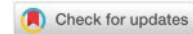


THE RELATIONSHIP OF EMPLOYEES TOWARDS THE IMPLEMENTATION OF THE POLICE-INTELLIGENCE MODEL IN THE REPUBLIC OF SERBIA

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Abstract: The aim of this research is to scientifically describe the relationship of employees towards the implementation of the police-intelligence model using scientific research methods. The police-intelligence model, as an important part of the public security management system working, has been recently implemented in the Serbian security system. As such, it demands certain adjustments and changes within the system in order to adopt the system to the new police-intelligence model. Every organizational change, such as the establishment of a new working method like the police-intelligence model, creates resistance among employees. The main reason for this is the established and traditional working method of employees resisting change, despite the fact that the implementation of such a proactive model, as is police-intelligence, significantly contributes to the increased effectiveness and performance of police work, which positively reflects on the state of public safety in the Republic of Serbia. The research was conducted as theoretical-empirical, combining both theoretical and empirical research methods. However, the results of empirical research indicated deficiencies reflected in insufficient support from strategic and regional level leaders, a reduction in resistance among employees due to the lack of education of all police officers, and raising awareness of the position and the role of all employees in the implementation of the police-intelligence model.

Keywords: employees, police-intelligence model, implementation, change resistance

Field: Social Sciences, and Humanities.

1. INTRODUCTION

The contemporary concept of the world security has dramatically changed in the last two decades (Paunović, 2020). The Serbian security concept has been passing thru these challenges as well. Its integral security system consists of two main elements. The first of them is the external security element, while another is the internal security element that protects the public safety system from anti-social danger factors as well as from other endanger facts (Dostić, et al., 2022). The part of that is related to the innovative approaches needed to tackle these security challenges where the police-intelligence model plays a crucial role. The research of the police-intelligence model implementation in the Republic of Serbia up to now has shown that the functioning of this model could be improved. That means certain functional and organizational changes including the changes in conducting the intelligence work in combating the crime (Racić, et al., 2024). One of the key elements of the police-intelligence model (beside structural and functional elements) includes elements of the model's relationship with the environment, which fundamentally includes: 1) internal organizational environment (internal legal framework, employee attitudes towards the application of the police-intelligence model, legality, ethics, and integrity of employees); AND 2) external organizational environment (external legal framework, multi-sectoral cooperation, and coordination of activities with citizens and partner institutions) (Racic, 2022). This theoretical-empirical research specifically addresses the segment of employee attitudes towards the implementation of the police-intelligence model, which is particularly conditioned by necessary organizational changes as a consequence of implementing new work procedures that are predominantly based on enhancing certain functions of criminal intelligence work through the application of modern information technologies (Tomasevic, et al., 2019).

The degree of readiness of the police organization towards change is conditioned by several factors (Carter, 2009). For example, the choice of organizational self-assessment as a method, will facilitate the process, especially if undertaken to assess the existing state and improvement of police work, compared to rigid police organizations where resistance to change is particularly expressed among the middle management and police officers, which is also characteristic for the establishment of the police-intelligence model (Ratcliffe, 2008). Therefore, organizational changes in the police organization are mainly aimed at adapting the organizational structure to improve their performance, where employees

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represent a key source, resource and subject of change (Janicijevic, 2007).

During the implementation of the model, leaders adhere to the fact: "the police-intelligence model worked there, so it will work here," which is considered incorrect. Hence, it is necessary for leaders to adapt the model to the existing police organization and carry out necessary organizational changes that will help employees objectively identify problems and determine how those problems can be best resolved in reality. Another disadvantage is the basic human tendency to act in a familiar environment. At the same time, it is essential to keep in mind that the police-intelligence model is a proven proactive model and it is not a magical solution for any problem and it cannot be applied where there are organizational problems. Even the best-standardized model will appear ineffective if other state bodies, such as judicial authorities, do not have sufficient capacity for criminal prosecution (Clowes, N. et al., 2013).

Investigating theoretical views, according to Stevanovic's opinion, change is understood as a process of proactive or reactive transformation or adaptation of the organization to the existing or future changes (situations, conditions, needs, expectations, demands, or constraints) in the internal and external (political, economic, sociological, technological, legal, ecology) environment, with the aim of their effective and efficient operation, i.e., survival, growth, or development, compatible with the conditions and demands of the changing environment (Stevanovic, 2019).

2. METHODS AND METHODOLOGY

The research employed general scientific, logical, and empirical methods. Among the general scientific methods used in this research, the comparative and statistical methods were applied. The logical methods included: analysis (descriptive and explicative analysis), synthesis, generalization, induction, and deduction. By analyzing the available literature using the content analysis method in the police forces of developed countries, including countries in the region, it can be concluded that there are no studies whose results pertain to employee attitudes and the subject applying to the support of the management, including the resistance from leaders and employees in application of the implementation of the police-intelligence model.

