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AN EXAMINATION OF THE ORGANIZATIONAL CULTURE AT THE POLICING

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Abstract: The subject of this thesis is presentation of the examination related to the organizational culture of the Police, the special law enforcement body which guarantees internal order and public security. The police, at the same time, as armed law enforcement body ensure the order of the economy and its legal security. Security is not only important for the citizens and social organizations, but also for the profit and non-profit organizations.

The Police carry out official work, but also provide services that presuppose two types of contact system and modes of management. There were a number of changes in the body of the Police over the past two decades (e.g. accession to the EU, accession to the Schengen area, integration of the Police and the Border Guards, outsourcing certain activities, regionalization of sponsorship activities), in which I have taken part as a manager of the developmental programs. These changes have not only affected the police organization and the approach of the employees, but also the organizational culture.

The changes cannot be considered as closed: the Ministry of Interior, governing the Police, takes decisions on organizational changes, but also the managers at the Police play an important role in this process.

Under „change” I do not necessarily understand a change in the structure, but also a change in the organizational culture to create support for the reform process, and the option to co-ordinate the diverse structures.

The changes have obviously affected the thinking of the managers and the employees, as well as their relationship to the organization. The official duties, including the detection of the crimes (including agricultural and economic crimes), cannot be performed without the day-to-day cooperation with the bodies of the civil law enforcement, through which the Police may increase the effectiveness of detection of such crimes and thus the citizens’ subjective feeling of security. Therefore, the present thesis aims at the examination of the Police’s organizational culture and its management methods.

Keywords: . Management, law enforcement, organizational culture, organization development

1. Introduction

The Police’s cooperating rural partners were formed as a result of self-organization. From among them, the *auxiliary police* assist in taking local public security measures. Local authorities may employ *agricultural rangers*. In hunting areas, *game-keepers* may provide protection for animals and their habitat. The authority of fishery may employ *fish keepers* to preserve stock and habitat. The nature reservation authorities hire *environmental wardens* to protect the natural and archaeological heritage.

The Police have included the cooperation with the above fields, as a new task, into their change management program. A special body of administration, the police force is not only an authority, but also a service provider, which requires two types

of management systems. Both Hungarian police traditions and new EU regulations necessitate a continual reform of the police. The reform involves changes in organizational culture and qualitative changes in the tasks and responsibilities. These modifications are supposed to induce qualitative changes in the activities, way of thinking and functions of management as well as in the services provided by the police. The leaders of the police should possess special skills and abilities, in addition to general management competences. Police leaders should utilize these skills in order to make the work of the organization more efficient.

I have been a professional member of the police force of Hungary since 1993. I serve in a county on the state border, so I have an insight into the management methods used in these areas. This essay focuses on police work, its management and the possibilities of organization development.

¹ An organization is comprised by human individuals and assets. The assets are created and operated consciously and purposefully. Coordinated activity takes place in the organization, when the individuals or a group of them toil together in order to achieve a common goal.

2. The concept of organization and organizational culture

An organization is an open system as part which two or more people work together in order to attain a common goal.¹ (Antal – Gébler, 2006)

They are open because they have a macro- and a micro-environment², and the changes in these environments affect the work of the organization. The organization's environment is shown in Figure 1. An organization functions properly when changes in the environment will not induce irreversible or unmanageable changes in the work of the organization, that is, the organization is capable of exerting effective crisis management activities.

Organizations are created for a specific purpose and they consist of parts that are linked together according to a specific logic. There is interaction between the individual elements and between the specific elements and the whole, while the elements preserve their individuality.

From the aspect of proprietorship, organizations are divided into categories: public and private, non-profit and for-profit organizations. The non-profit organizations in public service tend to be in a monopolistic situation, they are owned by the community and they are supposed to serve public benefit, and their primary objective is not generating profit. Private organizations are in a different situation: as their owners are interested in generating the largest possible profit, the situation of such organizations is determined by the market. They must react promptly to the changes in the environment.

Organizational culture is in essence a cohesive force containing visible and intangible elements that determine the identity of the members of a company and help them in identifying with the corporate goals (Berde et al., 2004).

Management theory is a relatively new discipline, so it is not yet possible to draw far-reaching conclusions from its present state.

