MANAGEMENT OF ORGANIZATIONAL CHANGE IN PUBLIC INSTITUTIONS IN THE DYNAMICS OF INTERNAL AND EXTERNAL SECURITY TRANSFORMATION

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Abstract. *The scientific paper aims to present the organizational change of the institutions in the law enforcement system due to socio-economic factors, legislative policy, and internal or external threats and risks to the state's security as a whole. In the current socio-economic context, characterized by the unprecedented depth, complexity, and pace of technological, social or any other evolution currently taking place, law enforcement organizations operate in a dynamic and complex environment from the perspective of fulfillment / non-fulfillment of the assumed objectives that justify their existence, the ability to adapt to changes in the internal and external security environment has become a fundamental condition for their success and, in most cases, a condition for their good resilience to the impact of changes in the security environment in which they operate. The law enforcement authorities within the Ministry of Internal Affairs are permanently challenged to adapt to these changes and how they carry out their activities. The human perspective in the process of organizational change is fundamental because people in a law enforcement institution, even if it has a strong formal character, strictly regulated by law, everything relates to the human factor, these are those whose behavior determines certain organizational changes that can be made and what expected results will be obtained because of this process. This is due to the fact that organizations of all kinds, including those within public authorities, are first and foremost human systems.*

Keywords: *Management; Change Management; Security Environment; Strategic Leadership; Organization.*

Introduction

The global society acts on the organizations that are an integral part of it, which, in turn, influence its evolution. The interactions are reciprocal and the external and internal security environment, in the case of law enforcement institutions, permanently influences them in the way of development and adaptation to change, so these organizations also change to meet the role of ensuring individual and collective security for which they were created. (Pîslaru, 2020)

Change management plays a key role in the process of transformations taking place in contemporary society. Law enforcement authorities are facing major, sometimes fundamental, changes given the innovative technologies and the importance of public service delivery.
As an entity, change within a law enforcement organization involves its connection with the environment in which it acts to achieve its objectives.

Romania's transition from a totalitarian communist status to a constitutional democracy based on Euro-Atlantic values meant, from the perspective of transforming and modernizing law enforcement institutions, components of the national security system, a continuous adjustment of the organizational framework, imposed by socioeconomic factors, economic and legislative policy, as well as internal and external security threats and risks as a whole. In this context, the institutions within the Ministry of Internal Affairs have undergone a process of continuous organizational transformation, as a result of their adjustment to be able to have a certain degree of organizational resilience, of continuous adaptation to the internal and external security environment, so that it can assume the role of a factor of balance and stability in maintaining the rule of law.
The formula for organizational change is based on the following considerations: it is made in accordance with the strategy of the organization and the organizational environment, changes at the organizational level act both individually and collectively, changes at the level of individuals or groups of professionally structured individuals are a specific organizational behavior.
Organizations can undergo transformations in almost every aspect, structural, human resources, objectives, mission, and strategy.
Organizational change in law enforcement institutions is a systemic process, which means their response to the action of external factors but also acts in the sense of internal organizational factors, representing the organizational climate.

Literature review

The scale of the changes in the current security zone, predisposed by global changes, can easily translate into major security threats (eg threats of the current COVID-19 pandemic). The effect can significantly reshape the current security systems, impacting both the internal and external environment of any organization moreover they can degenerate into major crises such as the crisis of some essential sources (food, environmental pollution, energy, etc.). The "golden rule" of organizational change is the process of change, as a result of the accumulation of knowledge at the level of managers who will adapt their own behavior, working methods, and attitudes, in a way that determines the process of change of their subordinates or those in the lower echelons. (Rousseau, 2022)

Methodology

A key method used to understand the change from the perspective of the human factor is the Kurt Lewin model. The basic stage of this model is the advance toward change in which management and human resources begin to implement new relationships, methods, and behaviors.   (Stefanco, 2019) Organizational change within law enforcement institutions cannot be applied using a simple model but a number of useful rules can be implemented, an essential condition being harmonizing the measures and processes of the organization's transformation with its activities and management processes.

