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**PhD Thesis summary**

**CONTRIBUTIONS REGARDING THE MANAGEMENT  
IMPROVEMENT IN POLICE UNITS THROUGH  
ORGANIZATIONAL CHANGE**

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## Key words

Administration and internal affairs system, The Romanian Police, policeman's ethics, the management of police units, organizational change, the management of change, structures for combating organized crime

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## **Introduction**

### **Topicality and necessity of the PhD Thesis:**

This paper is (and it will be) very topical, having great importance if we take into account not only the current context of the integration of Romania into the EU, but also the expansion of organized crime at all levels of society, a process that requires changes in the management of police units to ensure their adaptation to special requirements imposed by new trends. In this context, it is extremely important to identify some possibilities of orientation towards performance of the units of countering organized crime, using the most appropriate models and modern management methods that are (most times) the activity of the business.

In the third millennium, the rhythm of change is so fast that organizations must respond promptly and efficiently in order to survive. The organizational approach became an essential pillar of the competitive advantage. Charles Darwin shows that not the most beautiful, the smartest or the strongest survive; the future belongs to those who adapt the best to change.

Political and ideological tutelage required by the former USSR left a mark on the police system in Romania, system modeled after the Soviet militia, a highly centralized police force with legitimacy derived from the ruling party. In our opinion, the ideological, cultural, national and historical factors have an impact on certain structures and processes related to the efficient functioning of police units in Romania.

Socio-political changes in Central and Eastern Europe from the end of the last century were followed by reforms which are still going on, reforms that have directly affected the police legitimacy. These changes occurred primarily on the political side, as reflected in the transition to party pluralism. Once the ideological and political support was destroyed as a result of radical changes, the police felt very vulnerable and incompetent in performing their tasks.

However, there is a difference in the priorities of police reform in Central and Eastern European countries, as being argued in some of specialists' work. Among other things, it was stated that the technological background inherited by the Police in these countries from the socialist regime affected their ability to effectively fight against crime. Therefore, modernization of police forces by introducing advanced technology appears to be a legitimate way of reforming the police. However, even though the police systems from these countries may have common characteristics, their economic, cultural and socio-political conditions dictate different priorities of political development which must be taken into account.

Today, we ask whether police activity in Romania has to be modeled after the western patterns or whether it is more necessary than ever to consider cultural attitudes and old ideologies that may influence the performance of organizational change process. From our point of view, the development of deep changes must register on the coordinates set by the EU, which means the achievement of the operating standards specific for the member states.

It is recognized that European countries do not consider their police patterns to be suitable. This is reflected in the inability to respond to citizens' demands, which are increasingly focused on two apparently opposite poles: that of macro-security/insecurity, found generally in drug trafficking or organized crime, and the micro -security/insecurity which is reflected by the need for a police force that makes people feel more secure from objective and subjective point of view in their daily environment (family, home, neighborhood or workplace). To those, the state offers vertically structured organizations having poorly defined roles and poorly distributed and coordinated because of rigid rules that make them unable to adapt to citizens' demands. This led, therefore, to the so-called "accordion operation" in almost all European countries. Basically all countries have experienced a restructuring over the last decade. The administrations of the centralized states have tried to decentralize (France, Spain, Italy), while traditional decentralized countries have made huge efforts to centralize their police powers (Britain, the Netherlands). Other countries have undergone or are undergoing transformations or internal restructurings (Germany, countries from Central and Eastern Europe) (Recasens, 2000).

After December 1989, the criminal activity has diversified and gained transnational dimensions, thing which had strengthened the determination of the Ministry of Administration and Internal Affairs to actively participate to the strengthening the police cooperation and to the development of the legislative background, and also to develop the international relationships.

Corruption, for example, is a particular problem in all post-communist states, and people perceive it as an irreversible result of liberalization. Therefore, the citizens' support for democracy and structural reform decreases, because the elected officials, once perceived as being corrupt, lose the population's confidence. The activities of the organized crime groups and the exportation of the profits out of countries impoverish the state economy and undermine the reforms from all fields.



On the official website of F.B.I. we find the following remarks which also points out Romania: "When you think of organized crime, you probably imagine the Italian and Sicilian mobster of television and from the big screen. But in the last years, organized crime has changed and the threat is wider and more complex than ever. Today, organized crime includes:

- Russian mobsters who went to the United States after the collapse of the Soviet Union;
- Groups of African countries like Nigeria, which deal with drug trafficking and financial scams;
- Chinese tongs, Japanese Boryokudan and other circles from Asia;
- Organizations established in countries from Eastern Europe such as Hungary and Romania.

All these groups make felt their presence in the U.S. and aim at our citizens using the Internet and other contemporaneous global technologies. More and more, they become partners in crime, being aware of the fact that they can gain more by cooperation than by competition".

The element of novelty specific nowadays, especially of the public order and safety institutions lies in massive acceleration of the speed and rate of switching from "sunny days" to "hurricanes". This is why the change has become a subject of modern science, and the response to change is a major concern and a priority for the modern management (Andreescu, 2006).

From our point of view, the worldwide economic and financial crisis has exerted and continues to exert an economical, social and political influence - which has an imminent incidence and is hard to predict- over the Romanian and international society and therefore over the activities of the Romanian state institutions. The crisis effects can lead to serious economic, political and social situations by increasing the number of dismissals in both public and private sectors, having impact on the growth of crime, on feelings of distrust in the state institutions, and on the number of protests and violent demonstrations among the population.

The operation of a modern, flexible and efficient public administration is an essential condition for the structural change of the Romanian society, for undertaking a thorough reform in all areas of social and economic life, for increasing the citizens' role in decision-making.

The conceptual, structural and functional modernization of the Romanian Police and the establishment of a modern institution compatible with EU Member States must be fundamental objectives of police units. Their implementation involves the assurance of an efficient way of management, adapted to present and future requirements, being able to determine the increase of reliability and degree of competitiveness. Therefore, within the police units it is necessary to

create a set of values compatible with the basic principles of market economy, and also to form and consolidate a strong cultural organization. Within the organizations from Romania, the values must not only be declared, but also supported by concrete actions.

The more competitive is an organization, the more able it is to develop on multiple directions. This requirement arises from the fact that change is a law of life and knowing the process of change with the aim of its efficient management is one of the factors that can ensure the competitiveness of organizations in a competitive environment. Any human community requires a harmonization of its members' actions in order to meet the general needs of the community. For this purpose, life within the social community involves a subordination of the individual towards society and assuming certain commitments to the group to which he belongs. Violation of these requirements requires the use of constraint by that particular social organization.

From our point of view, applying a modern management based on organizational performances and efficient changes within the police units will improve the responsiveness of the police forces, thing which has positive effects for the entire society, both in short and long term.

The usefulness and effectiveness of the scientific research conducted during the development of the PhD thesis were emphasized both through new theoretical concepts, and through analysis, synthesis, conclusions and proposals set out after the application of two questionnaires among employees within the Department of countering organized crime from Romania.

### **The main objectives of the present research**

**Theoretical objectives** include the following:

- ◆ The brief analysis of the Ministry of Administration and Internal Affairs, the upper structure of the Romanian Police and the description of the organizational system of Administration and Internal Affairs, with emphasis on public order and safety.
- ◆ Understanding and description of the following concepts: organization, institution, public service, public office, civil servant, efficiency, quality and performance of the public services
- ◆ The analysis of the policemen's ethic code (definition, characteristics, objectives, content, principles, critics, limits) and the presentation of the arguments from the

specialized literature and some personal arguments, which confirms that it can be considered a tool of improving the behavior (benefits, influences, roles)

- ◆ The analysis of the organizational system of the Romanian Police and the presentation of the main weaknesses / vulnerabilities within the police institutions in Romania
- ◆ Thorough analysis of the decisional and informational (managerial) subsystem within the Romanian Police and highlighting the following: definitions, characteristics, types, tasks, requirements, dependencies, limitations, steps, rules etc.
- ◆ Identifying the police managers' basic features, focusing on the following issues: status, functions, performance criteria, management styles and types of managers, specific elements of efficient managers
- ◆ Description of the most important models of the change process, focusing on: awareness of the need for change, organizational diagnosis, planning and implementing change, effects assessment and institutionalization of the change
- ◆ Description of the most common causes of resistance to change (individual and organizational), of the ways of expression and of the types of resistance to change
- ◆ Presenting the most relevant definitions of organized crime and highlighting key features and characteristics
- ◆ Examination of the interdependence links between the spread of the organized crime on the one hand, and, on the other hand, the socio-economical and political factors, the characteristics of the judiciary system, the public and private governance efficiency, the independence and integrity of the judiciary system
- ◆ The analysis of the economic and financial crisis impact on crime and organized crime
- ◆ Identification of the role of knowledge in police work and presentation of the generalities regarding the knowledge management and the implementation of the knowledge management in the analyzed field

### **Practical objectives**

The *general objective* is concerned with proposals for improving the management process within the police units through organizational change. In this respect, we considered it necessary to conduct a survey based on questionnaires applied both to managers and to employees within the Department of Countering Organized Crime.