The survey method was used to obtain the views and opinions of respondents, for which survey questionnaires were created. The survey was conducted on a sample of 109 employees, of whom 85 were male, making up 80% of the total number of employees, and 24 were female, making up 20% of the total number of employees in the police of Serbia ($\chi^2 = 10424$; $df = 1$; $p < 0.001$) in the period from May to November 2022, and 33 employees in the period from January to April 2024. The employees were selected using a disproportionate stratified sample method based on certain criteria, including: professional and experiential characteristics, professional and competent knowledge of the employees in organizational units based on the application of criminal intelligence functions (data collection) and the production of criminal intelligence information.

3. RESULTS OF THE RESEARCH

The results of the conducted theoretical and empirical research are divided into two parts. The first part presents the results of theoretical research, which addressed the problems of employee attitudes towards the implementation of the police-intelligence model in the police of the Republic of Serbia. The second part pertains to the value attitudes of employees regarding the implementation of the police-intelligence model.

3.1 The Problems of Employee Attitudes Towards the Implementation of the Police-Intelligence Model in the Police of the Republic of Serbia

Establishing the police-intelligence model in the police of the Republic of Serbia, in addition to organizational problems, led to the resistance from leaders and employees in its application. The primary reason was the lack of education not provided to all the police officers. The employees were not sufficiently familiar with the criminal intelligence process and the specific tasks they needed to carry out. There were no management groups, and standardized forms were unfamiliar to employees. The introduction of a new term, such as criminal intelligence information, posed a problem for analysts who had previously created analytical reports using established methodologies. Standardizing the form and content of security problem profiles and security-interest profiles required knowledge of modern analytical tools, to identify threats and risks, the projection of the movement of trends, and to provide adequate recommendations. Creating criminal intelligence information took analysts a lot of time, which hindered

the regular performance of specific tasks. Such information was delivered to the management in paper form without being presented to them, thus, having very small practical value.

Operational group meetings for leadership and management were not held according to standardized agendas, which hindered the decision-making process. It was important to fill out the form and draft a report, while the topic of the meeting was not to consider security problems, direct work on a series of criminal acts or misdemeanors, and focus on recidivists. This approach certainly represented resistance among employees.

The formation of a project team for the establishment of the police-intelligence model and the creation of a plan for its implementation influenced the quality of the execution of all functions in the process. This was influenced by the support of the Minister of Internal Affairs, who attended the meetings of the Strategic Group for Leadership and Management during the establishment of the process and emphasized the importance of using the model. By creating the first Strategic Public Safety Assessment and operational public safety assessments in regional police departments, security problems are identified in the territory of the Republic of Serbia, and activities begin to proceed proactively. The project team provided support to leaders of operational groups for leadership and management through continuous presence at management group meetings, holding joint meetings in the form of “round tables,” and through the first conducted evaluations in the application of the police-intelligence model.

3.2 Value Attitudes of Employees towards the Implementation of the Police-Intelligence Model

The results of the theoretical research on employee attitudes towards the implementation of the police-intelligence model were empirically tested by surveying 109 police officers (members of the Strategic Group for Leadership and Management in the Police Directorate and operational groups for leadership and management in 27 regional police departments - hereinafter referred to as the results of the empirical research as “Study 2022”) and 3 main coordinators in the headquarters of the Police Directorate, 4 main coordinators in organizational units in the headquarters of the Police Directorate, and 27 coordinators in regional police departments - hereinafter referred to as the results of the empirical research as “Study 2023.” The aforementioned employees answered the research questions as presented in tables 1-3.

Table 1: Employee Responses in Organizational Units in the Headquarters of the Police Directorate and Regional Police Departments on the Question: “Evaluate the Level of Leadership Support to the Implementation of the Police-Intelligence Model”

Surveyed RPD and OU in PD Headquarters	Avg. value ± SD	Insufficient		Satisfactory		Good		Very Good		Excellent		Total	
		n	%	n	%	n	%	n	%	n	%	n	%
Study 2022	3.00 ± 0.82	2	1.8%	13	11.9%	30	27.5%	46	42.2%	18	16.5%	109	100%
Study 2023	3.62 ± 0.97	5	15.15%	11	33.33%	2	6.06%	15	45.46%			33	100%

Source: Authors’

Analyzing the distribution of frequency of ratings in the observed sample in Study 2022 for the question presented in Table 1, the level of leadership support towards the implementation of the police-intelligence model in the police of the Republic of Serbia was rated by the employees positively in 97.2% of cases with “excellent,” “very good,” “good,” “satisfactory,” and 1.8% rated with “insufficient.” In the observed sample after some time in Study 2023, 84.85% positive ratings and 15.15% negative ratings were obtained, i.e., “insufficient” ratings. It can be observed that there is an increase in the frequency of negative ratings and the absence of the highest rating after some time. The observed samples are dominated by positive ratings of the level of leadership support towards the implementation of the police-intelligence model.