The organizational culture became the focus of researches in the 1980s, when the entirety of the management style of the company and the customs of corporate life within a specific enterprise were defined. Within this concept, the effects of the different cultural backgrounds of the members of the community on the whole of the organization have been widely analysed. In other words: is it really necessary to create a standard organizational culture (The identification of a given organization is visible through the outer signs such as the strict dress code and traditional company meetings in the case of large corporations). The research findings suggest that large corporations always make efforts to create a uniform culture. The results also suggest that a minimum of ten years is necessary for creating a company culture, and the management of the company often manages the enterprise through and with the help of the continual development of the organizational culture.

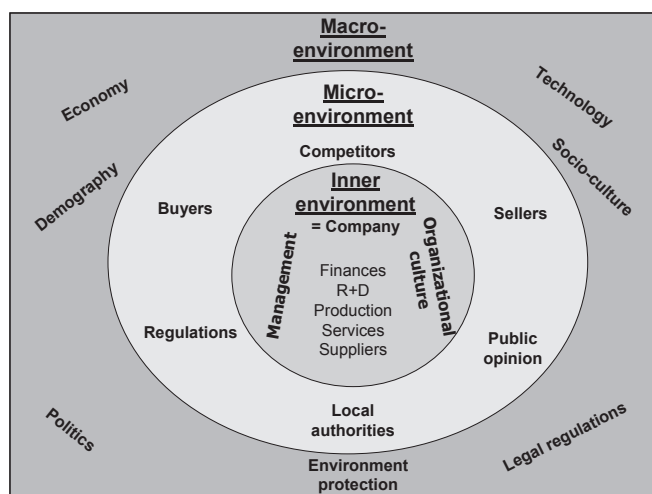


Figure 1. The organization and its environment
(Based upon András Bauer [2006])

Organizational culture is therefore the entirety of shared values and norms, an unwritten behaviour code of the organization, manifested in the behaviour, attitude and reactions of the members of the organization concerned (Bakacsi, 2006).

The manifestations of the organizational culture:

- Through a sense of belonging, it creates an organizational identity and supports strategic goals;
- It reduces costs invested in human resources;
- It has an effect on the attitude of the members of the organization, thus promoting high quality work;
- Employer satisfaction is noticeable to partners, too—reflecting the individuality and discernibility of the company;
- It requires the regular development of the skills and competences of the management through regular training programmes;
- In this way, it is possible to manage changes more easily and smoothly.

2.1. Interrelations between the Organization and its Organizational Culture

The effective work of an organization is influenced by a number of factors, especially the organizational culture and its components.

McKinsey's 7S model shows the place of organizational culture in the system of management (see Figure 2) (Barakonyi, 2002).

The seven basic dimensions of management, according to the figure above, are the following:

- Shared values: the rules and norms accepted by the employees. It is the duty of everyone to keep to the rules and bylaws of the organization.

² Micro-environment: the direct environment of an enterprise, which the enterprise is able to influence. It determines the presence of the organization in the market. The macro-environment of the enterprise is a broader social context, affecting all the factors of the micro-environment, and the enterprise is unable to influence it. The organization may be pro-active, adaptive or tolerant to the changes in the environment.

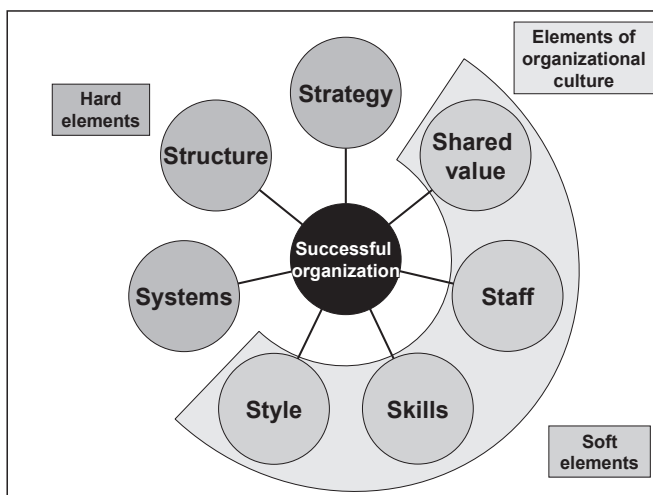


Figure 2. The place of organizational culture in the organization
(Based upon Peters [1982])

- Staff: all the employees of the organization.
- Skills: the professional competences and performance of the organization as a whole and those of its employees.
- Style: the behaviour of the management.
- Systems: the frameworks of operative and development activities within the organization.
- Organization (Structure): the organizational scheme of the distribution of work, including the regulations related to authorizations and responsibilities.