In order to achieve the general objective, we set the following *secondary objectives*:

- Identify the negative aspects that can influence the managerial performance within the analyzed institution
- Establishing the importance of certain aspects that can influence the efficiency of the managerial activity
- Identifying the behaviors of the most superiors, colleagues and subordinates faced with some changes in the managerial process (taking into account the managers' perceptions and opinions from the analyzed institution)
- Knowing the managers' opinions considering the superiors/ colleagues / subordinates about: attachment to the institution, excessive orientation towards their own interests, level of knowledge / professional skills, participatory activism, ability to take risks and responsibilities, the efficiency of communication etc.
- Identifying managers' degree of satisfaction concerning: the way in which decisions are taken at the center, the way in which things work in brigade / service, managers' income, authority or working conditions
- Identifying the employees who resist to changes due to multiple causes
- Identifying the current situation within the analyzed institution as perceived by operational staff, aiming at the following levels: workplace characteristics, performance evaluation, teamwork, relationships with managerial team, ethical behavior
- The analysis of managers' opinions or officers and agents regarding the possibility of obtaining positive effects (affecting the performance of the institution) after applying some changes (in the questionnaire was brought to the attention of the respondents a list of 40 possible changes) etc.

### **The structure of the PhD thesis by chapters**

In the introduction of PhD thesis are presented the topicality and necessity PhD thesis, theoretical and practical research objectives, the structure of the thesis by chapters, research methodology, field investigations and assessments on the current state of knowledge in the field concerned. Also, at the beginning of the work are presented the lists of tables, figures, graphs and abbreviations.

In the first chapter, entitled "*Romanian Police, part of the and internal administration system*", we initiated a brief analysis of the Ministry of Administration and Internal Affairs, the upper structure of the Romanian Police, looking at: the presentation of a brief history, description of the mandate, mission and duties of the Ministry of Administration and Internal Affairs for the

three major areas: (1) public administration, (2) order, public safety and national security, (3) counseling. We are also concerned with describing the organizational system of Administration and Internal Affairs, with emphasis on public order and safety. After analyzing the strategic plan of the Ministry of Administration and Internal Affairs for 2010-2013 and the National Strategy for public order 2010-2013 we identified a set of internal / external factors, such as threats / opportunities of the environment existing in the current period, with major influence (we think) on the performance of specialized structures from Ministry of Administration and Internal Affairs. Furthermore, we identified the strategic objectives, the main areas of intervention and directions of action taken into account by the Ministry of Administration and Internal Affairs for the period mentioned. Analyzing the specialized literature, we defined the following concepts: organization, institution, public service, public office, public servant, efficiency, quality and performance of the services. After a synthetic presentation (based in particular on the law) of the rights, obligations, duties and labor relations of the policemen, we presented some general theoretical issues and the results of some relevant researches concerning the behavior at work and the stress factors associated with the policemen's work. In this chapter we also analyzed the policemen's code of ethics and deontology (definition, characteristics, objectives, content, benefits, influences) because we consider it to be a tool to improve behavior. In the end of this chapter we summarized the main weaknesses and vulnerabilities in the police institutions in Romania, drawn from a large study (2009) conducted by a research group from the Prevention and Psychosociology Institute of the General Inspectorate of Romanian Police, after some interviews with specialized persons.

The second chapter is allocated to general concepts regarding "*Management of the police units*". In the first part, we detailed the features of the management functions and of the managerial principles, and then we switched to the analysis of the main subsystems, mutually determined: the organizational subsystem; information subsystem and decision-making subsystem. For a description of the distinctive features of the police units as clearer as possible, we dealt with the issue of organization taking into account the two levels: the procedural organization and the structural organization. The analysis of the informational managerial subsystem within the Romanian Police forced us to call on the following key issues: definitions, features, tasks, respondents, interdependence, needs and relationships. In the end of this chapter we covered very briefly some theoretical issues related to the decisional subsystem: definitions, basic requirements, typology, and stages of decision making. In the second chapter we have also identified features of "*management methods of the police units*"

and we have widely presented the most used methods of management: Management by objectives (general method) and investigative-operative management (as partial method). From our point of view, the performance and efficiency of the analyzed units require continuous use of management based on continuous control activities. This is the reason why we approached the relevant theoretical issues related to inspections, management control methods and specific elements in the police. We also presented a research on the inspection within a county police inspectorate. Regarding the Police managers, we described the main styles of management and types of leaders and also, the specific features of the efficient leaders. To identify and scientifically sustain the managers' role in improving the management within the police units, we described the results of a recent research (2011) conducted in Canada that focused on four major topics: the role of management within police units; management efficiency within the police; the process of promotion for senior positions in the police; the availability and adequacy of managers' training from police units. Also, in the end of the chapter we were concerned with the analysis of the efficiency of the management styles and management practices within a County Police Inspectorate in Romania.

In drawing up the third chapter, entitled "*Organizational change - requirement management improvement*" from the specialized literature from our country and from abroad, we have undertaken a wide approach of theoretical research regarding organizational change, emphasizing on the following: to define specific concepts, to describe the types of changes, to specify the key areas of organizational change and to present the most relevant models of the change process, phases and the main steps.

Given the importance of the efficiency of the organizational changes for any institution, in the fourth chapter we discussed *the theoretical aspects of management of change*. In our opinion, taking into account the opinions expressed in the specialized literature, the basic problems of change management are: (1) identifying the change agents, (2) communicating the need of change, (3) the human dimension of change and overcoming the resistance to change, (4) the choice of strategies and tactics of change, (5) establishing some organizational structures specialized in change and (6) the behavior of the managers involved in the change process. These key issues determined the structure of the chapter into six subchapters. We focused on the causes of the resistance to change, ways of manifestation and types of change resistance, and also measures to overcome the opposition manifested by the employees of the company. We were also concerned about the importance of change manager, with a focus on the most relevant skills that he must have.

Since we have decided to conduct the study within the crime fighting units, in the fifth chapter we have presented *the specificity of the organized crime* (definition, features, characteristics), and then, we have analyze the links between organized crime, terrorism and corruption, with emphasis on the analysis of corruption among the staff within the police units. We were concerned with the study of the impact of the economic crisis on crime and organized crime. In this chapter we also have briefly presented the evolution of organized crime fighting structures in the EU and Romania. In the end of the chapter, we have approached a very complex and difficult subject, the management of the organized crime fighting units, focusing on the key indicators of performance and presenting the results of the latest research in the field (2011) and a three-dimensional perspective on management of performance.

The sixth chapter presents *the practical study concerning the improvement of the management within the brigades of countering organized crime in the North-Western and Central Romania, through organizational change*. At the beginning of this chapter we presented the organizational structure and main activities of the Department for Combating Organized Crime, institution which has accepted and approved the implementation of the two questionnaires (addressed to the managers, namely agents and officers with executive functions). After the delimitation of the general background of study, we moved on to analyze the questionnaires and to process the data – to analyze the suggestions of change within the analyzed institution.

In the seventh chapter there are the *final conclusions, proposals*, theoretical, synthesis and applicative contributions, as well as limitations and future directions of the research. Even if the essence of this chapter is to study the proposals put forward as a result of the conducted study, we wanted to present very briefly in the end of the thesis some aspects that can be considered to be new for the specialists from police field.

At the end of the thesis were attached the bibliography and that 39 appendices.

### **Research methodology and area of investigations**

The complexity of the research requires a global approach, a systemic view of the process of change, fact which requires the conduct of investigations (theoretical and empirical) in various fields of science, namely: management, organizational change management, human resource management, psychology, sociology, law, ethics etc. This required the approach of the problems investigated by using some research methods like: documentary analysis, specialized

literature review, observation, synthesis, questionnaire-based research, data and results processing and results, proposals etc.