Results and discussion
Organizational change in the institution of the Mystery of Home Affairs

The magnitude of the changes in the current security zone, influenced by global changes, related to the dynamics of translating some security threats (eg threats of the current COVID-19 pandemic), which had the effect of modifying current security systems, affects both the internal and external environment, taking into account that they can degenerate into major crises such as the crisis of some essential sources (food, environmental pollution, energy, etc.). In such a situation, many leaders of organizations may be left without alternatives in adapting their organizations to the interaction of factors that have the ability to affect the organization, from an economic, social, or political perspective and that may lead to a decisive decrease in responsiveness and resilience of any law enforcement authorities in terms of effectively responding to these threats to the environment in which they operate. Organizations do not change because of a lack of or unstoppable change, but because they are part of a complex system of development and they need to respond to environmental changes, legislative, functional, and other requirements; opportunities, and changes that are imposed by the fulfillment of the purpose for which they were created. (Platon, 2021)

People need to be persuaded to accept the changes, which in the first stage may appear purely technological or structural, but which will affect them irreversibly in some way. Adapting to organizational change also means shaping the human factor from several perspectives such as acquiring new knowledge, implementing and processing new categories of information, and changing the attitude towards the values and objectives of the institution as an organization. The change of values and attitudes is vital in a situation where no real change can be made without the change of attitude of the human resource. (Pîslaru, 2020) A useful concept model referring to the change from the perspective of the human factor was developed by Kurt Lewin, a sequential model, the stages of which are represented in Figure 1.
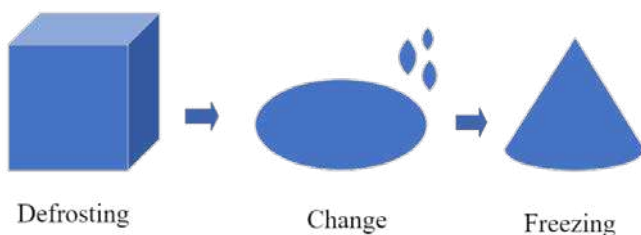
Figure 1. Kurt Lewin change model
(**mindtools, 2022**)

Defrosting means a state of "organizational unrest" consisting of dissatisfaction, fear, and discomfort. The intensification of this process usually involves a higher degree of tension than usual, which has the effect of the need for change.

The basic stage of this model is the advance toward change in which management and human resources begin to implement new relationships, methods, and behaviors. (Stefanco, 2019) Freezing occurs when the individual who has changed in the context of organizational transformation notices this situation on their own initiative. There are four levels of change as shown in Figure 2.

Figure 2. Levels of change
(Pîslaru, 2020, p. 70)

Changes in the external and internal environment usually impact the change of the human factor in an organization. Changes in the area where an organization operates can positively or negatively impact changes in employee behavior, especially in the Ministry of Internal Affairs, as they are in constant contact with the external environment. (Pîslaru, 2020)

Change management in the institutions of the Ministry of Internal Affairs
Organizational change within law enforcement institutions cannot be applied using a simple model but a number of useful rules can be implemented. An essential condition would be harmonizing the measures and processes of the organization's transformation with its activities and management processes. There is a possibility of competition in the achievement of complex objectives in the event of a shortage of qualified human resources, so that in a short period of time there is a possibility that some people may be required both to plan or prepare for change and fulfill current duties. The situation becomes complex, in organizations that are undergoing major changes, such as in the case of a major structural reorganization or implementation of new working technologies (digitization, automation of processes, etc.). This technology requires a major structural adjustment and a strong point is to prepare the human resources to use new technologies efficiently, without too many errors in their exploitation, and by getting the expected results in a timely manner. (Rousseau, 2022) A second applicable rule is that managers need to establish the concrete change measures that need their guidance and decide on how they will be directly involved in taking action that can underpin the transformation of their own organization.

In large institutions, such as the Ministry of Internal Affairs, top management cannot be directly involved in all changes in the organizational environment, but some changes must be coordinated directly, or appropriate explicit or general solutions must be found in which support can be provided at all levels of the organization. A third rule refers to the various processes of organizational change being harmonized with each other. Sometimes there are situations in which various structural components work together on similar issues (for example the implementation of new technologies for processing and analysis of information), in this situation may come proposals that are not necessary to fit into the general management policy as well as some procedures, standard methodologies or which may require the allocation of very large resources. The fourth aspect presupposes that, in order to coordinate the organizational change, it is necessary to work taking into account its various aspects of technological, structural, procedural, human, psychological, organizational, policy, financial nature etc. This is a fundamental responsibility and the most difficult organizational change management task. This process involves the involvement of specialists who usually try to impose punctual but essentially limited opinions on complex and multidisciplinary issues related to redefining the objectives of the law enforcement organization. The fifth aspect assumes that, in order to coordinate change, management needs to decide on the use of different methods and techniques to approach change that will give a good start to this process, guarantee the defeat of resistance and improve its effects, until full consensus on the achievement of the objectives of change, to guarantee the cooperation of the human factor in the real implementation of change. (Pîslaru, 2020, p. 76) Any stage of organizational change requires a good start to the process. The entities involved in the change have the role of promoting organizational values the innovation, experiments, and the spirit of initiative in the field of activity. For management, these organizational values not only mean accepting deviations from the routine and organizational "tradition", but also accepting that this goal cannot be achieved without considering the associated risks. It also means pursuing a staff policy to encourage and motivate innovation, giving the good ones the opportunity to work, to enhance their professional skills, thus highlighting the very good results of the staff and using those with outstanding performance as examples to indicate the level of performance and achievements of the organization.