Strategy: it is aimed at obtaining a competitive edge and it improves the market positions of the organization. It provides orientation for the future and includes the mission and objectives of the organization.

These dimensions include the tangible, so-called hard elements, such as the organization, the structure and the systems. The other four elements (staff, skills, style and shared values) are less palpable, they are the so-called soft components, all linked to the human resources. The soft dimensions together constitute the organizational culture. It is only possible to develop the organizational culture together with the development of the hard components.

3. The organization of the police force, management and organizational culture

The tasks of the police have stable parts and there are tasks which are constantly modified, which are performed in accordance with other provisions of law. Therefore upholding the law and order, providing public safety, crime prevention and criminal prosecution, as well as the state administrative and policing tasks are considered as their stable duties, while guarding the state borders and upholding law and order along the borders were added to the task of the police after the Police and the Frontier Guard have been integrated.

The head of the police is the Minister for the Interior, who is authorised to issue decrees and regulations in connection

with the work and organization of the police force. The organizational units of the police force are arranged in accordance with the relevant enclosures of the Police Act (Metropolitan Police, regional and local police headquarters, border police stations). These units are divided into professional and functional divisions. I do not wish to deal with these in detail, as the legal regulations referred to above contain all the necessary information.

When modernizing the organization, it is to be noted that the various special services (criminal departments, policing, controlling, human resources management, and various offices) cannot be simply closed down or terminated. It is, however, possible to re-arrange the work load, to merge or re-organize various departments as dictated by changes in their performance or in the environment and its efficiency can be increased by new types of cooperations.

The various police tasks require different special skills and expertise. Efficient crime fighting and crime prevention are unimaginable without a good knowledge of local circumstances, a good theoretical and practical knowledge of criminal law and the rules of a criminal procedure. Upholding law and order in public places, policing work, the prevention and investigation of trespassing the laws make it necessary for the police staff to be familiar with the relevant laws, regulations. They are also supposed to have a high culture of police work. It is possible that the defence of constitutional order requires the police force to appear in troop strength, in which case they are supposed to have military expertise and routine.

The first projects of the extension of the Police's duty have been motivated by the accession to Shengen.

Hungary, and within that, Szabolcs-Szatmár-Bereg county, is the eastern gateway to Europe. Hungary's joining the Schengen Zone posed new tasks to the police force; new types of crime appeared, new analytical methods are necessary now, and a more efficient monitoring of migration far away from the state borders is required today.

It is only possible to set up a list of priorities of the tasks of the police force with taking into consideration the location of the police station, its special geo-political situation and the social and economic environment. The order of priorities in a border county is different from those in one far from the border. At the same time, the attitude of the police staff to special tasks is rather subjective, as it is indicated by the findings of the survey presented in this essay.

The police force is not isolated from the rest of the society. In upholding law and public order and crime prevention, the police force closely cooperates with other law enforcement bodies, public authorities, NGOs and the general public. The general standards of this cooperation determine how "citizen-friendly" the police are. In order to fight international crime, the police cooperate with international crime fighting organizations (EUROPOL, INTERPOL) in the framework of relevant contracts and treaties.

The police are performing their tasks in a dynamically changing macro- and micro-environment, so they are supposed to continually adapt to the changes in the domestic and European Union environment and new expectations. The po-

lice force is therefore supposed to have a medium- and a long-term strategy that ensure their effective work. It is, however, not enough for the police to adapt to changes in their environment and new social expectations as a result, it is sometimes necessary for the entire force to renew, which can only be achieved with a conscious change management activity.

3.1. The Place and Role of Management in the Work of the Organization of the Police Force

Any kind of organization requires a leader. The larger an organization is, the more complicated its system of management is. The leaders manage the work of the organization, develop a strategy and make decisions. Leading an organization is a serious task that requires considerable effort from those doing it. Various elements of this work can be acquired, but there are certain characteristic features and competences that are indispensable. Being a good leader is not easy. It is the task of the management to make the best use of the human resources available and to make sure that the organizational goals are attained. The leadership also has an integrative role, with the focus of shaping the human being–organization relationship in its focus.

