

Efficiency and Managerial Performance in Police Units

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Abstract: The starting point for sizing the objectives of socio-economic system, by its management, is getting a certain level of efficiency, higher than that in the previous period and reflected in net effects expressed by indicators, such as production efficiency, profit, productivity, cost etc.. As basis for complex targets in a given period involves correct sizing of the resources that are to be attracted to the economic cycle, it appears more and more obvious the need for calling to methods, techniques and procedures to commensurate, promoted by the theory of efficiency. At the level of police organizations is obvious that efficiency is a priority, getting performances on all levels, expressed with the help of indicators and indices, being the natural consequence of general or specific management performance.

Keywords: management performance, efficiency, police organizations, indicators of efficiency

1 Introduction

Highlighting the multiple and complex interdependencies between the management and efficiency, is mainly intended to facilitate the efforts towards modernization and growth of social efficiency, including the police efficiency, given to the many changes occurring in contemporary society.

Theoretically, the analysis of the impact that management has on the efficiency is necessary to start from the following two fundamental premises:

- a. efficiency is the ultimate goal of management;
- b. management is a determining factor in increasing efficiency.

It is widely recognized that exercise of the activity of management, as of all human activities, is not a purpose in itself, but rather a means to increase economic and social efficiency. To achieve a higher efficiency, the management has a major contribution, due to his deep involvement in the development of micro or macrosocial other activities, through the decisions adopted and the actions needed for their application.

The influence of management theory on efficiency theory can be highlighted with some essential elements on which we will address later.

Firstly, management contributes to a systemic approach on efficiency by outlining a system of indicators of evaluation of efficiency, system that, actually, operates in economic practice.

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Management Science has contributed to the conception of a multitude of versions of indicator systems, differentiated according to the priority objectives pursued by strategies and policies and by their importance in the activities of forecasting, planning, control and evaluation of their implementation.

In the same area of theoretical links between management and efficiency it is needed to design a management system and its major components, so as to be effective in terms of sizing, structuring and correlation. Referring to management as a whole, the starting point in designing it must constitute macro and micro management principles.

2 Police managerial efficiency

We mention of these principles: ensuring the consistency between the domain characteristics and the parameters of the management system involved, management flexibility, motivation of all staff, etc.. Taking them into account provides favorable conditions for high functionality of each subsystem, generating efficiency at all levels of society. A corollary of management principles, which the designing of the management system components is based on, is the very principle of efficiency improvements, meant to highlight, directly, the purpose of any activity and, particularly, of the activity of management.

Similar elements are also reflected in the designing of management subsystems. Thus, in the designing of organizational structures it is necessary to take into account the requirements of the principles of rule of objectives, unity of decision and action, approach between management and execution positions, economy of communications, harmonized definition of positions and functions, etc., which aim to a high quality and efficiency of organizational structures and, thus, to a high efficiency in the managed areas.

In the same terms it is recommended to be approached the designing of the information systems, in which principles such as subordination of conception and functioning of the information system to overall management requirements, linking with other components of information system management, focusing on the essential deviations, flexibility of the information system - so that we refer only to a few - aim at reaching high rates of direct efficiency, at the level of the information system and the management and propagated in the led subsystem.

Simultaneously, the design of methods and techniques of management and of the decision subsystem aims to a higher efficiency, scope and purpose of each managerial component and, of course, of the management system as a whole.

Therefore, the design of the management system and of its subsystems is based on a series of theoretical and methodological elements - premises, principles, requirements, etc., focused on efficiency - through which, implicitly, it is projected the level of the efficiency to be achieved by each link of the organization.

Management influence on efficiency is more obvious from the pragmatic point of view.

Its pragmatic contribution should be addressed differently, according to the levels of the organization referred to:

- at the level of the workplace in the unit as a subsystem of its approach;

- at the level of the microeconomic system - part of the national economy;
- at the level of the macroeconomic and social system.

Management influence on the efficiency increases with the amplification of the dimensions, the complexity and the functions of the target area, given the increasing influence of endogenous and exogenous variables.

For example, variables considered and harmonized in a corporation management - dimension, complexity of production, degree of specialization and cooperation, territorial subunits dispersion characteristics of the supply process, production and sales, quality of human resources, the technical equipment and technology etc. - have a different impact on the efficiency than their influence exerted to some organizational subdivisions of the corporation. Such a remark allows us to declare that the influence of management on the efficiency is greatly increased at the microeconomic level compared to the level of employment - if we consider the smallest increment – as it acquires appreciable size at the macro level compared with the economic unit and even at mondo level compared to the societal level.