The PhD thesis relies on a consistent bibliographic study that includes a large number of books and papers published in Romania and especially abroad. Therefore, the area of investigation includes specialized literature (Romanian and foreign) and the various laws, reports and studies conducted by national and international institutions involved directly or indirectly in improving the performance of the police units. The present paper ends with a research carried out within the brigades of countering organized crime in the North-Western and Central Romania, research which aims to improve the management through organizational change. Before starting the research, we consulted some similar researches described in Romanian specialized literature and especially in the international publications from the areas of choice. These researches allowed us to formulate some reliable and necessary proposals for the units surveyed.

One area of major concern is the whole concept of police management. The police structures differ from country to country, but the basic principles of the management and management theory are the same all over the world. There are similarities which can be found between the police field and that of business and are mutually transferable. It's a big win for the leaders of police structures to observe and take various models of organization and functioning from the private sector. At the same time, there are particular needs for police officers who may considerably benefit by bringing together upper and middle rank officers. Goal setting, work planning, management of change, quality management and performance measurement are now familiar terms to all police officers of senior rank or having management positions in most countries (M.I.R.A., 2007).

### **Assessments on the current state of knowledge in the field concerned**

The massive changes developed at all levels at the end of the twentieth century in Central and Eastern Europe have made an essential contribution to the debates on the theory of organizational changes in police units. The academic debates have been more or less limited to a theoretical approach, while the practitioners went further with the exchange of experience and technical assistance on a purely pragmatic basis.

Of course, the specialized literature from the field of management is extremely vast and complex. By analyzing the most important concepts, methods, techniques and management principles specific for Romanian management, we notice the great value of the works and



books developed by Romanian researchers and specialists, such as: Dumitrescu, M., Ilieș, L., Jivan, Al., Lazăr, I., Mihuț, I. Nicolescu O., Petrescu, I., Verboncu I., Zlate, M., Zorlențan, T. and many others.

Romanian specialists such as: Burduș, E., Căprărescu, G., Lungescu D., Nica, P., Predișcan, M., Rusu, C., Tanțău, A., D were concerned organizational change process research.

Foreign specialists with a major contribution to management as a science, quoted in this thesis, are: Armstrong, M., Bennet, A., Bennet, D., Drucker, P., Farnham, D., Gottschalk, P., Horton, S., Keeney, R. etc.

The management of change is approached in many prestigious international publications as a result of research conducted by many scholars, such as: Bell, C., Clarke, L., Cohen, D., French, W., Kanter, R., Kottai, J., Kouzes, J., North, D., Posner, B. etc.

Regarding the ethical dimension of the management, we want to point out the contribution of: Trevino, L., Weaver, G., Adams, J., Tashchian, A., Shore, T., Bandura, A. and many others.

The analyzes and studies about political activities carried out by promoters of cultural movement provided empirical data and theoretical analyzes that led to some challenging conclusions. In one of his works, Bayley (1975) begins his study with a bold statement: police neither stops nor prevent crime. They cannot engage in a frontal assault on crime because they lack resources. The answer to these questions doesn't seem to be the increase of the number of police officers. Bayley's conclusions after having examined the 47 police forces in five developed countries send a pessimistic message for reformers of the police activity in the Central and Eastern Europe. When both comparative approaches of police activity state that countries like those in Western Europe, North America, Japan, and Australia have missed the expected results, post-socialist countries of Europe are once again left in the dark (M.I.R.A., 2007).

Romanian specialized literature in the field of police management has made a real contribution in the last 10 years by some publications of some prestigious specialists, like: Arădăvoaice, Gh., Ciurușniuc, Gr., Florian, Ghe., Hurdubaie, I., Neagu, N., Pătrașcu, I., Pop, Ș., Prună, Șt., Sandu, F., Șuteu, N.G., Țical, G.M., Ungureanu, G., Velicu, G., Voicu, C., Zaharia, T. and others. Nationally, the police management is approached in publications of the Ministry of Administrations and Internal Affairs (*Pentru Patrie* and *Romanian Police* magazines) and management books used in the specialized field of education.

The international specialized literature is very rich and complex in the field of police and organized crime, the main contributions of the thesis are: Brooks, L., Emsley, C., Farrington, P.D., Gottschalk, P., Piquero, N., Shah, A., Weinberger, B. and others.

In order to identify the state of knowledge in the field concerned, we relied on the most important international publications (generally academic journals) as: Journal of Police Strategies and Management, Journal of Police and Criminal Psychology, Public Money & Management, Journal of Police Science and Administration, Journal of Contemporary Criminal Justice, European Journal on Criminal Policy and Research, Police Practice and Research, Leadership&Organizational Development Journal, Journal of Business Ethics, Journal of Criminal Justice etc. The access to these publications has been facilitated by the Central University Library "Lucian Blaga" from Cluj-Napoca. For this purpose, we used the following databases: SpringerLink, ProQuest, Oxford Journal, Emerald, Sage Journals HSS Collection, Thomson ISI, Cambridge Journal etc.

One of the most representative research of the investigated field is the one conducted by Hogan, J., Bennell, C. and Taylor, A., who conducted a major study in Canada (2011), in order to highlight the role of managers in improving the management within police units, given four major topics: the role of management within police units; the management efficiency in police; availability and adequacy of training of managers from police units.

Pătrașcu, I. (2008) analyzed the management styles and practices within the Romanian Police. He showed the conclusions resulted from an inspection of a Police County Inspectorate in Romania, based on the results of a study (conducted by specialists from Psycho-sociology Center of the Ministry of Administration and Internal Affairs). Moreover, Pătrașcu made a blueprint of the organizational climate from the Police County Inspectorate in terms of eight dimensions: clarity of objectives, work organization efficiency, relationships between employees, communication and collaboration at work, motivation, efficiency of the managerial team, the attitude towards change and overall performance.

The researches conducted by Slate, R., Johnson, W. and Colbert, S. had the main objective the evaluation of the causes of stress and the identification of the first 20 factors of stress based on an analysis of the results of an empirical research conducted in the U.S. (2007).

We also must mention the important contribution brought by Buscaglia, E. and Jan Van Dijk through their empirical research (2003) which showed the existence of a strong correlation between organized crime and corruption. They identified some composite statistic indices of

organized crime and corruption. Another merit of the two researchers refers to the creation of a composite index of organized crime (2007).

Gounev, P. and Bezlov, T. (2010) have conducted a comprehensive study based on statistical analysis of 14 basic indicators. Starting from the values recorded by the member states of EU, the authors have developed a list of seven groups of countries, highlighting the characteristics and intensity of the relationship between corruption and organized crime.

Many police organizations are currently operating in a performance-oriented system which requires the analysis of the main issues related to the nature, extent and impact of organized crime in the specific field of action against organized crime, as shown by Mackenzie, S. and Hamilton-Smith, N. (2011). They approach the major problem of measuring the harming effects over the community and take into account realistic ways of judging the activity against the organized crime on short, medium and long term, which are subsumed to the general objective of reducing crime.

**Delimitation of the general background of practical study on improving the management within brigades of countering organized crime in the Northwest and central region of Romania through organizational change**

Given the multi-and interdisciplinary character of the management of change, to conduct our study we used research methods and techniques taken from sciences such as sociology, psychology, management etc. Given the complexity of the changes from police, and the involvement of the political factors in decisions to implement the organizational changes, we considered that in order to complete this approach it is recommended to obtain some personal opinions of employees of the institution analyzed.

For an objective analysis of the current situation, but also from the desire to identify the need for organizational changes within DCCO, changes which can be initiated at the institutional level, we used the questionnaire technique. Given the fact that the type of research that we have proposed for this study is a descriptive one, which identifies, describes and explains the organizational phenomena and manifestations existent at some point, the questionnaire is a legitimate and useful tool. As Cohen and Manion claim (1994), questionnaires are designed to collect data in order to describe the nature of some circumstances, which the researcher then compares with certain standards or theories upon which he determines the relationship between certain events.

Besides the data that can be obtained from the questionnaires, we mention that in the elaboration this thesis played an important role from the active observation of the PhD student, who has a vast knowledge and experience in the institution reviewed.

In the appendices of this thesis were attached the two questionnaires addressed to managers and to officers and agents.

