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Tekst jest udostępniony do wykorzystania w ramach dozwolonego użytku.

Robert Štefko

Analysing the Main Problems of the Human Resources in the Slovak Republic Police Corps

The study deals with the selected results of the performed research of human resources in the Slovak Republic Police Corps. Slovak Republic is one of the transitional economies in central Europe shifting from previous communist regime. Many problems are also in human resource management area. There are researched present state of the policemen in Slovak Republic and also some their expectations.

Some dates of our research are exhibiting deeper view, in our research we performed relative number analysis and correlation analysis for some data. The implications are also in fluctuation, labour turnover in the police corps. The contribution of presented research results is also to initiate some steps to reach changes in the area of human resource management and to improve situation in performing the human resource management activities in Slovak police corps and related area.

One of main problems of human resources in Slovak Police Corps is also very low awarding, and financial compensation. Wages of Slovak policemen are undervalued and motivation to remain and to be loyal employee of police corps is relatively low. The great goal is to improve motivation level of the police corps staff, to improve the moral level and also their credit and position in society structure.

The importance of human resources management in police corps is evident in the present times. Transitional processes in eastern and middle Europe after previous communist regime shifting to democracy have special implications also in human resources in public sector, especially in police corps.

The human resources management in police corps has several goals, one of the most important and final goal is to improve the quality of the public service – police service.

Many specialists (for example Edward E. Lawner, 1999) emphasize, that involvement or commitment – oriented approaches to design and management of organizations are an increasingly popular solution to the motivation and performance challenges that face today's companies. The advantages of the involvement approach are said to include higher quality of services; increased job satisfaction and motivation; less absenteeism, and staff turnover; better decision making; improved problem solving and decreased management overheads [1].

To improve the quality of human resources we must research the present state in that area.

The main aim of the study was to make an analysis of the current situation in the Slovak Republic constabulary and its perspectives in views of its members. The dates of research were November 2002 through January 2003.

We did research on members of the Slovak Republic constabulary, 3 districts selected by random selection from the Slovak Republic districts. Data collection methods were questionnaire: scale-type questions, closed, semi-open, open questions. Processing methods were relative number analysis, correlation analysis.

1. Sample structure

The poll was focussed on the SR constabulary members in the districts of Poprad and Stará Ľubovňa, and Prešov. The anonymous questionnaire used for data collection included 27 questions. The first three of them were of the classificatory type. Questions 4-27 pertained directly to the research. The number of respondents was 422. The questionnaire return rate amounted to about 95%. The respondent structure by age was as follows at Fig. 1.

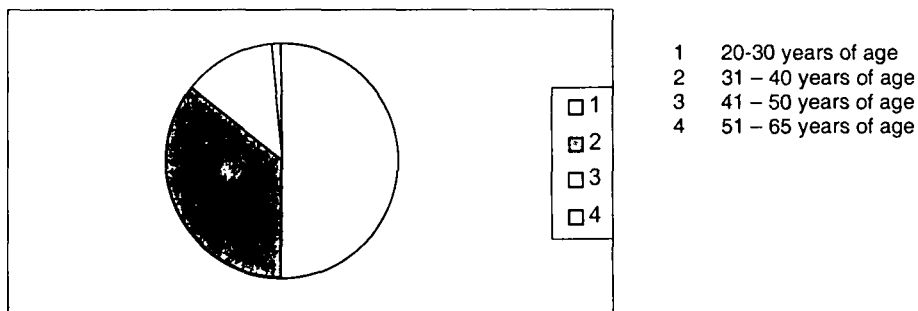


Fig. 1: The respondent structure by age

Following table Tab. 1 shows some details of researched sample, received answers, proportion etc. The respondent structure by service period was is showed by table Tab. 2. The respondent structure by service type shows the table Tab. 3.

