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Keywords:

globalization, public order, Romanian Police, the management of the human resources, management training, career management, employees’ motivation, organizational ergonomics, stress management, organizational fairness, professional satisfaction, occupational stress.

Contents

The studies and the theorizations established in time on managerial and organizational issues have highlighted the special importance of the human factor for the success of the organizations. Hence, improving the management of the human resource should be a strategic option for any development-oriented organization, regardless of the field in which it evolves, because its ability to adapt to today's dynamic environment depends decisively not only on its technological endowment and on the efficiency of the production flow or the competitiveness of its products on the market, but also on the quality of the human resources, the socio-human climate or the organizational culture within that organization.

Although globalization has generally had positive effects on humanity (the expansion of the IT network in all areas of activity, the emergence of transnational economic agents, the dematerialization of money, the rapid circulation of people, capital and information worldwide, the unprecedented expansion of markets, etc.) , it is still responsible for both the unprecedented development of criminal activity and for the emergence of a continuous professionalisation of new forms of international crime.

As the multitude of criminal activities brought together in the concept of international criminality are increasingly cross-border and cross-sectoral (European Commission, European Security Agenda, 2015, http://www.cdep.ro/afaceri_europene/CE/2015/COM_2015_185_RO_ACTE_f.doc, accessed on June 19, 2017), it continues to increase its aggressiveness, both in terms of spreading, therefore potentially affecting the interests of several countries, and in terms of the severe threats to the security of regions, nations and individuals.
The diversity and the complexity of the new risks and threats to global, regional, state and even individual security, stemming from the instability emerged in the immediate vicinity of the European Union and the accentuation of the radicalization and terrorism phenomenon at the beginning of the millennium, led to a new orientation regarding a state of security of nations, which emphasizes the synergy of non-state security actors and the interconnection of major security concerns. Being aware that they no longer have control of their future, (being not so powerful) no longer being so powerful as to address these threats using their own forces, both Romania, and the other European countries have embraced this approach, which implied regionalization on the one hand, and harmonization of the national regulator framework with the regional legislation, on the other.

As a result, on the 29th of March 2004, Romania became a NATO member, and on the 1st of January 2007 it joined the EU, and also the regional security organizations that have the capacity to interfere in order to ensure peace of the member states, even beyond their borders, thanks to the potential of increasing intervention.

As an active participant in the new European construction, the Romanian State acts in order to promote, to protect and to defend the national values and interests, both through its own forces and through its cooperation with the security and the defense organizations which it is part of.

The unpredictable dynamics of the security environment, as well as the specificities of the democratic society where the rights and the freedoms of the citizen are guaranteed, and the rule of law have imposed the re-forming of the country’s national security and defense concept and the updating of the national legal framework. Therefore, the public order and national security has undergone numerous transformations, justified by the orientation towards the need of efficient management of the state structures with competences in this field, in order to ensure qualitative security services for the citizen.

In this context, the intensification of the prevention and fighting criminal activity, as well as the continuous adaptation of the police institution to the dynamic socio-economic environment in which it evolves, proves to be more necessary than ever in all countries of the world, including Romania.

As the confrontation with those who violate the law or endanger the social order falls exclusively under the responsibility of the police institution in the service of the community, it clearly shows the remarkable role played by the Romanian Police within the rule of law. The prevalence of the safety of the citizen and of the national security in the activity carried out by the Romanian Police is also confirmed by the "Evaluation of the activity carried out by the Romanian Police in 2014", a document
stipulating that "the Safety of the citizen and the national security were the main landmarks around which the whole activity of the Romanian Police" developed (Evaluation of the activity conducted by the Romanian Police in 2014, http://www.politisti.ro/topic/13120-activity-developed-activities-romana-in-201/, accessed On March 31, 2015).

According to this basis, we believe that the response of any organization in charge is conditioned by the available resources and the socio-economic and political conditions of the external environment at the time, but the essential factor to achieve the organizational objectives is the human resource.

Henceforth, the strategic mission of the structures within the defense, public order and national security systems requires a systemic approach to all the activities of the human resource management process, so that through recruitment, selection, training and motivation policies, in particular, a prompt intervention can be ensured when the situation imposes it.

In Romania, the activities of ensuring and maintaining the public order and the national security, which are carried out by the specialized structures of the state, due to their assigned authority, their duties (such as possession and use of defense means, including firearms, in violent circumstances) and the influence of other causes, are characterized by a high level of stress.