### ***Details of the questionnaire applied to those who hold leading positions***

An important role in achieving the objectives of the research is to identify the opinions of managers within the analyzed institution. Under these conditions, we have developed a questionnaire divided into seven sets of questions (from Q1 to Q7), as follows:

- ▶ **Q1.** Managers were asked to specify to what extent (from very much to none) some issues can affect the managerial performance. In this regard, there have been raised 11 issues regulations related with: bureaucracy, lack of resources, relationships, motivation, organizational structure, etc.
- ▶ **Q2.** This set of questions aimed to highlight the managers' opinion about the importance of certain aspects required in order to achieve managerial performances (from very important to not important). Thus, we wanted to analyze the importance of eight aspects related to: knowledge, skills, relationships, resources etc.
- ▶ **Q3.** Sometimes, managers try to introduce some changes in the managerial act. The success of these changes is strongly influenced by the attitude of superiors, colleagues and subordinates. Therefore, in this set of questions, we asked the managers to specify the behavior of most superiors, colleagues respectively subordinates when the change happens, meaning: openness, support, acceptance, but not very enthusiastic, indifference, tacit discouragement, blocking, and negative reaction.
- ▶ **Q4.** Even if all those involved in organizational change would have a positive attitude of receptivity and support, their success and efficiency will also depend on other factors, such as attachment to the institution, excessive orientation towards their own interests, level of knowledge / professional skills, participation, ability to take risks and responsibilities, efficiency of communication etc. Therefore, taking into account these factors, managers were asked to make assessment against superiors, colleagues and subordinates.

- ▶ **Q5.** An important role in improving the management is played by the continuous involvement of the managers in order to successfully implement any required changes. The managers' involvement is influenced by the level of satisfaction related with some aspects of the work. Thus, in this set of questions, we wanted to identify the degree of managers' satisfaction (from very satisfied to very dissatisfied) regarding: subordinates, colleagues, superiors, the way in which decisions are taken at the center, the way in which things work in the brigade / service, income, working conditions.
- ▶ **Q6.** Given the main objective of the present research (improving the management within police units through organizational change), we developed a list of 40 possible changes in the institution analyzed. The respondents were asked to assess, for each change, if positive effects will be: absent, weak, medium or high.
- ▶ **Q7.** In this part of the questionnaire we developed a list of 14 causes of resistance to change which are usually seen in different ways by employees. The managers were asked to indicate how many subordinates (from the vast majority to very few or none) show resistance to the implementation of organizational changes due to these causes.

Besides these questions, the managers had the opportunity to show some of the ideas, proposals and suggestions related to the measures of improving the management within police units in Romania.

At the end of the questionnaire we took into consideration the need to know some identification data of the respondents: age, age at current job, the last graduated form of education and the institution where they work.

#### ***Details of the questionnaire applied to those who hold executive positions***

In order to identify the current status, in the questionnaire addressed to staff holding executive positions (agents and officers) we placed 50 statements (short, clear and compact) in order to highlight the opinion of the officers / officials regarding the following aspects: workplace, teamwork, transparency of the performance evaluation system, relations between managers and subordinates, behavior, values and ethical parts within the institution, the requirements regarding operation of the organizational environment, organizational changes etc.

As in the case of the questionnaire for those who hold leading positions, given the main objective of the present research (improving the management within police units through organizational change), we developed a list of 40 possible changes in the institution analyzed.

The respondents were asked to assess, for each change, if positive effects will be: absent, weak, medium or high.

As it could have been seen, all the respondents were asked to answer to all questions about possible effects of organizational changes, regardless of position held (managers, officers, agents). Due to the difficult period through which the Romanian economy passes, having severe impact on funding possibilities of state institutions, we wanted to find out respondents' opinions about the impact on the performances of the institution if the budget assigned for it becomes lower (change already decided and implemented by the governmental factors).

Next, in the list of the 40 objectives / possible changes were included a number of elements, grouped as follows:

- I. Mission, goals, strategies of the institution: items 38, 39.
- II. General orientation of the Brigade of Countering Organized Crime not only towards criminals and organized crime groups, but also towards those who collaborate with it, towards citizens and society in general: items 22, 23, 40.
- III. The image of the institution: item 40.
- IV. Quality and performance of the services provided: items 18, 20, 24, 26, 33, 34.
- V. The used technologies (equipment, apparatus and techniques, materials, IT systems etc.): Items 27, 36.
- VI. Organizational structure (departments, positions, functions, relations, etc.): Items 7, 16, 19.
- VII. Job design (job design: tasks, skills, responsibilities, autonomy, task variety, task identity and importance, feed-back): items 13, 14, 15, 32.
- VIII. The managerial systems: items 6, 10, 35.
- IX. Human resources (number, training, qualifications, skills, etc.): Items 2, 3, 4, 5, 8, 9, 11.
- X. Management (management style, motivation, communication, creativity, etc.): Items 12, 14, 21, 28, 29, 30, 31, 37.

The 40 changes included in both questionnaires were established by thinking, in fact, of a set of goals whose achievement requires some institutional changes on several levels. We also want to mention that in their elaboration we took into account a series of reports of the Ministry of Administration and Internal Affairs, using mainly objectives found in Strategic Plan of the Ministry of Administration and Internal Affairs Interior for 2010-2013.

At the end of the questionnaire we took into consideration the need to know some identification data of the respondents: age, age at current job, the last graduated form of education and the institution where they work.

Given the abundance of information that may be obtained from processing the questionnaires, we bring into attention several assumptions (I), grouped on three levels, as follows:

(1) Taking into account the views expressed by those who hold leading positions:

- ⇒ **IC1:** In general, the leaders of the middle hierarchical levels are more satisfied with their superiors than with the subordinates.
- ⇒ **IC2:** The management performance within the organization is negatively affected by outdated technology and lack of financial resources.
- ⇒ **IC3:** In general, most superiors are more interested than subordinates in the good development of the work.
- ⇒ **IC4:** For leading work efficiency are more important the personal relationships with the subordinates than superiors' relationships with the authorities.

(2) Taking into account the views expressed by those who hold executive positions:

- ⇒ **IE1:** Most agents and officers are satisfied primarily by the professional performance evaluation system and impact on reward and promotion.
- ⇒ **IE2:** There is a tendency to all employees to be dissatisfied with the facilities and conditions offered at work, regardless of their position.
- ⇒ **IE3:** Most agents and officers consider they must take into account the views of all concerned in order that the results be successful.
- ⇒ **IE4:** Most employees are dissatisfied with the management of the institution.
- ⇒ **IE5:** Most agents and officers feel that they are properly appreciated by those who lead them.
- ⇒ **IE6:** In general, agencies and officers trust more in direct leaders (that help in daily tasks) than in those at headquarters (within the Department of countering organized crime).

(3) Taking into account the views expressed by all respondents, referring to the positive effects of some eventual changes:

- ⇒ **IS1:** Those who have leading positions appreciate at a higher rate than their subordinates the fact that encouraging the moral behavior at work will have more positive effects on the performances.

- ⇒ **IS2:** Agents and officers believe in a higher percentage than their direct bosses that organizing periodical meetings with the heads of territorial bodies of DIICOT, National Department of Anticorruption, RIS and so on, and also, improving the information exchange and the corroboration of actions between law enforcement structures can have positive effects on the performances.
- ⇒ **IS3:** Agents and officers with executive positions believe in a higher percentage than their direct bosses in the positive effects of the reduction and eventual elimination of unnecessary bureaucratic elements in the development activities.
- ⇒ **IS4:** In general, the main causes of resistance to change are complacency with the existing situation.
- ⇒ **IS5:** In the analyzed institutions are many people who show resistance to organizational changes for fear of personal failure, of the possibility of recording a failure and loss of position and other personal benefits.

In order to obtain complex and complete results, we distributed the questionnaires to all employees with executive positions from brigades of countering organized crime from the North-West and Central Romania. There were filled correctly 192 questionnaires. From the very beginning, we should mention that we cannot communicate the percentage of respondents from the total employees from analyzed institutions because the data are confidential. The sample structure is shown in the following chart. For a better understanding of the structure of the sample comprised of 192 participants, we specify absolute numbers:

- ⇒ Depending on the function / position held: 141 officers and 51 agents.
- ⇒ Depending on age, number of participants in our study: 105 aged between 18 to 35 years, 86 people with ages between 36 to 50 years and a person aged over 51 years.
- ⇒ Depending on the age of the current job: 10 persons under 1 year, 56 people between 1 to 5 years, 67 people from 6 to 10 years and 59 persons over 10 years.
- ⇒ Depending on the brigade they belong to:
  - ▶ 74 respondents from the Brigade of countering organized crime of Cluj-Napoca: 40 from the residence unit from Cluj-Napoca and from county services, 11 people from Bistrita-Nasaud, 15 from Maramures and 8 from Salaj;
  - ▶ 40 respondents to the Brigade of countering organized crime of Alba Iulia: 21 from the residence unit in Alba Iulia and from county services, 9 persons from Hunedoara and 10 persons from Sibiu.