For constraints of space, I do not wish to deal with the precise definitions and development of leadership theory as I did so in my previous work (Elekes, 2011).

As the police force is an organization similar to the military, we find a single-person leadership system. The style of management depends on the influences of the environment, social expectations and last, but not least, the human characteristic features and personal skills of the leader. The leadership of the police force is primarily autocratic, but there are some democratic features are also mingled into it, as the police force is now a servicing organization. The latter include that involvement of the employees and the increasing cooperation of the various branches and divisions of the force (crime fighting, policing) and the efforts aimed at surveying the demands of the "customers".

Even the ancient Greeks recognized that ideal leaders had to be carefully selected and trained. The first step in the training process was the acquisition of practical skills, behavioural patterns and analytical abilities. Then followed the theoretical training and the acquisition of creative skills. All these factors together determined the processes of selection and training (Láczay, 2008). I believe that all these factors are still necessary in law enforcement today. A leader detached from practical work, far away in a closed office, will hardly be able to make good decisions. Being familiar with the laws and legal regulations is in itself not sufficient for a decision maker. A good police leader needs to actively participate in crime fighting, because this is the only way (s)he will be able to become a good manager, and live together with the organization. Only such police leaders will be able to make good decisions.

Management functions involve special management tasks that managers need to perform day by day. The higher in the

hierarchy a manager is, the higher number of problem solving and decision making functions are concentrated in their hands.

In the work of the law enforcement, seven management functions are usually analyzed which we may find to generally characterize nearly all managers and leaders based on the aspect of the process. The functions are the following (Kovács, 2009):

- Information activities (collecting, processing and disseminating information);
- Planning (preparing a decision, finding alternatives);
- Decision making (the most important managerial activity);
- Organization, coordination (determining the order of implementation);
- Directing (leading the implementation of activities);
- Controlling (examining the implementation of the preliminarily specified goals);
- Assessment (informing the personnel implementing the task about success or failure).

I will call the functions listed above as classic managerial functions in the following parts of the paper. I believe, however, that a law enforcement manager will need several further competences. I will term these extra competences as special managerial functions.

During my researches, I have experienced a shift in the determination of the classic and the new tasks and functions, and I managed to discover new relationship systems. The system of the classic and special law enforcement managerial functions, elaborated by myself, is shown in Figure 3.

The most important is the centralization of power, stemming from the military nature of the organization. It is not mentioned in the related special literature. The classic managerial functions are arranged along the arch of the smaller circle, marked in blue, whereas the special managerial functions follow the arch of the larger circle, marked in pink. The figure above shows the classic and special managerial functions in law enforcement. While the classic functions are linked primarily to the operation of the organization, the special functions are connected to the processes of modernization of the organization.

3.2. The Organizational Culture of the Police

In 2010, József Horváth defined the organizational culture of the police in accordance with the basic mission of the law enforcement force and the social expectations. The definition is the following: *"The organizational culture of the police: it is the system of people and organizations that accept the law as a guidance and protection, who earn the respect and confidence of the community, and use the law with empathy and humanism to the benefit of the general public in order to make sure that the smaller and larger groups of the community live in peace and harmony, protecting their own and each others' property. To that end, the members of the organization subordinate their own interests to the interests of their community, and with their oath, general behaviour and ethical attitude*

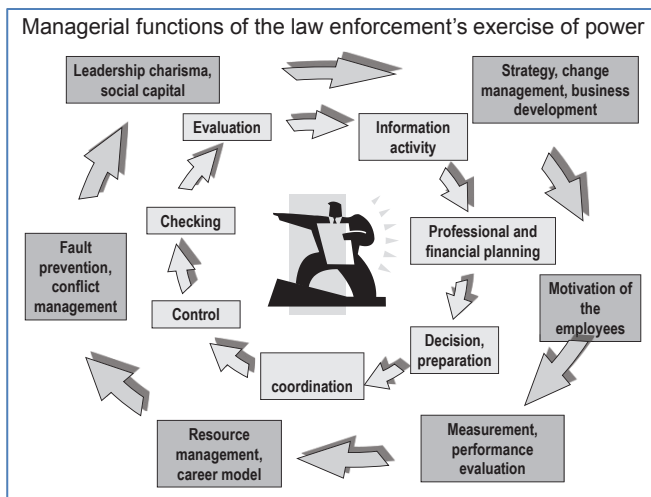


Figure 3. System of managerial functions in law enforcement (from the author)

set an example to all those who disregard or abandon those values."