Admitting that the success of the actions carried out depends on the competence of the human resources management process, as a determinant of the organizational security and protection of the employees, MIA as a main component of the system of public order and national security, also acts through the human resources management system towards the direction of achieving its main objective: ensuring public order and national security.

In order to achieve this institutional goal, the police officers within the MIA and, implicitly, the Romanian Police as its specialized structure must prove good specialized training, communication skills and teamwork, as well as ability to adapt to the specific conditions of the professional environment and unforeseen situations, which can cause professional stress.

Therefore, the reaction to the adjustment of the human resources of the Romanian Police to the situations of professional stress to a certain extent limits the professional performance, the physical and mental health of each policeman, as well as that of the organization as a whole. For this reason, approaching work-related stress shows benefits not only for employees and employers, but also for the economy, as a whole.

Taking into consideration the fact that stress is one of the EU's health and safety at work objectives (Community Strategy 2007-2012 on Health and Safety at Work, 2007, http://eur-lex.europa.eu/legal-content/RO/TXT/HTML/?uri=LEGISSUM:110114&from=RO, accessed...
on 19.06.2017) and assuming that the stress at work can be avoided and the actions taken to reduce its effects can be cost-effective, the following analysis sets forth to describe **the way in which professional stress and professional reward felt by police officers influence the human resources policies of the Romanian Police.**

Although stress is a general phenomenon, being present in the private and professional life of individuals, widely studied both internationally, and in Romania, the specialized research of this phenomenon and its effects on the professional reward of the employees, in general, and of the police officers, in particular, reflected in the organizational performance, is still insufficient.

We consequently consider that a scientific approach that attempts to **outline the social and institutional dimension of the Romanian Police** is appropriate, especially in the context of globalization of international criminality, and transformations that can affect both the security of states and the safety of their citizens. This reality requires the necessity of a **total response adapted to the serious risks** taken by the specialized structures of the states, which can only be achieved through adequate human resources policies, for the purpose of **preparing human resources to adapt and react quickly and efficiently** to the challenges they face.

All these aspects entitle us to consider that the theme of this thesis, "**Improving the management of the human resources within The Romanian Police**" is a current one, and of major importance in the contemporary social and political context.

The thesis attempts to present the changes brought about by the integration of our country into the EU and NATO, to the Romanian Police, on the human resources line, as a complex process not only aimed at reducing the number of employees, but also at obtaining a competent, flexible and motivated professional system, stressing the need to continue the process of reforming this institution in order to align it with the European standards, as well as the usefulness of legislative amendments to ensure the similarity between the status of the Romanian policeman and that of their counterpart from the EU or NATO member states.

The PhD thesis "**Improving the management of the human resources within the Romanian Police**" is structured into **five chapters**, which include appropriate research and progressive development of the topic. At the beginning, the paper has an introductory part, and at the end, there are the bibliography and annexes.

**The Table of Contents** presents the titles of all chapters and subchapters, in the order of their appearance, making reference to the page where they are placed regarding the content of the thesis.

**The introduction** reveals the motivation for choosing the topic and the results pursued by carrying out the research, which consists in **elaborating a model of analyzing the way in which the**
professional stress and professional reward felt by the police in their professional activity influences the human resources policies of the Romanian Police. At the same time, it presents the issues debated in a synthetic way and in a logical sequence, and it finally outlines the obtained results.

Chapter 1 entitled "The national security in the age of globalization, "sets forth the issue of globalization, with its most important negative effects, the cross-border criminal phenomenon and also the concepts of national security strategy and national security policy, closely related to the unprecedented dynamism of the current security environment. Another issue presented is the regionalization of political and security relations, the necessity of which is imposed by the fact that none of the world's states is so strong that it can address, exclusively by their own forces, the threats to the national security, threats generated by the evolution of the international economic relations and by globalization. For this reason, through regionalization, the states try to effectively respond to these challenges, to defend and to develop the socio-cultural identity of nations, also trying to maintain stability, and to optimize their economic capabilities for the regional development.

Considering that, in a globalized environment, promoting the national interests of the Romanian people can not be achieved in the absence of the individual security and without the conscious participation of the collective forces as to ensure stability, the local, regional and international cooperation (Macuc, 2006, p.151) the main security institutions have been taken into account: The United Nations Organization, The North Atlantic Treaty Organization (NATO), The European Union (EU), the European Union (EU) and The Organization for Security and Cooperation in Europe (OSCE).

The last subchapter introduces the national security system of the Romanian state, which includes: the national security and the public order, the national institutions working for the national security, as well as the responsibilities and the attributes of MIA on the security line linking the Romanian police to its subordination.