- ▶ 26 respondents to the Brigade of countering organized crime of Oradea, out of which 20 from the residence unit of Oradea and 6 from the County service of Satu Mare.
- ▶ 52 respondents to the Brigade of countering organized crime of Timeshare: 26 people from residence unit of Timeshare and from county services, 15 from Arid and 11 from Caras-Severin.

As a result of repeated trips in the territory, but also because of the kindness and openness from all the leaders of the brigades from the North-West and Central Romania, we enjoyed of a very high rate of responses to the questionnaires. Thus, we managed to get 24 questionnaires completely and properly completed.

The structure of the study participants after their current job seniority is: 4 between 1 to 5 years (16.7%), 6 person between 6 and 10 years (25%) and 14 persons with more than 10 years (58.3%). As expected, the highest weight is held by leaders more than 10 years seniority. Next, we present the structure of these 24 respondents, taking into account the institution they lead: 8 people from the Brigade of countering organized crime of Cluj-Napoca (one person from each county office and 5 people from Cluj-Napoca residence unit), 5 people at the Brigade of countering organized crime of Alba-Iulia (one person from each county department and three people from Alba Iulia residence unit), 6 people at the Brigade of countering organized crime of Oradea (5 persons from the residence unit and one person from service county of Satu Mare) 5 people from the Brigade of countering organized crime Timisoara, from the residence unit.

## **Final conclusions and suggestions**

### **Final conclusions**

Ministry of Administration and Internal Affairs acts to ensure public order and safety of citizens and strengthen the institutional capacity of central and local public administration in order to sustain a climate of trust and public safety, with responsibilities in three major areas: (1) Public Administration (2) order, public safety and national security, (3) counseling.

The Romanian Police, specialized institution responsible for defending the fundamental rights and freedoms of the individuals, private and public property, prevention and solving crimes, public order and safety compliance, is made up of: the General Directorate of Bucharest Police,

41 police county inspectorates, Brigades of countering organized crime, regional departments of police and 6 training centers.

The main vulnerabilities / weaknesses in police institutions in Romania include: lack of police protection and lower authority; gaps in the processes of selection and continuing education (related to new manifestations of crime) staff shortages and workload, insufficient material and financial resources, legislative gaps, methodology which is inappropriate to new conditions, corruption among staff, poor relationship with the media and with the community in general.

Regardless of the type of organization, the management of the change process involves the use of appropriate methods and techniques in order to coordinate the actions, defeating the resistance and involving the employees in the process of implementing the changes. The institutional change can only be achieved by taking an extensive process of allocating all categories of resources of institution, depending on the priorities identified and also on the new position which the Romanian Police must occupy in the area of public service delivery.

Managers' best strategic weapon in the information age is the ability to change the organization. Therefore, the organization which will be able to successfully appeal to all the environmental opportunities is the specialized and flexible to change organization. In this context, we consider that an organization specialized and flexible to change is the one that anticipates and responds efficiently to change.

***Theoretical research*** has allowed us to formulate the following ***conclusions***:

- Romania is faced with many phenomena (organized crime, drug trafficking, corruption, illegal migration) whose approach go beyond the national area. Therefore, the national institutions with competences in this area must take part in these international actions of fighting against crime.
- Like in any other organization, in police units, the implementation of an efficient management points five functions: research and development function, operational function / operation of service delivery function, commercial function, economic function and human resources function.
- The organizational changes are some answers to external challenges (the macro-and micro-environment) and / or internal (innovations, crises, conflicts) and aim to determine the accommodation of the organization to the development requirements through transient processes.

- Whatever would be the nature of the examination change (positive, neutral or negative), there is a price for the change which varies depending on the attitude towards change, such as: the cost of lack of response > the cost of reactive approach > the cost of proactive approach. However, the changes may determine the progress, if they are properly addressed and efficiently managed.
- The change within the organizations aims, firstly, to the stage we want to get in the future, based on the current one. Thus, the process of change refers to the definition of objectives / desired outcomes, of the necessary efforts and implementation of measures in order to make these changes possible. In other words, this process will fit on the axis: Why should we make changes? What should we change? How should we change? In the transition from the current state to the desirable state, the process of change involves solving many problems, which requires a structured approach. In this sense, in the specialized literature there are several models that define the processes used in order to change the organizations, models that we have described in Chapter 3.
- Any of the organizational change methods described can be implemented within the police units using an action model which describes the steps.
- The factors that influence the success or failure of a change program may be different, depending on the type of change for each organization, but among them are: ideas for change, desire to implement it, availability of resources (time, money, information), action plans, incentives. All of these factors can be generally reduced to technical and social factors. Starting from the fact that organizations are, first of all, opened social systems, and undoubtedly, changes are made only by people, hence the human dimension of change is critical, the attitude and actions of the staff determining the success or failure of a change program.
- Implementing the knowledge management in the police work is absolutely necessary, especially if we consider the effect it will have on organizational culture, particularly the way in which police officers consider the exchange of information. When is supported on long-term, implementation of knowledge management will determine the change of the thinking of police officers, making them more open and more willing to collaborate and share information and knowledge. Such mental models will help security forces to strengthen the operational knowledge basis and thus its operational abilities through the discovering and exchanging tacit knowledge, thing which is essential in a police station. A change in the mental models to openness, learning and collaboration will make police officers to be more able in getting faster access to

knowledge and critical and relevant pieces of information. Therefore, they are in a position to make better decisions and act more efficiently. This can lead to greater confidence and to an increase of officers' authority in carrying out their work. Therefore, it results a more responsive and efficient police force.

*The applied research* conducted allowed us to formulate several conclusions presented in the previous chapter. Taking into account the validation/invalidation of the 15 hypotheses set out at the beginning of our study, we present the following *conclusions*:

- In general, the leaders of the middle hierarchical levels of upper declare that they are more satisfied by superiors (87.5%) than by the subordinates (75%). However, when we asked the respondents to analyze their superiors, colleagues and employees taking into account their behaviors, the positive appraisals for colleagues and subordinates were more than those for the superiors. From our perspective, this will have a positive impact on the chances of successful implementation of any organizational changes. We argue this point of view using our statistical results obtained, according to which most interviewed managers considered that the great majority and most of the subordinates are interested in the proper course of the activity of the institution (91.7%) they can be trusted(91.6%), are well trained (83.4%), and are cooperative in solving problems (83.3%).
- The managerial performances within the analyzed institution are negatively affected primarily by outdated technology, lack of financial resources and other categories of resources. In addition, we found that other negative influences on management performance were people's lack of motivation to work, struggles for power within the institution and the existence of bureaucratic and uncooperative institutions. The leaders of the analyzed institutions cannot do much to supplement funds allocated by the ministry, the less for amending the legislation regarding inter-institutional relationships (and not only). However, managers have at hand a variety of methods, instruments and levers with which can increase employees' motivation for increasing performances. Moreover, alongside their superiors, the managers from the territory can efficiently approach the problem of power fighting within the institution.
- In general, most superiors are more interested in the proper course of the activity of the institution than subordinates. Therefore, the most concerns towards the analysis of the existing situation and the launch of proposals for change should be the superiors' task,

especially since they are the ones who are best trained, have appropriate authority, and enjoy, as seen in our study, of the high appreciation and trust of all.

- For management work efficiency are important logistical, technological, and financial resources, training and knowledge held by managers and competence of the staff. In addition, personal relationships with subordinates are more important than relations with superiors and authorities.
- Most agents and officers are dissatisfied primarily by performance appraisal system and its impact on reward and promotion. These results require an urgent revision of the performance appraisal system and adaptation to the current situation. It also requires that all employees be consulted and informed about this very important issue.
- Most employees, regardless of their function, were dissatisfied and very dissatisfied with the comforts and terms provided at work. More precisely, it is about 44.8% of those who occupy executive positions and 49.9% of those who hold managerial positions. The only solution to these problems is to supplement the budgetary funds allocated to this area.
- Most agents and officers (62.2%) are satisfied (total and partial agreement) with the way in which the management of the institution is performed. Moreover, 71.8% of the respondents consider that the department where they work is well led. In addition, 67.7% admitted that between subordinates and bosses there is a close relationship, while 73% of employees feel properly appreciated by those in charge. All these results support the existence of an organizational environment, favorable to successful implementation of any relevant organizational changes.
- Most agents and officers (82.2%) believe that for the results of the change to be always successful, they must take into account the views of all concerned, fact that indicates their openness to consultation and involvement in implementing changes.
- Those who hold executive positions appreciate in a higher percentage (53.6%) than their bosses (33.3%) that encouraging a moral behavior at work will have positive effects on performances (Appendix 35, item 29). In our opinion, the percentage difference of 20.3% is quite high and we can explain by the fact that the heads do not think (or feel) that they have at hand concrete and fast levers to improve the moral behavior of all subordinates. However, it is well to notice, that 50% of respondents holding leading positions believe that it can get better performance if the accuracy and attention to moral behavior increases (Appendix 35, item 28).