Highlighting the multiple elements of management - efficiency impact is based on the cycle information-decision-action-results, which continuous reduction allows the growth of the quality and of the efficiency of managed activities.

"Information-decision-action cycle is closing, thus, through its two poles: man and reality, subject and object of the decision. The effectiveness of the decision is based equally on the accuracy with which reality is perceived and on the choice of appropriate ways of action. Synthetically, the decision represents a rational, conscious and volunteer way to convert information into action, taking into account the circumstances which determine - logical and physical - that transformation.

To the reduction of the information-decision-action- results cycle, an important contribution comes from the improvement of each of the subsystems of the management, involved in its performance: organizational, informational and decisional.

The rationality of the information subsystem translates into the existence of relevant, accurate, concise and dynamic information provided operatively to decision-making centers on short informational circuits and treated using advanced procedures and means.

Quality and efficiency of the decisions depend in a considerable extent on the quantity and quality of information that arrive to the decision makers, as on the quality of and the efficiency of decisions taken, on the degree of foundation depends the efficiency of the actions initiated for their application. In all the phases of the analyzed cycle can be found information, transmitted up or down, in a given organizational framework. Increasing the degree of exploitation of the information in decisions and actions is more and more dependent on the functionality of the organizational structures in which are implemented the decision centers. The reduction to a minimum of each hierarchical level, in the wider context of executive - leadership approach is one of the means to rationalize the organizational framework, with direct impact on efficiency.

The existence of a rational, judiciously sized number of hierarchical levels has as positive effects the reducing of the manifestations of filtering and distortion – and, therefore, a better information to managers - the increasing of foundation for

decisions and their operative transmission to contractors and the facilitating of fully performance of the objectives contained in strategies and policies.

The approximation between execution and management requires some improvements of functional order concerning the manner of conceiving and achieving the objectives of organization, coordination and motivation by the participating governing bodies and managers, oriented towards the efficient use of working time of each employee and achievement of their tasks in terms of efficiency.

The superior fundamentation of management decisions is much facilitated by using universal or specific decision-making methods and techniques, adapted to the decisional situation that is to be solved. In this way there are taken into account a variety of endogenous and exogenous variables, in conditions of some heuristic decisions, based only on intuition, talent, flair, which are completely neglected. The use, in an increasing extent, of the decision trees and other probabilistic methods, the methods and techniques based on fuzzy set theory or utility theory, methods and techniques of economic analysis, etc. significantly increases not only the foundation degree but also the degree of applicability of the decisions taken. Simultaneously, it is facilitated the obtaining of high quality results, efficient at the beneficiary of the decision. In the phase of establishing the decisional alternatives as well as in those of implementing and evaluating the decisions taken and implemented it is necessary, as already stated, a operative and comprehensive informing to individual or group leaders. This becomes possible by designing and using dashboards judiciously structured and operative useable, able to significantly reduce the cycle information-decision-action, together with increasing the operational component of the management staff.

Along with the relevant aspects it is necessary to emphasize the great influence which management has on efficiency through informed matters, that are related more to the subjects of management - managers situated on different hierarchical levels. The exercise, in terms of efficiency, of the tasks, responsibilities and abilities of managers, requires, from their behalf, the possession, in appropriate proportions, of the expertise in the managerial field and some skills, qualities and abilities that will facilitate the achievement of superior results.

Managers should adopt a certain conduct, a certain behavior, oriented to involving employees in achieving the goals incumbent to the organizational subdivision led in terms of efficiency. At the same time, they must promote and respect the work discipline and instill subordinates a responsible, effective behavior. Proliferation of participatory management, professional management leads to a series of qualitative changes in the management activity, a new vision of the leader.

Thus, managers need to possess new knowledge and skills to adopt in collective management decisions, to have a capacity to work with people - the ability to listen, the gift of precisely and concisely displaying some views, opinions; fairness in relationships with people thinking of superior quality. As a result, psycho-socio-professional profile of managers, given by all the knowledge, skills, abilities and qualities, acquires new dimensions oriented to quality and efficiency.

More and more frequently, specialized literature emphasizes "high impact on which a certain management style has on efficiency", even setting efficient and inefficient styles, in the light of the effects generated at operational level.