The second chapter, with the title "The contribution of the Romanian Police for ensuring the national security and the public order in the context of globalization", presents the historical context of the emergence of police forces in the world, their typology, their attributions and endowment, the introduced reforms, the use of force in this field, underlining at the same time, the important moments in the evolution of the Romanian Police, the relevant aspects of the reforming process that this institution has undergone over the past decades, even in terms of human resources.

Another presented aspect is its special contribution to ensuring stability and security, both on a national and international level, the reason of its existence (mission) and the specific tasks (attributions) of the Romanian Police.
The third chapter of the paper entitled "The role of the management of the human resources in ensuring organizational security and protection of the Romanian Police personnel" is dedicated to the examination of the human resources management process within the Romanian Police, focusing on the specificity and the importance of the human resources, as well as on the functions of the management of the human resources within the Romanian Police and the role of Human Resources Management Department within the studied organization. Moreover, within the subchapter dedicated to the analysis of the process of ensuring human resources in the Romanian Police, particularities of the main activities that make up this process are being outlined, such as: the analysis of the positions and the forecasting of the human resources needs, the recruitment of the policemen, their selection, the management of the professional training, career management, police motivation, stress management and the ergonomic aspects of the management of the human resources, issues that have been analyzed in particular in each sub-chapter of this chapter. For example, the sub-chapter "Career Management in the Romanian Police" aims at examining this process, by referring to the concept of the career, the responsibility for career development, the aspects of the career management of a policeman, structuring his career, the typology of career courses and the rules of evolvement; the subchapter entitled "Employees’ motivation - an essential condition for the success of the Romanian Police", aims at analyzing the motivation process of the police officers by approaching topics such as: the place and the role of motivation of the human resources, the applications of motivational theories of the management of the human resources of the Romanian Police and the relationship between motivation, satisfaction at work and employees’ performance.

The subchapter "Aspects of the human resources management from the perspective of ergonomics" brings to attention some aspects of the ergonomic nature of management of the human resources, starting with the opinion of Romanian specialists (Manolescu, Lefter and Deaconu ed., 2013, p. 69) where they state that the purpose of ergonomics consists in improving the process of work, transforming it as to make it compatible with human functioning or, in other words, in configuring work systems to make them safe, productive and comfortable. In an attempt to identify the main factors influencing human behavior and people's performance at work, we focused on the following issues: conceptual analysis of organizational ergonomics, an ergonomic approach to professional activity, the relationship between ergonomics, efficiency, health and safety at work and the elements of the ergonomics that are found in the human resources policies applied within the Romanian Police.

In the economy of this chapter, the problem of the stress is presented, including: the importance of stress management for the work of the police, factors and types of stress in the police work,
most serious manifestations of this phenomenon over policemen (exhaustion and suicide), elements of prophylaxis of stress and combating its negative effects, as well as the strategies of the management of the professional stress applicable to the police.

The sub-chapter: “The management of stress in the police work” is emphasized by a high-level of the novelty of this issue, this being approached by a limited number of scientific works from both national and international specific literature, while the lack of a previous approach regarding the aspects of the management of the human resources, from the ergonomic perspective within the Romanian police, gives this thesis a mark of originality.

The fourth chapter of the paper details the methodology of the research used to investigate the influence of the Romanian police’s perception regarding the fairness of the organizational dimensions on the professional satisfaction and the professional stress on the level of human resources within GIRP (General Inspectorate of the Romanian Police) in relation to age, position occupied, level of education and seniority in the police system as: the people surveyed and the sample, the variables of interests, the research tools, the methods of data collection and the techniques used for the data analysis, the methods used for this research, as well as the results obtained from the application of some methods of statistical and econometric research (descriptive statistics, analysis of existing links between research variables, univariate and bivariate analysis of study variables) and the chapter ends with a subchapter of conclusions, showing the results obtained from the testing of the six hypotheses of the research. The final results of the study are synthesized through a conceptual scheme of the two analyzed models. ”Conclusions” is the sub-chapter which briefly reflects on both the positive aspects and the deficiencies related to the management of the human resources within the Romanian police, conclusions gained following a detailed diagnostic-analysis present in the content of the current chapter.

Starting from the factual situation thus established, the last chapter of the thesis, entitled "Improving directions for the management of the human resources in the Romanian Police” brings forth a series of formulated proposals in order to ameliorate the identified dysfunctions and improve the management of the human resources on the level of the Romanian Police, having an effect on the improvement of the performance of the analyzed organization, as well as some proposals for the development of the research, which demonstrates the openness and viability of the topic on a long term.