- Agents and officers with executive positions believe in a higher percentage (68.8%) than their direct bosses (54.2%) in the positive effects of the decrease and eventual elimination of unnecessary bureaucratic elements in the development of activities, the percentage difference being of 14.6% (Annex 35, item 15). This may be because the requirement for some documents showing a high degree of bureaucratization returns to most of those who hold executive positions. In this context, we believe that there can be initiated creative discussions on the subject, discussions which clearly show the bureaucratic elements that can be removed for certain situations. However, it is obvious that a possible report on the proposals should be submitted to the decision-making bodies at the center, who may continue the necessary demarches to solve these problems by respecting the laws in force.
- The main causes of resistance to change are complacency with the existing situation and tendency of self-limitation of the effort. In Annex 36 we can see that 66.6% of leaders surveyed considered that the great majority and most of their subordinates are satisfied with the situation, while 50% considered that employees tend to restraint their efforts, which can be a real brake on change implementation. These pieces of information can be extremely valuable for those managers who want to implement some changes. For instance, they will have to focus on inciting the employees to work harder and better by encouraging their participation in taking decisions which affect them, by promoting the delegation of authority within the law, by assigning gradually new tasks to employees valuable.

## **Proposals**

Analyzing the existing dysfunctions and dissatisfactions within the institution analyzed, we consider that it is necessary to guide all the resources, knowledge, and efforts towards the identification of the objectives, strategies, techniques and measures that will determine a successful implementation of some changes. Also, it is important to take into consideration not only the identification of causes that generated or are still generating dysfunctions and dissatisfactions, but to also analyze the set of causes that can determine in the future the amplification of positive effects recorded in the present, as well as identifying/anticipating/intuiting challenges/dangers that can occur. A main stage refers to prioritizing measures that can help in solving the problems/dysfunctions.

The plans of change (action) must be realistic, achievable, and supported by most employees. It is obvious that the managerial team that proposes these changes must be credible. Nevertheless, we must recognize that a particularly important role is held by the openness and resistance to change, not only by managers, but by employees as well. Action plans must be clear, systematized and structured in such a way that they can be achieved at the presupposed deadline and in accordance with the established resources (here we have in mind the capabilities of the employees).

After all the necessary conditions are provided, it will be taken into consideration the speed, the duration of implementation of change, the harmonization of technical, social, economic, structural changes. Usually, in the first phase it is recommended to implement a small scale change. Also, a major concern of those who decide and oversee the implementation of changes refers to the permanent contact with all employees involved. There will be an appeal to all the effective communication techniques, appealing, firstly, to training, implication, co-optation, negotiation, persuasion, support, encouragement, motivation, etc., and finally to coercion.

Taking into consideration the provisions of *The Strategic plan of the Ministry of Internal Affairs for the period 2010-2012* and of the results of our research, we will present some further proposals that can determine the effective organizational changes at the level of the analyzed institution.

1. Improving the endowment and granting it with technique, equipment, apparatus and materials of intervention of operative structures.
2. Eliminating some useless bureaucratic elements in carrying out the activities.
3. In the specific field of analyzed institution:
  - ⇒ The correct and honest evaluation of the operative situation from the area of competence on each line of work and the identification of expanding criminal phenomena, of future criminogenic risks.
  - ⇒ Ensuring stability and specialization of workers on the job, depending on the evolution of the operative situation, of the professional experience, and of qualities and skills.
  - ⇒ The development of new standards of evaluation for specific activities in order to escape the prejudices caused by criminals.
  - ⇒ Improving the exchange of information and the cross-actions between law enforcements structures, especially the prosecutors, the Romanian Police, the National Office for preventing and Combating Money Laundering etc.

- ⇒ Implementation of a case management system, which allows the identification of connexions between criminals, improving administration and reducing probation periods for folders.
  - ⇒ The efficient distribution of employees with the aim of covering the areas of competence with a high criminogen risk.
  - ⇒ Clarifying the competences of those who act for combating financial crime.
  - ⇒ The strongly exercised managerial control and empowering the police at all levels.
  - ⇒ Participation of advised employees, in determining priorities for action in the field, on specific criminal components, in the field of organized crime.
  - ⇒ Identifying and eliminating dysfunctions that can occur in the engaged activity and improving the workflow within the delegation of competence.
  - ⇒ Monitoring the activity of the assigned County services and according support and guidance on specific cases (with a high degree of complexity).
4. In the field of human resources management:
- ⇒ The improvement of the quality of human resources by enhancing the recruitment procedures, selection, training, and motivation.
  - ⇒ The recruitment of human resources only from internal resources, keeping in mind everyone's specialization and competence.
  - ⇒ Establishing an effective performance evaluation system and increasing the level of wages and of bonuses granted to employees with superior performance.
  - ⇒ Allocating sufficient funds for the training and development of employees within the structures.
  - ⇒ Open and honest communication between the superiors and the subordinates.
  - ⇒ Encouraging a creative atmosphere, as well as stimulating and supporting employees with a creative spirit.
  - ⇒ Encouraging the employees for a continuum improvement.
  - ⇒ Development of new relationships between employees based on performance and personal development.
  - ⇒ The continuous improving in the knowledge and skills of the staff.
  - ⇒ Identifying and monitoring the risks of corruption among employees, respectively, implementing a plan of action for preventing and combating internal corruption at the core of the collective.
  - ⇒ Penalizing/urgent sanctioning of all those who had behavioral misconduct.



⇒ Improve moral behavior in the workplace, by effectively implementing the code of ethics and conduct of a policeman.

In recent years, by applying a constructive management in the police units, based on modern principles and by improving labor efficiency and building a positive image among the citizens, it was found that where unit leaders managed to assume also the leading role, a new mentality gradually appeared over work, quality and responsibility towards the problems that citizens can bring to the table.

The Manager invested with the attribute of management must possess a number of qualities related to organization, spirit of observation, coverage issues, capacity of motivation and engagement of people, a good knowledge from an interior point of view of the technical and organizational problems, moral strength of appreciating, judging, deciding, authority and prestige, credibility in everything you say etc. Any manager uses, according to these qualities a particular leading style, its effects putting its mark upon the work environment, upon the attitude towards the subordinates' duties, upon the motivation and results of the actions.

From our point of view, the style of work of the professional manager is influenced by other specific factors, either of the Organization (structure, resources, organizational culture, climate, existing strategies, content and complexity of tasks, workload, values etc.), or employees (personality, temperament, training, experience, skills, abilities, knowledge, loyalty, attachment to work, solidarity, etc.).

An effective leadership style is characterized by:

- ❑ *effective planning*: consultation with all those involved and the analysis of information, establishing clear work objectives and tasks, developing a program of realistic activities that can be achieved in a timely manner with available resources, even if various inherent disturbances may occur;
- ❑ *initiation*: a constant contact with the Working Group, the transmission of clear tasks, elaboration of "standards" regarding the performance of the Group;
- ❑ *effective control*: careful verification of how results fall within the limits of the imposed standards and developing corrective measures, if necessary;
- ❑ *cooperation*: encouraging initiatives, creating team spirit, eliminating tensions and grievances, and providing support for those who want to progress;
- ❑ *continuous information*: information gathering from members of the Working Group, analyzing the ideas and proposals, as well as keeping them informed;

- *continuous evaluation*: checking the degree of implementation of plans and objectives, creating a support with performance indicators for group members to be able to auto-evaluate etc.

The basic condition of an effective work style by the manager of a police unit is represented by carrying out collective cohesion. This constitutes one of the essential features of police work, in the absence of which many missions could not achieve the level of predisposed expectations.

The real efficiency of the activity of a professional manager consists in the content of his behavior, as well as his intellectual aptitude to assimilate modern methods of adapting his style of work. This implies the existence of diagnostic tools with the help of which the professional manager and his managerial team can appreciate their working style ups and downs.