The organizational culture of the police is the entirety of the shared values and norms within the police force. Meeting the requirements stipulated in the Police Act and quoted above is only a part of the organizational culture of the police. The enclosures of the law are complemented by other factors that are characteristic of the general organizational culture and that are outstandingly important from our aspect. Such are the traditions of the organization, the moral norms of the staff, experiences based upon positive or even negative events (e. g. the apprehension of a criminal or a group of criminals, action in group strength), the system of connection between the individuals, the atmosphere in the job, the relationship between leaders and subordinates and other invisible elements shaping the community.

The question therefore arises as to whether why it is necessary to consciously deal with the organizational culture of the police or the style of leadership of police leaders. Without due care, a very heterogeneous police force may come together and it finally disrupts organizational culture, as some of the staff may not accept shared values and norms. The result of the decline of organizational culture will lead to adverse changes in the attitude of the police force to the general public and also in the efficiency of police work. E. g. the police will not act lawfully, professionally or with the necessary empathy. The number of complaints filed against police procedures will increase, and the image of the police among the citizens will decline.

In the past 3 or 5 years, police have become an increasingly introverted organization, less open to its environment. Spectacular results are placed in the foreground, and the so-

called soft elements receive much less attention in the daily work of the police. Several years earlier there were questionnaire surveys with the involvement of the members of the police force and the general public, in order to identify the points where changes were necessary in order to improve the work of the organization. The questions covered organizational results and the development of human resources. Today, on the other hand, the leadership is autocratic at every level of the decision making procedure, excluding internal and external actors. The adverse changes triggered negative processes in organizational culture as well. There has been an increasing lack of shared values in the past few years; professional commitment (which used to be the strongest point of the organization not very long time ago), empathy towards the citizens, comradeship and cohesion have all eroded considerable. The soft elements of organizational culture are of key importance in improving organizational efficiency, and in the style of leadership in the law enforcement bodies. I will address these issues in the following parts of the paper.

4. Organization development and its relevance to the police force

This essay does not wish to deal with the interpretation of organization development, as it is extensively discussed in international literature. My primary objective is addressing certain practical dimensions of organization development³ particularly in the case of the police force.

Organization development activities are arranged into 3 groups (Gazdag, 2003):

- Professional-aspectual OD, dealing with the aspectual dimensions of organization. Its objectives may include rationalization, the increase of motivation, the improvement of communication, learning behaviour patterns, developing group cooperation, the coaching of management, personality development and the improvement of corporate operation.
- OD focusing on organizational factors, with development activities directed to individuals, behaviour and general activity as its goals.
- Complex OD, which combines the previous two approaches, so its main goal is developing the individuals, groups and the general corporate operation.

In 2008, the Hungarian police force and the border guard merged. The police as an organization underwent a very important fusion, and the changes continue today. The changes affected the organizational structure: the organogram of a police department close to the border is different from that of a police department in the middle of the country. There was, however, no change in the military type of the organization.

³ The development of an organization is a developmental activity whose aim is to promote the development of an organization and to increase its chances of survival. The concept of organizational development comes from Anglo-Saxon expression Organization Development (in short: OD). The organizational development: 1. is a planned intervention: which is built on the organization's systematic analysis and the diagnosis its condition; 2. covers the organization as a whole: a systemic change, affecting the entire company (or only a unit); 3. is an effort organized from the top: it is based on the commitment of the company's top management and is achieved through its active participation; 4. its purpose is: to increase an organization's viability and efficiency, as well as: to make changes in the organizational processes. (Gazdag, 2003.)

The organizational elements of the border guard were integrated into the law enforcement body, and the stations of the (former) border guards are now in the same status as the police stations. This is one step higher in the hierarchy for them, but they retained their original structure and all the levels of management. One large, inflexible organization grew into an even larger and less flexible organization. The distribution of work in this large, new organization is not even and sometimes not fair, so there are considerable anomalies in the system.