According to the literature, it can be said that management functions can be a so-called essence of leadership so these functions could be a necessary and sufficient condition for the proper conduct of management processes as represented in Figure 3.
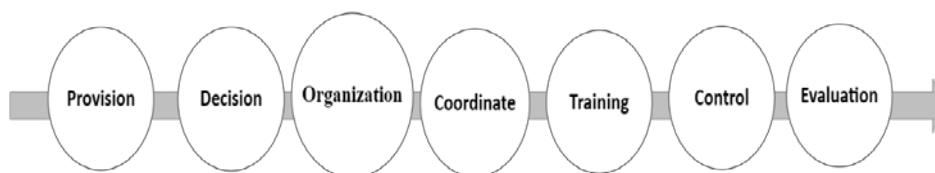

Figure 3. Management functions
(Marinescu, 2019, p. 94)

Training, as a function of management, represents the totality of the work processes through which it determines the institution's staff to participate in setting and fulfilling the objectives, taking into account the factors that motivate them. The role of the training function is to get involved as deeply as possible, as efficiently as possible, and

to achieve the proposed objectives. The foundation of training is motivation, which aims to meet the needs and interests of staff. The quality of staff motivation results in the fulfillment of management functions. Approaching motivation from a modern managerial perspective involves the elements that intervene in the motivation process and the system of material interests representing social needs. In addition to material interests, other non-material elements that influence people's behavior must be considered. By identifying and meeting the needs of each official, participation in work is encouraged and the personal needs of officials in those organizations are synchronized. (Marinescu, 2019) Knowledge is considered to be the intangible resource of the organization and it is more difficult to use efficiently and effectively. Knowledge in an organization aims to provide goods and services for consumers to meet their needs. Knowledge management is represented by the managerial process through which the formation of knowledge is developed and organizational dynamics are obtained, in relation to the organization's standards. (Brătianu & Bejinaru, 2019) Successful knowledge management requires balance and coordination between the top-down articulation of policies, bottom-up cultivation, and the evolution of practices and culture in the workplace. (Caroll, și alții, 2003)

Knowledge management is one of the components of the managerial process, which represents the link between operational and strategic management in an organization. Strategic management aims to make decisions for the future and operational management is characterized by a given time in the calendar year.

The implementation of knowledge management within organizations is characterized by the knowledge that is the dominant resource and their management must form a specific field, cursive and with new responsibilities. In the book Strategic Management, the authors define the organization as "a group of people in their own organizational structure, who work together to achieve goals in order to obtain a product or service for a customer." (Oprean & Țîțu , 2002, p. 3) One of the criteria for separating organizations is the quality of knowledge, which they use in order to produce something that has value on the market. Therefore, more or less developed aspects of knowledge management are found in many organizations, without gaining the coherence necessary to define a new management process.

Knowledge is the most important intangible resource. People are constantly generating new knowledge, which means that they are inexhaustible, and through their use, they are not consumed. A very important aspect to consider is that human intelligence is the only one that can process knowledge, this activity cannot be done with the help of technology, including computers. Computers only process information or data, while knowledge is generated at the individual level, which has the ability to develop at the group and organizational levels. The vision of knowledge derives from the company's strategic thinking, respectively, from the vision of its managers. Development strategies are based on the vision of knowledge. Efficient leadership is represented by a leadership model well adapted to contemporary society's new requirements (high mobility, permanent reorganizations, the crisis of the traditional values system, and globalization). The leadership style is characterized by the way in which the manager decides to influence other people in the planning, organization, and control process. Leadership style influences the organization in which it is practiced in several directions: the level of intellectual productivity and work of the led group, psychosocial

relationships in the center of the group, group cohesion, subordinate behavior, and level of personal satisfaction of group members with the organization.

Increasing the efficiency of leadership styles is an important concern of the theory and practice of organizational management. Although numerous studies have been carried out in this field, it has not been possible to formulate universally valid principles, the observance or practice of which will certainly ensure increased management efficiency. Forming a foundation to support the functional structure of knowledge management, creating dynamic structures that accelerate the dynamics of knowledge and confirm the use of knowledge management to the long-term economic success of the company.