Table 2: Employee Responses in Organizational Units in the Headquarters of the Police Directorate and Regional Police Departments on the Question: "Evaluate the Level of Police Officers' (Executors) Support for the Implementation of the Police-Intelligence Model"

Surveyed RPD and OU in PD Headquarters	Avg. value ± SD	Insufficient		Satisfactory		Good		Very Good		Excellent		Total n / %
		n	%	n	%	n	%	n	%	n	%	
Study 2022	2.75 ± 0.50	6	5.5%	26	23.9%	43	39.4%	32	29.4%	2	1.8%	109 100%
Study 2023	2.99 ± 0.93	5	15.15%	11	33.33%	17	51.55%					33 100%

Source: Authors'

Analyzing the distribution of frequency of ratings in the observed sample in Study 2022 for the question presented in Table 2, the level of support from police officers for the implementation of the police-intelligence model in the police of the Republic of Serbia was rated by the employees positively in 94.5% of cases with "excellent," "very good," "good," "satisfactory," and 5.5% rated with "insufficient." In the observed sample after some time in Study 2023, 84.85% positive ratings and 15.15% negative ratings were obtained, i.e., "insufficient" ratings. It can be observed that there is an increase in the frequency of negative ratings and the absence of the highest rating after some time. The observed samples are dominated by positive ratings of the level of support from police officers for the implementation of the police-intelligence model.

Table 3: Employee Responses in Organizational Units in the Headquarters of the Police Directorate and Regional Police Departments on the Question: "Evaluate the Level of Resistance (Opposition) from Leaders for the Implementation of the Police-Intelligence Model"

Surveyed RPD and OU in PD Headquarters	Neutral		Strongly (completely) Support		Generally Support		Generally Oppose		Total	
	n	%	n	%	n	%	n	%	n	%
Study 2022	19	17.4%	14	12.9%	68	62.4%	8	7.3%	109	100%
Study 2023	-		-		2	6.06%	31	93.94%	33	100%

Source: Authors'

Analyzing the responses of employees to the question presented in Table 3, in the observed sample in Study 2022, the level of resistance (opposition) from leaders to the implementation of the police-intelligence model in the police of the Republic of Serbia, was rated by the employees with the answer "generally support" and "strongly support" in 75.3% of cases, "generally oppose" with 7.3% rating and "neutral" in 17.4%. In the observed sample after a certain period in Study 2023, the positive rating "generally support" was obtained in 6.06% of cases, while 93.94% rated "generally oppose." It can be concluded that there was a significant increase in the prevalence of the response "generally oppose" and a decrease in the positive rating regarding the examined attitude.

4. DISCUSSION

The subject of theoretical-empirical research, whose results are presented in this paper, relates to the attitudes of employees towards the implementation of the police-intelligence model. The results of theoretical research on employee attitudes towards the implementation of the police-intelligence model revealed: 1) that the support of leaders at the strategic and regional levels is a crucial condition for the

successful implementation of the police-intelligence model; 2) that reducing resistance among employees presents a crucial process of educating all police officers and raising awareness of the role and the position of all employees in the implementation of the police-intelligence model.

Based on the conducted theoretical-empirical research, it can be concluded that the attitudes of employees towards the implementation of the police-intelligence model in the police of the Republic of Serbia can be improved by organizationally adapting to the requirements of police work based on the application of the police-intelligence model, which requires the following (organizational) changes: 1) the support of leaders and executors is a key condition for improving the functioning of the police organization, i.e., the effects (results and performance) of its work based on the application of the police-intelligence model in the police of the Republic of Serbia; 2) reduced resistance (opposition) from leaders and police officers (executors) is a key condition for improving the functioning of the police organization, i.e., the effects (results and performance) of its work based on the application of the police-intelligence model in the police of the Republic of Serbia.

5. CONCLUSION

Successful mechanisms for reducing resistance to eliminating the negative consequences of organizational changes are predominantly based on providing adequate communication and education to police officers, providing information on the usefulness of the model, ways of its successful application, and its effects on the police organization. Namely, organizational changes through the application of the police-intelligence model relate to those police officers who directly and indirectly apply the model in their daily work, so it would be desirable for such police officers to participate in the implementation of the model. During the implementation of the model, some police officers may resist changes, which requires negotiation and the establishment of a common agreement, especially when police unions are involved. Therefore, the support of leaders at the strategic level is an important factor for the successful application of the model, especially when middle and operational level leaders express opposing views and opinions.

In line with the described research results, it can be summarily concluded that the functioning of the police organization in the Republic of Serbia can be improved by organizationally adapting to the requirements of police work based on the consistent application of the police-intelligence model, which implies appropriate (organizational) changes supported by the attitudes of employees towards that work, with the aim of gaining their support for changes and weakening their resistance to changes.

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