Many of the changes described above primarily affected the staff and personnel issues. As a consequence, many of the senior, experienced staff retired, often not voluntarily, and as a result important positions became vacant. The changes therefore did not have any positive effect, as many of the members of the police force—because of existential reasons—left the organization which thus lost a large amount of expertise and experience. When new senior staff were selected for the vacant positions, the choice was limited. People without proper qualifications and experience were appointed for senior leading positions. Furthermore, the transference-acceptance of the positions often took place overnight, without any training or information for the new staff. By a limited choice I mean that the new generation of leaders did not have the necessary competences. In addition to all that, the crisis also affected the organization. Central finances reduced. All these factors induced adverse changes in the organizational culture.

4.1. Changing Organizational Culture as Organization Development

If an organization has a generally accepted set of values, the leaders may expect obedience from the employees, the laws and regulations will be honoured and observed. It is particularly important when the organization faces an overall change, and the old set of values is to be superseded by a new one. Traditions are important, as they can be relied upon amidst the change.

Another method of inducing change is modifying the organizational culture. Such a modification, as a method of managing change, is a major challenge for the leadership. On the other hand, a shared set of values, and the behavioural norms of the organization, as the supporting columns of the organizational culture, may become an obstacle in the way of change. There are many reasons that may necessitate a change of the culture: problems with the performance, changes in the organizational goals, changes in the environment, time, or changes in the budget.

It is expected that there will be resistance against the change, especially from the side of the staff, but there might be other obstacles (e. g. lack of resources, lack of cooperation) within the framework of the organization.

Good leaders recognize the need of the change and also the risks involved in it before the change takes place, and make their decisions after a thorough analysis of all these factors.

5. Means and Methods of the examination

When I have started to carry out the research, I have performed primary and secondary surveys and I will describe their circumstances.

The questionnaire was designed to collect data regarding the distribution of work, the functions of leadership, the importance of the areas of work and the level of organization.

An important part of this complex survey was to present the organizational culture. It was the first survey of the organizational culture within the police, although civilian organizations have carried out a number of different surveys of the organizational culture of organizations of various sizes active in various sectors. Some of the organizations, the surveys included, are state organizations and law enforcement bodies. The results of our survey could be compared to the results of such surveys. The questionnaire contained questions related to the constructive and passive style elements of the organizational culture.

According to Geert Hofstede (1991), Dutch social psychologist “culture is non other than programming the conscience collectively, which differentiates groups of people from each other”. It means that every place of work has its own “programming”, that is, culture. Other experts compare organizations to human beings. Just as every individual has their own characteristic behavioural patterns, organizations also have such features, and we call these features organizational culture. At certain places of work people feel better, whereas at others they feel worse. Research into organizational culture is, however, not only important from aspect of the employees’ well-being. It is also important to find out how the well-being of employees influences the work and efficiency of the organizations concerned.

The survey of Human Synergistics Hungary has differentiated 12 basic styles of the organizational culture, arranging the twelve features into 3 head categories: aggressive defensive, passive defensive and constructive groups, each containing 4 styles⁴ (See Table 1).

6. Results

To evaluate the results of the surveys conducted within the own organization, I have used the secondary survey, and, while progressing, I did my best to take the system of categories, created during the examination of the organizational culture, into consideration.

An interesting feature is that at the fields of upholding law and order and border policing, the level of professional leadership (which is the county both in Hungary and in the neighbouring countries) did not appear to be very important for the participants of the conference. It is additional information for the modernization of the organization, the rationalization of the levels of management and the transformation of the present, excessively bureaucratic system.

⁴ The codes of the various styles are given in brackets, which help to interpret Figure 4 later.

Table 1. Categories and styles of organizational cultures (Based upon survey by Human Synergetics Hungary)

Catego-ries	Agressive resistant	Passive resistant	Constructive
Styles	Resistance (7)	Conformism (3)	Involving-supporting (1)
	Aspiration for power (8)	Adaptation (4)	Cooperation (2)
	Competition (9)	Dependence (5)	Aspiration for performance (11)
	Perfectionism (10)	Avoidance (6)	Self-realization (12)

When developing the organizational culture, the goals are improving the “agressive and passive” styles within the organization, and creating the dominance of the constructive elements.