The scientific approach is based on a considerable number of autochthonous and foreign bibliographical sources, of books from the literature, of articles from specialized magazines, published works in volumes of some conferences, normative acts related to the approached issues
and official sites of some organizations related to the subject of the thesis. The materials from the studied bibliography are representative of the debated topic, most of them being published during 2007-2017.

The annexes included in the thesis prove to be useful for the drawing up of the content of the research, contributing to the increase of its consistency and concision.

Finally, there is a list of used **abbreviations and acronyms, the list of tables, the list of figures / charts**, and the list of annexes found in the work.

The obtained results according the research confirmed five of the six working hypotheses as follows:

- **Hypothesis 1**: There is a significant statistical link between the level of **professional satisfaction** of the police personnel and the perception of **the correct distribution of work** in relation to age, occupation, level of education and the seniority in the police.

- **Hypothesis 2**: There is a significant statistical link between the level of **professional satisfaction** of police personnel and the perception of **the correctness of the procedures and the act of management** in relation to age, position, level of education and the seniority in the police.

- **Hypothesis 3**: There is a significant statistical link between the level of **professional satisfaction** of police personnel and the perception of **interactive correctness**, in relation to age, position, level of education and the seniority in the police.

- **Hypothesis 4**: There is a significant statistical link between the level of **professional stress** of police personnel and the perception of **the correct distribution of work** in relation to age, function, level of education and the seniority in the police.

- **Hypothesis 5**: There is a significant statistical link between the level of **professional stress** of police personnel and the perception of the correctness of the procedures and the act of management in relation to age, position, level of education and the seniority in the police.

For **Hypothesis 6**: There is a significant statistical link between the level of **professional stress** of police personnel and the perception of **interactive correctness**, in terms of age, occupation, level of education and the seniority in the police.

The results of the research can be reproduced as follows:
Therefore, both the results of the research and the evaluations carried out by the Romanian Police during the period 2012-2016 confirm the necessity of continuous improvement of the management of the human resources within the Romanian Police, in order to strengthen the institutional ability.

By including in-depth debates on some aspects of the management of the human resources (such as staffing, career management, stress management, employees’ motivation, ergonomic topics) specific to police organizations, and trying to analyze the social and organizational dimension of such an institution, we consider that the current scientific approach contributes to the development of the knowledge in the field.

We also appreciate that its usefulness is supported by adapting the existing approaches / theories / methods to be used in a new application, but also that it can serve as a starting point for future research undertaken by those who want to bring their contribution to an in-depth analysis of the management of the human resources within the police institutions.

It is also worth mentioning the fact that the background material outlined in this thesis may be considered a supporting point for the decision-makers in the field, helping them to become aware
of the need of better trained staff, especially those with leadership positions on the management of the human resources, a requirement imposed by their position and activity.

At the same time, the paper can be a **guide for the training** of the managers and professionals in the field, supporting them in their efforts to acquire the theoretical and practical skills that are absolutely necessary both for the work they carry out and for the organization they are part of.

With a clear and logical presentation, the research highlights the way in which some aspects of the police work are perceived by police officers within the operational structures of the Romanian police, and it also identifies a **number of ways to increase the motivation** of these workers, and makes recommendations in order to improve the encountered dysfunctions, in order to increase the level of **accomplishment of the objectives of the Romanian police**.

This thesis aims to reiterate once more the importance of the human resources management system for successful organizations.

In the light of the gained results of the research, we consider it useful for all organizations to regularly perform analyses of the employees' working conditions, of their motivation, of their perceptions, attitudes and work satisfaction, in order to accurately diagnose the factual situation, and to identify the directions to correct the deficiencies found and, implicitly, to improve the efficiency of the activity.

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At the same time, the thesis can be a guide for the training of managers and professionals in the field, supporting them in their efforts to acquire the theoretical and practical skills that are absolutely necessary both for the work they carry out and for the organization they are part of.

With a clear and logical presentation, the research highlights the way in which some aspects of police work are perceived by police officers within the operational structures of the Romanian Police, identifies a number of ways to increase the motivation of these workers, and makes recommendations to improve the encountered dysfunctions, in order to increase the level of accomplishment of the objectives of the Romanian Police.

This thesis aims to reiterate once more the importance of the system of the management of human resources for the successful organizations.

In the light of the gained results of this research, we consider it useful for all organizations to regularly perform analyses of the employees' working conditions, of their motivation, of their perceptions, attitudes and satisfaction at work, in order to accurately diagnose the factual situation, and to identify the directions to correcting the deficiencies found and, implicitly, to improve the efficiency of the activity.