:

- The bibliographical study referring to the public management of the police units, respectively its role in implementing successfully the strategies and the policies in organizations in order to increase the organizational performances and to improve the image of these institutions;
- The study of the specialized literature in order to define the main characteristics in planning, organizing, coordinating, motivating and controlling, as management functions in the police units;
- The study of the bibliography referring to the role of the managerial subsystems in the management of the public organizations from the Police, in developing and implementing efficient and effective policies and procedures which will ensure the fulfillment of the general and specific objectives.

The experimental research about the analysis and identification of good practices in the management of the organizations from IAM, from the perspective of elaborating and implementing some strategies, policies and successful managerial practices and finding the most suitable methods for improving the management of the police units having in view:

- Finding an analysis model which is adequate to the complexity and specificity of the police units management;
- Finding solutions for increasing the effectiveness and efficiency of the managerial processes/activities both from the operational point of view and the strategic dimension;
- Identifying good practices of public management which will be a guide for the Police organizations.

The research started from the following work hypotheses:

General hypothesis: the analysis and evaluation models for the management of public institutions in the Romanian Police must be adapted both according to the particularities and the complexity of the activities which are specific to the field, the characteristics of the organizational objectives which apply and manage these activities/processes and the characteristics of the human resources.

- *Hypothesis 1:* The development and implementation of an adequate policy and strategy in the field determines the efficiency and effectiveness of the place units management system as a whole and of its subsystems.
- *Hypothesis 2:* The organizations which develop efficient and effective organizational communication programmes determine better involvement of employees in work, in

comparison with the organizations which have inadequate organizational communication systems;

- *Hypothesis 3:* The implementation of strategies and programmes which aim at improving the informational system has for an effect the increase of the management system efficiency and obtain superior performance both at organizational and employees level;
- *Hypothesis 4:* The management style promoted in the police units ensure an organizational climate which stimulates the employees to achieve performance and fulfill the organizational objectives and the specific individual ones;
- *Hypothesis 5:* The management of the institution applies a planning and budgeting system based on programmes, which ensure the integrated and unitary approach to effective resource management, considering the specific objectives of the police units in the field of public order and safety;
- *Hypothesis 6:., The type of the activities performed by the police units, for the analysis of the management system, determines considerable information differences, perceptions and evaluations, which imposes analyzing and treating them differently”;*
- *Hypothesis 7:* The organisation benefits of adequate and effective human resources strategies.

The empirical study about the analysis of the management system in the Police units from the perspective of elaborating and implementing some adequate and efficient strategies, policies and practices, oriented towards performance and finding the most adequate for perfecting the management intended to:

- Analyze the particularities, the evolution and the complexity of the management from the Romanian Police units;
- Find solutions for enhancing the efficiency and the effectiveness of the management activities/processes, identifying ways of improvement and good practices in the field, which will become a guide both for managers and for the employees from the police units which were subject to our study.

2.2. Theoretical research aspects

It is based on an important bibliographical study, focused on the research core. The bibliographical sources comprise information from organizational management, human

resources , management, business ethics, organizational behavior, change management micro-economy etc.

The empirical studies mentioned in the paper are both from specialized foreign literature and from the Romanian one; however, we didn't find thorough and significant studies in the field of management in the police units.

The theoretical research in the field of public organization management, from the internal affairs area intends to explain why successful organizations succeeded in projecting efficient and effective management systems, by applying adequate evaluation and analysis models for the activities and processes which are specific to the police units in order to identify the good practices in the field..

The theoretical research comprises a thorough study of the specialized literature. The main purpose was not only finding relevant information about the management of the public organizations from the internal affairs area, respectively the police units, but also developing models for its analysis. To this purpose, a rich and relevant bibliography was used which allowed us to define the theoretical basis of organizational management, considering the complexity of the activities and processes from the police units. The scientific approach was based on the analysis of the operational performances of the managerial processes and activities and on the analysis of the behavioral dimension of the organization as management system component. We also wanted to analyze how useful this information is for managers, in order to develop policies and practices in the police organizations management. We also emphasized the role and the importance of the motivation system and of communication in obtaining high performance, taking into account the organizational characteristics, the nature of the activities and the specificity of the mission and the objectives of the police units.

2.3. The empirical study

The empirical study was based on the following aspects:

- the results of some studies regarding the identification of the management process variables in the internal affairs organizations, respectively the police units ;
- model analyses, on a representative sample of police units, based on questionnaire and interview which intend to evaluate the managerial activities and processes, the extent to which they use specific methods, techniques and instruments, which are suitable for evaluation and analysis in management;

- a case study, at the level of representative Police units, which refers to the strategic dimension and the operationalizing the management activities and processes.

The empirical research is based on quantitative questionnaire-based method and on the qualitative method based on the case study and interview with managers, employees and specialists from two representative police units, which were the study object, to which we added a case study about the SWOT analysis of a police unit.

The object of the empirical research was the identification of the factors which determine the performance, respectively the efficiency and the effectiveness of the activities and processes which are the object of the police units management which have a significant impact on the performances in operationalizing the management functions.

Through this research we tried to sensitize the managers and their employees from the police units which were investigated, to identify and study the good practices in the field, in order to perfect their management, with important effects in enhancing the performances of the management system.

The questionnaires used in the present research are based on analysis models for the public management which were elaborated by specialists in the field such as: Androniceanu, A, Bibu. N, Nicolescu, O, Burdus, A, Nica, P. We also used our personal experience as employee and manager of a police inspectorate as well as the research in the field from Romania and EU countries (especially in Germany and France) and the USA. The questionnaire was applied on 62 people, respectively managers, specialists and police workers. To surprise the details and verify the conclusions and the solutions we proposed after processing and analyzing the data resulted from the questionnaire, we organized an interview with managers, specialists in the field and employees from police units which were studied.

The most important practical contributions of the research are the following:

- determining the relative design stage, as well as the organization and operationalizing of activities and processes from public management, and the strategies and policies which the studied police units implement;
- identifying the variables and the characteristics of the planning, organizing, coordinating, training and controlling process, of the police units and of the factors which determine the strategies, policies and practices in the field, in order to operationalize the activities and the processes of the police units efficiently and effectively;

- identifying good practices and ways of perfecting the management of the police units with an impact upon the organizational performances.

3. PERSONAL CONTRIBUTIONS

The personal contributions of our research can be summarized as follows:

- approaching the concepts which are specific to the management of public organizations from the police units based on the literature study and their analysis in order to create a contextual framework which is suitable for the empirical study;
- elaborating an analysis model for the police units management and for the way in which the strategies, policies and management practices contribute to achieving the general objectives of the organization and the employees' specific objectives;
- proposing adequate modalities for the police units in which the employees' behavior, the involvement degree and the interactions between them contribute to the increase of the organizational performances and of the individual workers;
- performing a SWOT analysis, for the evaluation of the potential of the studied police units, based on the example of certain police units, regarding the identification of the strengths, of the problems, respectively of weaknesses, the opportunities and the threats, in order to find adequate improvement ways for increasing the efficiency and the effectiveness of organizational performance;
- the analysis and the evaluation of the opportunity to develop strategies, policies and good management practices and identify the main barriers in implementing them in representative police units ;
- finding ways of perfecting the management of the police units and of the action programmes concerning the operationalization of the specific managerial activities/processes and of the human resources management.

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