To be noted that due to the particular complexity of management - it is multidisciplinary, presents a strong dynamism, is working with a variety of subjects - a series of elements related to behavior, human reactions are impossible or difficult to formalize, to model etc., and influences they perform on efficiency are highly nuanced, varied. Therefore, leaders must possess a high sense of observation, rapid response speed, judgment, mobility, innovation, etc., which would facilitate achieving the objectives in the field led and shape behaviors and knowledge in relation to them.

Remarkable developments in terms of management practice in many countries and companies around the world highlight the new vision of the role of manager, the human factor in general, the quantitative and qualitative performance objectives, in increasing efficiency. It is insisted, in this respect, on the need for changes of management within the meaning of leaving and fordian and taylorist organizational models for new approaches based on reconsideration of human and collective factor. In this context, it is insisted on increasing the formative role of the unit as a prerequisite for improved efficiency.

Mutations produced by the new scientific-technical revolution, amplification of social division of labor, increasing the size of micro and macroeconomical systems and their interdependencies lead to amplification of management impact on efficiency, to new ways to detect its influence by management systems. Efficiency of law enforcement institutions, of public order and safety, is closely linked to the quality of management personnel operating them.

Amplification and dynamic reform in the field of public order and safety involves setting up a "management body" able to respond, in a qualified manner to complex challenges, induced both professionally and as a result of civil society demands. It is widely recognized that one of the decisive factors to increase the efficiency and effectiveness of the organization is represented by management.

The new institutional approaches related to integration into European structures, demilitarization, decentralization, devolution and the establishment of community police structures poses a number of challenges and opportunities in the management system. Managerial viability of public order and safety structures is closely related to selection, promotion and development of managers.

The implementation of this concept requires the inclusion of activity of performance prediction in leadership roles in the overall effort to identify, analyze and harmonize the needs and potential of the staff to the interests and expectations of the institution. Prediction is a central element, ubiquitous in the activity of psychologists. In this context psychology acquires special valences. Psychological interventions receive an accentuated share through which there are realized the premises of full using at the highest parameters of the human factor.

In a context where human resources policies and procedures tend to be redesigned, expanding the knowledge and implementation of good practices on the selection, evaluation and development of management personnel are indispensable conditions.

Institutional reform has proposed to treat in a new European manner the assurance and functioning of national and local structures of order and public safety (police, gendarmerie, border police, firemen, civil protection).

Police, the main exponent of public order and safety structures, presents, traditionally, the following defining characteristics:

- A. Its purpose - legal use of force to fulfill the tasks entrusted - radically different, along with the army, from the other social subsystems.
- B. Rigorous compartmentalization of life and activities. Institution cvasimilitary, police is, by excellence, a highly formalized area of human activity in terms of norms;
- C. Specific activities and regulations confer a special status to the employees in this field - civil servants with special status.
- D. Typologically, it is a centralized organization, of "rational-bureaucratic" and "high" type (with many hierarchical levels)
- E. His work is a specialized public service and is made in the interest of the person (citizen), community, and the state to the support and enforcement of the law.

Taking into account the hierarchical level at which the management position is situated there are three categories of management positions:

- a) Positions of lower management (the level of operative management), whose owners have only subordinate executive staff - head of office, department (similar);
- b) Positions of middle management (tactical management level), situated at intermediate hierarchical levels of organization - head of service, sector, detachment (similar);
- c) Positions of senior management (strategic management level), whose owners are responsible for all other hierarchical levels of organization management - head of direction (similar), and deputy head of inspectorate.

The essential changes in the structure and powers of the Romanian Police, realized with the effort of adjustment to dynamic social reality, gave an impulse to actions of critical examination and, if necessary, of reconsideration of the existing conceptualizations of the phenomenon of management.

Improvement of police management should contribute greatly to improving the activity of maintaining public order, combating crime, strengthening legality, strict compliance with the rights and interests of citizens, permanent increase in the level of legal culture of police as a whole.

The issue of policing is very large and a possible insight into the management of this institution may require an activity too complex to be covered in a single research activity so we propose only to approach a few issues of management of the Police.

Management process should be properly reflected in the efficiency of police work. Precisely for this reason the scientific approach that we propose will try to establish "measures of effectiveness" in the police activity as well as the impact of organizational management of Police efficiency.

When assessing efficiency of the police activity we have to consider the fact that the efforts to meet social needs are measurable, usually quantifiable in terms of

value (costs with material, human, information), while social effects are difficult to determine and can not be predicted entirely.

Regarding the necessity of evaluating performance and the difficulty of assessing the results Peter Drucker said: "We know we need to measure results. We also know that, except business, we're no good to measure results in most organizations".