Strategic leadership in the management of the organization

Leadership is the process of influencing the behavior of others and influencing them to act in a certain way to achieve goals. Strategic leaders create organizational structures, allocate resources, and impose a strategic vision. Strategic leadership refers to the potential of a manager to have a vision for the organization and to motivate the organization's members to accept this vision, the main benefit being productivity. (Tonie, 2016)

Leadership involves overcoming the professional duties of the job in order to influence the behavior of others.

Managerial education is the most representative block of knowledge based on conceptual skills. A manager must have a solid knowledge of management models and techniques and the different ways of organizing, planning, deciding, and controlling.

A good manager must have psycho-pedagogical knowledge, general knowledge, technical knowledge, and the ability to understand the trends of major change.

Leadership is the essential element of life, the key strategic element in streamlining the organization. Life is also part of an organization, for which the organization and management of work is an objective necessity. (Frunzeti, 2013)

The success of organizations is influenced by how they lead, by the efficiency of talented leaders and those imaginative people, full of perseverance, and curiosity, focused on ideas, able to encourage diversity, and with a continuous willingness to turn the vision into reality. (Tonie, 2016) Messages to be persuasive, to be decoded by the consciousness of the recipient of the communication, must use human terms, not technical, to obtain a connection with the recipient of the message. In order to formulate such messages, communicators have a duty to manage their emotions and to have a series of personal and interpersonal (social) emotional traits.

In conclusion, the emotional state of the team is consistent with the emotional state of the leader, a phenomenon known as "emotional contagion" and thus influences motivation, absenteeism, performance, stress, and exhaustion. The positive link between the leader and employee communication presupposes the leader has emotional and social skills. A first competence would be the ability to meet the difficulties employees face both at work and in private. People relate in order to satisfy each other's need for friendship, collaboration, support, etc. The strong point of a positive relationship is the reciprocity in satisfying these needs, which is why it is necessary to identify them by understanding their own emotional states and those of the interlocutor.

Another aspect of the strength of a relationship is the exchange of information related to emotions and feelings. This connection represents more than sharing information that refers to facts, data, figures, names of people, etc. Interaction also involves disclosing personal information with an impact on the relationship and purpose of communication, through self-disclosure, listening and interactive speech, and giving and receiving feedback. Simple, honest, human language is relevant in the relationship with the interlocutor, it influences his ability to react and in turn, influences the ability of the person who initiated the communication to react. Knowing this mutual influence, the emotionally intelligent leader will have the opportunity to anticipate the interlocutor's manifestations and will adapt his message to the advantage of the relationship with employees. Leadership involves an attitude that, in difficult, uncertain situations, such as the COVID-19 pandemic, must act through controlled vulnerability (relevant to the purpose) and truthfulness. Awareness of our behavior and empathy define us and make us good partners, leaders, and core members of society. Emotional, personal, and interpersonal intelligence is a key element in forming more self-aware and empathetic leaders, who are aware of all interconnected connections and ensure the systemic well-being of all, by being better communicators.

Emotional intelligence can be defined as the ability to control, be aware of, and manifest personal emotions, and coordinate interpersonal relationships effectively and empathetically. (Goleman, 1998)
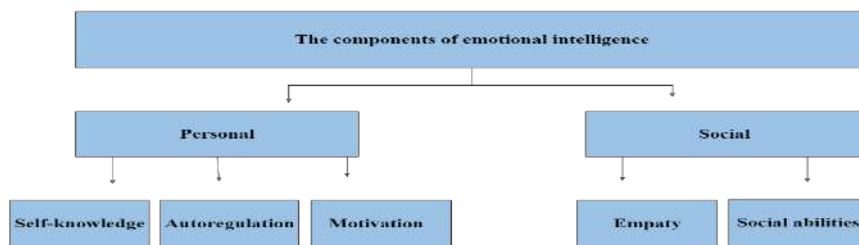

Figure 4. The model of emotional intelligence after Daniel Goleman
(Bîtcă, 2019, p. 110)