Tab. 1. The respondent structure by age

The respondent structure by age				
Age	20-30 years	31-40 years	41-50 years	51-65 years
Answers received	204	147	53	18
Total number	422	422	422	422
%	48,3	34,8	12,5	4,3

Tab. 2. The respondent structure by service period was as follows

The respondent structure by service period				
Service period	up to 6 years of service	up to 15 years of service	up to 25 years of service	more then 25 years of service
Answers received	123	198	63	38
Total number	422	422	422	422
%	29,1	46,9	14,9	9,0

Tab. 3. The respondent structure by service type was as follows

The respondent structure by service type				
Service type	public order police	criminal police	traffic police	other
Answers received	272	59	37	54
Total number	422	422	422	422
%	64,4	14,0	8,8	12,8

2. Evaluation of the answers

The relative number analysis enabled us to draw the following highly interesting conclusions:

The first research question, i.e., the fourth questionnaire question „**To what degree have your reasons for joining the SR constabulary been confirmed in the actual service?**” was answered as „definitely yes” and „rather yes” by 78% respondents in total, which indicates the prevalence of positive answers. As for the question examining three main reasons for joining the constabulary, the highest relative numbers were obtained for the following answers: „**opportunity to work with people**” (42.4%), „diversity of activities” (38.6%), and „social significance (importance) of this job” (35.3%).

An important research output was obtained by **correlation analysis** zeroed in on the possible correlation between the answers to questions 4 and 25, i.e. the questions of the following type:

„**You have been with the constabulary for quite a long time now. Hence, can you assess the extent to which the main reasons for joining the constabulary have been confirmed in your actual service?**” The following answers were offered as options: 1. Definitely yes, 2. rather yes, 3. rather no, 4. definitely no, 5. I can't assess it. The question „**If you were to take a decision now, would you become a policeman again?**” could be answered as follows: 1. definitely yes, 2. rather yes, 3. rather no, 4. definitely no, 5. I can't assess it.

Importantly, there is a correlation between the answers examined, with the calculated correlation coefficient for the whole sample $r = 0.312$. By implication,

there is a significant interrelation between the confirmed reasons for joining the SR constabulary, on the one hand, and the respondents' preference of the constabulary in the case of a repeated decision-making process.

The highest relative number of respondents answered the question „**Are there any opportunities for and are you interested in further education**” with „yes, there are opportunities and I am interested in further university education” (37.2%), officers' college (22.2%), and „university education for policemen”.

The question concerning **working conditions and the superordination/subordination** (question 8) was chiefly answered as „I find the job interesting” (54.9%), „my superordinate is up to the managing position” (47.3%), and „I find my work important and useful” (37.9 %).

Question 9 is based on **four significance levels in the individual areas**. Better working conditions, higher social certainty of this occupation – improved human resource strategy and better financial stimulation were of **great significance**. More attractive job content, better moral stimulation, and improved free-time conditions were viewed as **partially significant**. Better free-time conditions, clarification of the meaning of police activities and of social significance of their work, and more attractive work content fall within the category of **low significance**. **No significance** was attributed to improved free-time conditions, higher attractiveness of police work content, and improved health-security and recreation opportunities for policemen and their families.

The ranking of **the most important police staff performance-supporting factors** is the following: 1. possibility to spend one's time with his/her family, 2. financial remuneration, 3. human relations. In addition, the following factors affect the performance in a positive way: insisting on responsibility for one's work, 2. satisfying work, 3. the need to be beneficial to the society. The following factors have no effects: 1. promotion in one's rank, 2. opportunity to exercise powers, 3. promotion in one's position. Rather negative effects upon the performance were attributed to 1. appreciation of one's work, 2. opportunity to exercise powers, in combination with the income, 3. financial remuneration. Negative effects were attributed to 1. appreciation of one's work, 2. management quality, 3. opportunity to exercise powers.

The largest number of the respondents answered question 11 inquiring about the respondents' satisfaction with their working conditions as follows 1. neither satisfied nor unsatisfied, 2. rather satisfied, 3. very unsatisfied.

3. Correlation analysis

Another significant issue concerned the correlation between the answers to question 11 and question 15, i.e., the question of the following type: „**How are you satisfied with your working conditions?**” The range of possible answers was as follows: 1. very satisfied, 2. rather satisfied, 3. neither satisfied nor unsatisfied, 4. rather unsatisfied, 5. very unsatisfied. The options for the question „**How are you satisfied with your current income**” included 1. very

satisfied, 2. rather satisfied, 3. middling satisfied 4. rather unsatisfied, 5. very unsatisfied.