The research did not provide evidence showing that the organizational culture of a profit-based company is significantly different from that of state- or non-profit organization. On the contrary: at some of the state-owned companies, constructive elements proved to be more powerful than in the case of profit-based companies. The employees of both the state and business companies see expectations at their respective places of work in a similar manner: the companies need “working soldiers” who are ready to fully subordinate their private lives to the company. Hungarian companies are often characterized by perfectionism in the aggressive-defensive category. Perfectionism is not the same as the style feature called performance. Perfectionism is characterized by a perpetual pursue of perfection, working overtime, and reproach for mistakes. In Hungary, 100% performance is quite normal, and no special award is due for that, and other forms of appreciation or incentives from the leadership are also missing. It undermines creativity, employees are threatened by the danger of burnout, and perfectionism also destroys innovation. Perfectionism is also characterized by a meticulous observation of the rules and bylaws (as a complete opposite of the image of a modern company), and the organization becomes over-bureaucratized. The style feature called adaptation in the passive-defensive category is also widely observed at Hungarian companies. It is probably a heritage from the socialist times. It is possible to improve the situation in the case of both these style markers. In order to do that, training courses are needed, as well as the cooperation of the employees, and a higher level of meeting the expectations of the customers.

The Figure 4 shows the ideal organizational culture, and I have found that the latter one is the same as the organizational culture in the Anglo-Saxon countries. There are so-called circumplex models, or in another term, radar diagrams in the figure, which separate the aggressive (left third), passive defensive (lower-right third) and constructive (upper third) style markers.

The interpretation of the Figure is helped by the codes of the styles given in brackets, in Table 1.

It is clearly seen that in the left-hand side model, the constructive elements are dwarfed by the tie-like pattern repre-

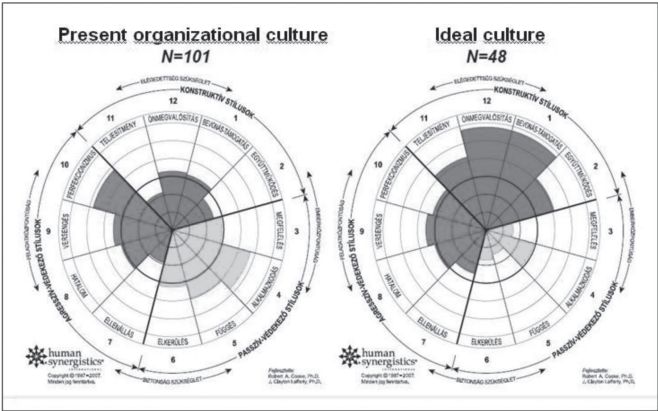


Figure 4. A comparison of the present and the ideal organizational cultures (Source: based on Human Synergetics Hungary [2009])

senting aggressive- and passive-defensive style markers. Perfectionism and adaptation are also powerfully present.

The right-hand side model shows the culture of the 48 companies considered as the most ideal in the research project: here, the “tie” is loosened, so the share of the passive defensive style markers is less dominant, although adaptation is also powerful and, within the aggressive category, the competitive marker. At the ideal culture it is a positive feature that the share of constructive elements is significantly higher than those of the defensive elements.

The research also revealed that the management style of the CEO of an organization influences the employees as well. If the employees receive little feedback from the management, constructivity will soon decline in a spectacular way. It is therefore very important that the leaders of the organization should regularly provide feedback to their subordinates and maintain a regular contact with them. Support and involvement in the constructive category need development, that is, employees should be involved to a larger extent, they should enjoy a larger autonomy. The willingness to cooperate between managers and employees is also to be developed, as well as horizontal cooperation between employees in different branches within the organization. Performance is regarded as important by both managers and employees, but internal communication also needs to be improved.

7. Conclusions

As a conclusion we may assert that the organization of the police may only improve its roles as an authority and as a service provider through and as a result of conscious development efforts. The primary research programme suggests that optimization and development is needed in terms of the division of labour and the structure of the organization.

The structure, work, and special tasks of the police are determined by the related laws and legal regulations. Still, the leaders have a range of opportunities to prepare for changes in the social environment, they may utilize the capabilities of their employees, initiate development programmes, support new solutions that may all improve the standards of the serv-

ices they provide. The soft dimensions of the management, the elements of the organizational culture can be improved by the leaders of the organization, these dimensions may serve as a starting point for managing the changes within the organization.

Similarly to the managers of the civilian world, the leaders of the police force implement management functions in their daily work. Considering the military type of the organization, these functions are special. I believe that the management functions described in my paper, and especially the way these functions are implemented, directly influence organizational culture, and through it, the effective work of the law enforcement bodies. They also contribute to the modernization of the organizations.

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