As shown in literature, adopting a *pragmatic and efficient style of work* assumes from a manager of the police structures, an appropriate behavior which targets the following (cf. Voicu, Sandu, 2001):

- \* he treats everyone as he would like to be treated;
- \* respects the personality and dignity of everyone
- \* he is permanently interested, with goodwill, by how they work and perform their tasks;
- \* always provides necessary clarifications and guidelines to all subordinates ;
- \* he substantiates and argues the given tasks and directions;
- \* uses rationally the authority and resources that are at his disposal;
- \* ensures the maintenance of order and discipline at the workplace;
- \* does not equivocate in the face of conflict, but engages in settling them;
- \* creates a state of sincerity and creativity within the framework of the collective;
- \* takes informed decisions and forwards them surely and clearly, firmly claims compliance and applies sanctions when necessary;
- \* he is a personal example;
- \* he treats individually the problems of subordinates;
- \* notifies the employees in advance on the need of changes etc.

Thinking of effective managers and the complexity of managerial activities, we can ask many questions. If management is an art, then managers must possess certain native qualities to become effective managers? Can managerial skills be developed? What is the role of science in perfecting and developing managers? Etc.

The obligations of a manager within the police units are in a permanent dynamic, even though the fundamentals of specific management are preserved. Therefore, an effective manager must possess a very good physical condition and health, but also a solid general culture. In addition, they must have proved professional competence in practice: experience in the field of work, but also specific managerial experience regarding lower hierarchical levels of the new leading post (was head of department, head of the Office, Chief of service, City or municipal Police Chief).

Thinking about a minimum of knowledge that is useful in everyday work, we believe that an effective manager must possess the following Knowledge:

- ⇒ Knowledge of **police management**: general and specific (forecasting methods and techniques, organization, command, coordination, control). In addition, you must have the ability of analysis, diagnosis, prognosis, planning, organization, coordination; the ability to control the budget and financial operations of the unit, ensuring the effectiveness of the guidance funds; the skill to tackle and to impose an optimal leadership style, flexible and efficient; the skill to design and improve the organizational structure, the rules of procedure of the unit, the post cards, diagrams of relationships; the ability to prepare and lead a meeting etc.
- ⇒ **legislative** knowledge that is general and specific to Romanian police.
- ⇒ **professional** knowledge specific to the domain: efficient management of time, tenacity in an objective assessment of the overall activity and also of each sector separately, effective and fast resolution of the current problems, optimal ranking tasks and maintaining control over the assembly, delegation and correct evaluation, discernment and tact in taking risks, etc.
- ⇒ General knowledge of *social psychology* related to individual behavior and the dynamics of the groups, having the skills to build and maintain an effective team, communication skills (verbal and nonverbal), to strongly demand the completion of a task, to maintain proper relations with hierarchical superiors, to cope with stress, to collaborate effectively with other institutions, to drive people towards achieving a common goal.

An effective manager must permanently manifest a **social behavior, professionally and morally effective**: courage, prudence, flexibility, responsibility, empathy, self-control, receptivity to new, creativity, optimism, dignity, firmness, knowing the personal problems of the underlings/contributors, knowing and respecting moral norms etc.

The behavioral profile of the manager is represented by the configuration and quality of the main coordinates of his personality in relation to the status and role he has to fulfill, from the perspective of efficiency in the activity, more specifically, from the perspective of the following coordinates: minimizing trend of supra-assumption of the rights granted by statute; knowledge and acceptance of the duties involved in a subjective plan implied by status; the exercise of specific actions to the role that corresponds to staff expectations, public opinion, beneficiaries, public authorities; the existence in the structure of the personality of the manager, of the knowledge, skills, abilities, attitudes and moral traits which are compatible with the specific status and its role etc.

The manager must possess a series of psychological qualities and at the same time to prove a number of knowledge and skills to decipher the psychological sides of collaborators, to treat them differently, depending on the personal qualities of each.

Without the pretence of enacting comprehensive lists, we can remark the *following essential traits of the necessity of an effective manager*, which influences in a positive way his style of work:

- has a strong personality that manifests itself in all its relationships and which is sustaining on psychological elements such as skills, temperament and character, etc.;
- motivates their actions using clear and reasoned objectives;
- has the power to concentrate upon results, mobilizes its will, has the tact and composure needed for solving problems;
- always has a participatory stance in solving problems, knows how to work in a team, trains and motivates people;
- has the sense of what is essential, of synthesis, dealing with General issues without neglecting details, fixes problems after the priorities imposed by the concrete situations, knows to choose urgencies out of priorities;
- is generally simple and modest;
- has a behavior based on the knowledge of the principles of work psychology;
- organizes his own activity, his workplace, personal resources and energies;
- uses appropriate methods and techniques to increase his personal effectiveness;
- is permanently concerned about self improvement and also concerned by improving those they lead.

The concern for improving the style of work in police units in Romania will certainly know a special intensity even in the next period. Currently, managerial science offers a diverse range

of tools and models to achieve managerial performance. In police work, especially in the context of European integration, managerial performance is inextricably linked to the improvement of the work style of the managers. In addition, it is not devoid of importance to the manner in which any manager manages to establish a suitable climate at work, based not only on performance and effectiveness, but also on morality. Therefore, we will do a few mentions regarding the code of ethics and conduct of a policeman.

From our point of view, because the institutions analyzed (and not only) to be able to progress, it is necessary that all employees to accept and commit to the change that are imposed. Even if the external environment offers sometimes more threats than opportunities (and weaknesses are more visible than strengths), the existence of a strong organizational culture, based on creativity and change, can help the institution keep its own values based on efficiency, performance and adaptability. It is also very important that in the most difficult and unpredictable moments, the institution to be able to turn to support/expert advice. But until then, we recommend that managers (and staff) must be prepared and committed to a continuous process of learning and openness to new modern methods of management and organizational change. In this respect, even though we have formulated the earlier proposals of change, we want in the next pages to present very briefly some aspects that can be considered news for specialists and leaders in the field of police. Thus, we will make a brief foray into the field of knowledge management within police units.

### **Theoretical and synthesis contributions**

1. Brief Analysis of the Ministry of Administration and Internal Affairs, as a superior structure of the Romanian police: a brief historical presentation, description of the mandate, mission and responsibilities for the three major areas of Ministry of Administration and Internal Affairs: public administration; order, public safety and national security; specialized advice.
2. Description of the organizational system of administration and Interior, with an emphasis on the field of public order and safety.
3. Analysis of *The strategic plan of the Ministry of Administration and Internal Affairs for the period 2010-2013* and *The national strategy of public policy 2010-2013*, with the aim of identifying internal/external factors, namely, threats and opportunities, with major influence on the performance of specialized structures within the Ministry of Administration and Internal Affairs, as well as from the desire to know, in detail, the

strategic objectives, the main areas of intervention and action directions envisaged by the Ministry of Administration and Internal Affairs for the period stated.

4. Definition and presentation of personal opinions in connection with the following basic concepts: organization, institution, public service, public office, public official, efficiency, quality and performance of the services.
5. Presentation of the main deficiencies/vulnerabilities at the level of police institutions in Romania.
6. Description of the functions of management and of the managerial principles specific to police units.
7. Presentation of the organizational system of the Romanian police, the organization process, and structural organization.
8. Detailed analysis of the decision-making and information subsystem (management) within the Romanian police and highlighting the following aspects: definition, peculiarities, types, tasks, requirements, interdependencies, limits, rules, etc.
9. Identification of methods of management in the Romanian police, with a focus on Management by objectives.
10. Description of management actions with investigative-operative elements and of management based on permanent control activities.
11. To specify the differences between inspection and control, the identification of control methods and detailing the process of control within the Romanian police.
12. Identification of the role of *knowledge* in police work and the presentation of general things regarding knowledge management and implementing knowledge Management in police units.
13. Brief presentation of the rights, obligations and relations of the police service, with a focus on behavior analysis in their work.
14. Description of the stress factors associated with police work and of the causes that are generating stress.
15. The identification of features and basic features of Police managers, with emphasis on the following issues: status, duties, performance criteria, management styles and types of leaders, defining elements of effective managers.
16. Analysis of the code of ethics and professional ethics of police officers (definition, characteristics, goals, content, principles, criticism, limits) and the presentation of arguments in specialized literature, but also personal ones, which confirms that it can be considered a tool to improve behavior (benefits, influences, roles).