The correlation analysis has confirmed the correlation between the answers to the two above mentioned questions, with the calculated correlation coefficient for the whole sample $r = 0.424162$. It implies significant interrelation between the degree of satisfaction with working conditions in the SR constabulary and the degree of satisfaction with incomes at the SR constabulary.

4. The Other Results of the Analysis

The ranking of the answers to question 12 „**What should be improved in your working conditions in your view?**” was as follows: 1. more effective powers and better legislative measures, 2. material, technical, and social conditions – equipment (computers, accoutrement, transmitter, car, fuel), 3. financial, moral appreciation from the superordinate, 4. improved working conditions – building renovation, purchase of new furniture (cabinets, chairs), 5. human resources – the most important aspects:

- human relations, superordinate vs. subordinate
- improved organization
- relations to other constabularies, especially to their staff
- improved social and security conditions for the employees and their families
- improved information flow
- changes in the system of work
- improved management and command quality
- elimination of senseless commands
- possibility to work with people
- more relaxation (more sleep)
- boarding conditions
- inspection
- more time for paperwork
- self-realization
- economic sufficiency
- loyalty, team spirit
- elimination of fluctuation
- 6. reduced red tape
- 7. increased income
- 8. higher qualification
- 9. improved morale – also in respect of the citizens
- 10. reduced corruption
- 11. better training, i.e., its professional level, further education, and participation in educational courses
- 12. increased staff number
- 13. the diagram does not indicate the cancellation of the bar-code as Point 13. It represents 3.3% of all respondents.

The majority of respondents answered the question concerning the improvement of working conditions as follows: 1. material, technical, and social conditions – equipment (computers, accoutrement, transmitter, car, fuel), 2. human resources, 3. increased income.

Question 13 concerning „**the degree of coping with the conditions of life (as a policeman)**” yielded the following answers: 1. I got used to them and have no problems in coping with them, 2. They cause me difficulties, however, I can cope with them, 3. I do not find the conditions to be difficult.

Question 14 „**To what extent can the situation in the individual constabulary areas be improved?**” was answered as follows: 1. material and technical working condition, 2. available powers, 3. unbiased assessment of the constabulary work by the mass media. The „**partial improvement**” option was answered as follows: 1. my professional ability, 2. human relations, 3. the level and efficiency of meetings. The answers within the category of „**No improvements required**” were as follows: 1. Service discipline standards and rules, relations between older and younger employees, the contemporary policeman uniforms.

The answers to „**How are you satisfied with your income**” were ranked as follows: 1. middling satisfied, 2. highly unsatisfied, 3. rather satisfied.

The answers to „**How do you imagine your future in the constabulary**” were ranked as follows: 1. I wish to stay at the constabulary, 2. I wish to stay at the constabulary, however, in a different kind of service, 3. I have not considered this issue yet.

The answers to „**What do you find inconvenient in your work**” were ranked in the individual categories as follows:

Most inconvenient: 1. paperwork, 2. psychical stress, 3. meetings.

Partly inconvenient: 1. meetings, 2. risking one's health and life, 3. legal responsibility for the police actions.

No objections: 1. field work, 2. physical demands, 3. Operating computers.

The degree of satisfaction „**with the material and technical conditions**”:

Very satisfied: 1. uniform as a means of representation in public, 2. computer technology, 3. accoutrements with regard to weather conditions.

Rather satisfied: 1. uniform as a means of representation in public, 2. accoutrements with regard to weather conditions, 3. hygiene and sanitary facilities.

Middling satisfied: 1. uniform as a means of representation in public, 2. accoutrements with regard to weather conditions, 3. hygiene and sanitary facilities.

Rather unsatisfied: 1. accoutrements with regard to weather conditions, 2. vehicles, 3. technical facilities.

Very unsatisfied: 1. vehicles, 2. technical facilities, 3. computer technology.