Efficiency concerns the relationship between the objective followed and the result to be achieved in public administration, considering only that efficiency is important. We must not forget the fact that efficiency is influenced by ideological resources running into the mechanisms of social action.

Many foreign experts believe that there is no empty efficiency, because "it is more important to realize well what you have proposed to achieve, better than nothing". Is worth mentioning that, budgeting together with efficient use of resources contributes to achieve performance in public organizations.

In this respect, programs should include: the ultimate goal of activity carried out by a ministry or other central or local public entity, objectives, defining the program, specifying priorities and indicating the period of time covered, estimate potential for increased efficiency in the application of the program, financial effort needed for implementation of the program, indicators of results, qualitative and quantitative, and funding sources.

Actions of transforming the present policing system should be oriented towards determining future objectives in order to confer stability and efficiency to the unit. Tendency to be effective and useful to society should transform the police into an institution, which structures its concerns both on crime prevention, with more administrative tasks, and on the suppression of anti-social acts by judicial action.

It is known and accepted the fact that police performs tasks predominantly coercive, thus being included, in the universal consciousness, as a social subsystem with powers to compel individuals to enroll to standards established by social norms.

Police is called by citizens (those that ensure the existence of this body by taxes, which flows into state coffers) to remove all evil from society, such as robberies, murders, thefts, drug addiction, human trafficking, homelessness, prostitution, breach of public order, etc.

Hence the question: Is the police able to protect citizens and society at large of violent actions, to ensure law and order and peace in the country (a situation which proves the efficiency of police activity)?

At present the term, efficiency "is used by specialists in various fields of activity, including those working in the police. The last include in most cases, in the content of that concept an assumption, indefinite and general, about achieving the desired results in law enforcement activities. Such circumstances require us to meditate on the major importance of scientific debate on the issues pertaining to the assessment of efficiency of police activity, on developing a methodology for assessing the efficiency, which in the future could be used in law enforcement activities.

In the specialized literature it was claimed that the assessment of efficiency can only occur as a result of the determination of criteria that need to be perceived as mandatory requirements to any activity and also parts of its evaluation.

It was found that among the major causes of difficulty of assessing the efficiency of law enforcement institutions are the following:

- the absence of a unique scientific interpretation of the term "efficiency";
- the complexity of interdependencies of social processes, which makes it difficult to reveal the efficient character of the activities developed by a particular legal institution;
- the issue of finding quantitative assessments of social processes;
- the difficulty in identifying indirect consequences of social actions, which, among other things, can essentially amend or minimize the result of these actions;
- the probability of mismatch of social and economic efficiency with certain forms of activity.

It is considered that these difficulties can be overcome by a structural analysis with the assessment of results of the activities by dividing its constituents and developing appropriate indicators for each element. On our part, we believe that a real support in solving the addressed problem would be a proper and adequate definition of certain conceptual terms, as follows:

- efficiency - the capacity to produce the expected effect (positive), reflecting the full or partial achievement of predetermined outcomes or purpose;
- criteria of efficiency - a sign, a point of view, a norm under which an assessment is made;
- index of efficiency - a number, a formula or an expression that reflects aspects of a phenomenon of an action or a situation;
- degree of efficiency - standard or criterion for the assessment of an activity in relation to a reference value, which characterizes also the achievement of the desired goal.

Every step of the process of law enforcement has its corresponding efficiency goals, criteria, indicators and a certain degree of their achievement.

3 Conclusion

Objectivity of the police efficiency assessment process can be achieved only after the implementation of a system of criteria, which would stimulate the activity of each employee, manager and division in increasing the efficiency in combating crime and maintaining order in the territory. Police acts in support of the citizen and of the law as long as it is effective. Effective police is inextricably linked to the management approached at the level of the institution by its leaders at all levels.

At the level of police organizations is obvious that efficiency is a priority, getting performances on all levels, expressed with the help of indicators and indices, being the natural consequence of general or specific management performance. We note in this context, with priority, quality indicators (efficiency) relating to: labor productivity, average wages, rates of return, respecting the relations between labor productivity and wages (referring to the bonuses granted for the results achieved), managers – subordinates relations, respect of colleagues or subordinates.

The management and its the exercise are not a purpose in itself but a decisive factor for amplification efficiency and effectiveness of police organizations. For the best performances at this level, you need a good management, provided by professional managers. Managerial reengineering results in a performant management, while preparing "ground" for a safe transfer to a higher stage, that of knowledge management.

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