17. The description of the concept of organizational change.
18. Development of the typology of changes, starting from the ten relevant criteria for classification.
19. Establishing the essential areas of organizational changes.
20. Description of the most important models of the process of change, with emphasis: awareness of the necessity of change, organizational diagnosis, planning and implementation of change, namely, assessment of the effects and institutionalization of change.
21. Presentation of significant managerial principles in the process of organizational change.
22. Highlighting the importance of the correct choice of specialists in change and presenting the advantages/disadvantages of calling agents of change from inside or outside the organization.
23. Description of the most common causes of resistance to change (individual and organizational), forms of manifestation and also the types of resistance to change.
24. Description of the cycle of acceptance of change, as well as to the most appropriate methods of winning against the opposition towards change.
25. Presentation of the most important strategies and tactics of change.
26. Presentation of the most relevant definitions of organized crime and highlighting the main characteristics and traits.
27. Organized criminal behavior analysis and the description of the main features.
28. Analysis of the links between organized crime, terrorism and corruption.
29. Presentation of the interdependent connections between organized crime, on the one hand, and socio-economic and political factors, characteristics of the justice system, the effectiveness of private and public sector governance, independence and integrity of the judiciary system, on the other hand.
30. Presentation of constant and variable factors that cause corruption among police units personnel.
31. Analysis of economic-financial crisis impact on crime and organized crime.
32. Presentation of the evolution of structures to combat organized crime in Romania and in the EU.
33. The explanation of the relationship between divergent current performance indicators of structures to combat organized crime and the quantification of negative effects of

organized crime, relying on the research and opinions presented by Mackenzie and Hamilton-Smith (2011).

34. Description of the most important criticisms brought upon key performance indicators of contemporary structures to combat organized crime.

### **Applied Contributions**

1. The presentation of a case study which highlights the conclusions resulted after an inspection conducted at a county police inspectorate from Romania.
2. The evaluation of the stress causes of police officers and the identification of the first 20 stress factors starting from the analysis of the results of an empirical research carried out by specialists from the USA (2007).
3. The result description of a recent study (2011) carried out in Canada, with the purpose of highlighting the role of managers in management perfection in police units; the effectiveness of management in the police; the promotion process for leading jobs in the police; the availability and the appropriate character of preparing managers from police units.
4. The analysis of the efficiency of leading styles and management practices in the Romanian Police, relying on the results of a case study (carried out by specialists of the Psychosociology Center from the Ministry of Administration and Internal Affairs) which highlight the conclusions resulted out of an inspection held at the level of a county police inspectorate.
5. The description of an empirical study carried out by Buscaglia and Van Dijk (2003) who proved the existence of a strong correlation between organized crime and corruption, as the result of the identification of some composite statistical indices of corruption and organized crime.
6. The investigation of the Eurobarometer analyses and the G.R.E.C.O. reports (Council of Europe's Groups of States against Corruption) which put the E.U. countries by the intensity of the bonds between corruption and organized crime. The completion of these investigations with the presentation of the results at a complex empirical study held in 2010 by Gounev and Bezlov, who elaborated a list with seven groups of E.U. member countries, placed according to the values registered in the case of 14 statistical indicators.



7. The result research analysis of Mackenzie and Hamilton-Smith (2011) regarding the performance management in an anti-organized crime unit from Scotland.

**The personal applied contributions** are based on the ongoing of an empirical study based on questionnaires, distributed to employees with executive positions, as well as those with management positions, within the organized crime combat brigade from the North-West and Center of Romania. To be more exact, the personal contributions consist of the elaboration of the questionnaire, the processing of statistical data, the analysis and synthesis of the results obtained from the empirical research:

- ⇒ The opinion identification of the 192 respondents who have executive positions in relation with the existing situations in the analyzed institution, following the next levels: the workplace characteristics, team work, performance evaluation, relationship with the institution's leadership, ethical behavior and moral values, as well as the organizational change.
- ⇒ The identification of negative aspects watching the current situation in the analyzed institution.
- ⇒ Establishing the satisfaction level of the leaders that have been questioned as regards to some aspects of their work: the way things go in the brigade/work, the authority that they have, the way in which decisions are made in the center, income derived, work conditions (desk, equipment, etc.) etc.
- ⇒ Identifying essential aspects for the effectiveness of leadership work, as well as the analysis of the respondent's opinion as regards to: logistical resources, technology, finance; training and management knowledge; the competence of the employees and the collaborators; personal relations with the subordinates; relationship with the superiors/authorities/syndicates.
- ⇒ Establishing the importance of certain aspects that can influence the efficiency of management activity.
- ⇒ Identifying the negative aspects that can influence the management performance in the analyzed institution.
- ⇒ Identifying the behavior of the majority of superiors, colleagues, and subordinates facing a change in the management process (keeping into account the perceptions and opinions of the managers in the analyzed institutions) and the analysis of the appreciations of the respondents regarding their superiors, colleagues and subordinates.

- ⇒ Knowing the management perceptions which refer to superiors/colleagues/subordinates, as regards to: institution attachment, excessive orientation to own interests, professional knowledge/competence level, participatory activism, the capacity of taking risks and responsibilities, the effectiveness of communication etc.
- ⇒ The opinion analysis of all respondents as regards to the positive aspects of change on performance, having in mind 40 objectives that target the following aspects: the mission, the objectives, the institution's strategies; the general orientation of B.C.C.O. not only towards offenders and organized crime groups, but also towards those with whom they collaborate, towards citizens and society, in general; the image of the institution; the quality and performance of the provided services; the technologies utilized (equipment, specific devices and techniques, materials, systems etc.); organizational structure (compartments, positions, functions, relationships etc.); job design (tasks, competences, responsibilities, autonomy, task variety, task identity and importance, feedback); the management system, human resources (number, professional training, qualification, skills etc.); leadership (management style, motivation, communication, creativity etc.).
- ⇒ The identification of employee percentage that manifests (on different levels) resistance to change because of multiple causes.
- ⇒ The elaboration and identification of 15 work hypotheses.
- ⇒ The formulation of some theoretical and applicative conclusions as regards to the thesis theme.
- ⇒ The elaboration of suggestions to improve the management of the analyzed institution and the specification of the most recent specialist study results based on the approach of a modern management in the police units, with accent on the implementation of knowledge management.

From our point of view, the implementation of any change in the strategy's organization imposes the development of necessary competences, as well as competences oriented towards adaptability and flexibility. The growth of management performances in the process of change at an institutional level is possible only with the promotion competences and responsibilities transfers at a subordinated territorial structural level, which have to come as a response to a high number of tasks of great complexity.

Through the 15 main work hypotheses, as well as the other analyses and syntheses conducted in chapter 6, we managed to demonstrate the fact that there is opening towards change and improvement of management performance, among all employees from the Direction of Combating Organized Crime from Romania. From our point of view, the wish of developing the management system at the police institution level, subordinates to the necessity of aliening to the European standards in order to fulfill the institutional reforms that are imposed.

### **Limits and future research directions**

One of the major issues of the empirical study conducted by using questionnaires refers to the impossibility of telling the total number of employees of the anti-organized crime brigades from the North-West and Center region of Romania, because of the fact that these are considered to be top secret. Thus, we cannot demonstrate scientifically that the samples we had (192 agents and officers, respectively, 24 leaders of the mentioned structures) are representative. Our conviction is that these are representative, because we are in possession of this data (being from inside the analyzed institution), but this argument is not enough.

As I stated in subchapter 6.3., in order to obtain complex and complete results, I've distributed the questionnaires to all employees of the anti-organized crime brigades from the North-West and Center region of Romania. Moreover, due to the repeated movement on territories, but also due to the kindness and openness from all leaders and employees, we got a fairly big response rate for the applied questionnaires.

If we make reference to the future research direction, one aspect that we can take into account makes reference to the extension of the empirical research conducted, at national level and realizing comparative approaches for areas. Another important aspect (if we want to maintain ourselves in the same organization change range) is the concept of creativity and management creativity (specifically to police units) with the purpose of identifying the best methods and instruments with which the employees with a creative/innovative spirit might participate at implementing the changes.

Work effectiveness in police units is strongly influenced by the dangerous and stressful situations that take place, sometimes daily, at the workplace. In this regard, we believe that our study can be continued with the realization of a study that targets the identification and detailed analysis of the different factors that have a potentially stressful factor. That is why, besides the realization of an organization diagnostic which highlights any malfunctions (for which,

usually, there are to blame the policy makers from the first hierarchy levels), we believe that it's necessary to make a detailed review of the characteristics and practices that are specific to police work, with the purpose of clear delimitation of internal, external, personal and organizational stress factors.

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