The answers to question 19 „**Realistic career perspectives**” were ranked in the individual categories as follows:

Yes: 1. promotion in rank, 2. promotion in one's position, 3. transfer to a financially more attractive job.

Rather Yes: 1. promotion in rank, 2. promotion in one's position, 3. transfer to a financially more attractive job.

Rather No: 1. transfer to a more attractive kind of service, 2. transfer to a financially more attractive job, 3. promotion to a higher service position.

No: 1. promotion to a higher service position, 2. transfer to a more attractive kind of service, 3. transfer to a more attractive kind of service.

I do not know: 1. transfer to a more attractive kind of service, 2. promotion to a higher service position, 3. transfer to a financially more attractive job.

The most frequent answers to „**What is your view of your future career as a policeman?**” were the following: 1. I wish to stay with the constabulary as long as I feel I am useful, 2. I wish to stay with the constabulary until the end of my productive age, 3. I can leave the constabulary depending on the circumstances, however, no sooner than I can claim the pension.

The respondents are most frequently 1. rather satisfied, 2. rather unsatisfied, 3. very unsatisfied with their respective **service position**.

Question 22 „**What is the development of your social status?**” was most frequently answered as follows: 1. negative 2. unchanged, 3. positive.

Question 23 „**Have you experienced any negative citizens’ attitudes to the constabulary?**” was most frequently answered as follows: 1. Yes, quite frequently, 2. Yes, exceptionally, 3. Yes, permanently.

Question 24, „**How do you perceive the negative attitudes of the public to the constabulary?**” was most frequently answered as follows: 1. I do not care, 2. It hurts me, however, I can cope with it, 3. I am disgusted at it and can hardly cope with it.

The question „**If you were to take a decision now, would you become a policeman again?**” was most frequently answered as follows: 1. rather yes, 2. rather no, 3. definitely yes.

Question 26 „**Are you satisfied with your professional career?**” was most frequently answered as follows: 1. middling satisfied, 2. rather satisfied, 3. rather unsatisfied.

The following answers occurred for the open question (27) „**In your own words, express the facts pertaining to your professional career at the constabulary which were not covered by this questionnaire and which you find highly important!**”:

1. no promotion chances
2. lack of appreciation
3. corruption – favouritism
4. useless red tape
5. assessment by citizens
6. technical facilities
7. legislation and powers
8. human resources
9. better financial remuneration
10. education opportunities
11. improved discipline and observing the laws also by the constabulary
12. improved working conditions
13. decisions of the superordinate contradicting the law

14. changes in the job position tables
15. the questionnaire is inappropriate
16. nothing can be added, no comments
17. the questionnaire will not result in any changes
18. unsatisfied with one's work at the constabulary
19. a larger number of policemen with university education needed
20. the respondent agrees with the questions
21. the respondent does not agree with the questions
22. increased number of policemen.

The most frequent answers included: 1. human resources, 2. nothing can be added, no comments, 3. *better financial remuneration*.

The most important factors in the field of human resources include:

- *human relations, superordinate vs. subordinate*
- *better organization*
- *relations to other constabularies, especially to their staff*
- *improved social and security conditions for the employees and their families*
- *improved information flow*
- *changes in the system of work*
- *improved management and command quality*
- *elimination of senseless commands*
- *possibility to work with people*
- *more relaxation (sleep)*
- *boarding conditions*
- *inspection*
- *more time for paperwork*
- *self-realization*
- *economic sufficiency*
- *loyalty, team spirit*
- *elimination of fluctuation*

In conclusion, we hope in the implementation of the measures reflecting the research results in the shortest possible time.

There are personnel policies which can contribute to change the situation in human resources also in such organization as police corps. For example G.A. Cole (1997) presents more detailed view on personnel policies and improving factors in organization [2].

Human resource managers in Slovak police must use all motivation tools for maximizing work satisfaction of policemen. As the research showed - there are many barriers and rudiments from previous regime. Many traditional values in Slovak police were destroyed. But the improvement in that area is necessary and it is before us, that is great aim of Slovak personnel managers in police corps.

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