The COVID-19 pandemic had an effect on the emotional states of both employees and managers, suggesting that mental resilience and the ability to return in a short time from stress and trauma, has a positive impact on job satisfaction and involvement, for the welfare of the organization. Emotional intelligence manifests itself in adaptability, emotional intelligence, and social style. The management of employees' human, social, and mental resources is based on understanding how they think, act, and react to properly coordinate how we behave. The aim is to obtain an atmosphere that offers employees well-being, resilience, and performance at work. (Cândea, 2021) Managerial experience starts with professional experience. A very important aspect of managerial experience is the position's stability. Psycho-pedagogical knowledge is determined by the fact that the manager does not directly solve the organization's objectives but through people. From this point of view, he needs human knowledge and skills in order to be able to determine the subordinates to do what he wants. Practicing management in a modern organization involves a high level of language, a well-developed vocabulary,

and a good perception of the use of concepts and theories. Scientific research work, inseparable from this activity, shows that the intellectual level associated with the profession involves having an advanced level of knowledge that allows expressions to be understood by other people, who usually have a simpler view of the organization and its purpose in society, technical knowledge or concrete aspects of the work they lead. Increasing the company's interest in managerial responsibility and ethics is another aspect that managers need to understand. Also, the leadership process involves having several skills. Conceptual skills: the manager's ability to see the organization as a whole, to know the position of each department in the organization, of the organization in the community, and the ability to think strategically and make long-term decisions. Human skills: the manager's ability to work with and through people, to be effective as a member of a group, to motivate people, and to get involved in conflict resolution. Technical skills: understanding specific tasks, knowledge of methods, techniques, and equipment involved in production, finance, or marketing. (Tonie, 2016, p. 83) It is important for the manager to have all the knowledge in these areas necessary to form an effective style. (Alimo-Metcalfe, Alban-Metcalfe, Bradley, Mariathasan, & Samele, 2008) Manager training requires a multi-level leadership style. A manager with poor professional training will choose mainly an authoritarian style, avoid consulting his collaborators, be surrounded by incompetent collaborators, and be influenced by the upper echelons. A manager without knowledge of interpersonal relations will not consider these aspects and will focus on the technical-productive aspects, of the objectives. A competent professional manager will have the opportunity to recognize the professional skills of subordinates, will consult them, and propose the promotion of those competent. A manager with sufficient knowledge in the field of social and human sciences will aim to create a pleasant working climate, his activity will be focused not only on the technical-productive objectives, but also on the social-human ones. (Pendleton & Furnham, 2013, pg. 1-14) Taking into account certain personality traits and under certain social conditions, knowledge of social sciences and leadership can lead to a benevolent, democratic, or technocratic style and the manipulation of social and human aspects in order to maximize production results. As with other factors, the influence of training level on leadership style must be correlated with the influence of other personal and situational factors.

Conclusions

Organizational change, at the level of conception and managerial action, within the authorities of the Ministry of Internal Affairs, must ensure continuous organizational transformation through knowledge and their adaptation to the environment of action, based on the adoption of strategies, programs, procedures for organizational transformation, with the principles of the rule of law and law enforcement, the adoption of objectives and missions that correspond to their structural and human resources policy dimensioning.

Adopt measures to improve the management of organizational transformation, comprising mainly:

> ✔ a coherent legislative policy, which should provide the legal framework for organizational change;
>
> ✔ the adoption, by the persons with management and coordination functions from the Ministry of Internal Affairs, of an anticipatory,

        participatory managerial behavior, of management and organization of specific work, as well as of promoting well-trained, well-motivated human resources to ensure resilience organizations in the field to any major change in the security system;

✔ active participation of civil society, through its leaders, in the initiatives of organizational change of the institutions of the Ministry of Internal Affairs, in the hypothesis that it can contribute to adjusting the objectives and mission of these organizations in the spirit of promoting universal values of protection of fundamental human rights and freedoms. law enforcement.

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Ideally, a manager should configure his or her leadership style according to the circumstances. This is not usually the case in most organizations. Most managers remain in a certain leadership style, regardless of the situation. A very important aspect is the flexibility of the leadership style for a successful manager. Knowledge of leadership styles, from different perspectives, is a benefit for a manager. First, it gives them the opportunity to identify their weaknesses and strengths. Secondly, it allows him to understand the behavior of employees. Although it is difficult for a leadership style to reach perfection, it can tend to crystallize such a style. In general, the differences are made according to the best marketing formulas, but in the end, it is the leadership that makes the distinction between successful organizations and those that face failure. The activity performed must not only be additional, and diligent, but intelligent, ingenious, and different.

The success of a change that transforms the organization will depend on its leader's vision in relation to developing a strategic plan.
Standard models, especially those of specific command and control in the Ministry of Internal Affairs, simply do not work. Group leaders must act decisively, but never arbitrarily. They must make decisions without limiting the autonomy perceived by the other participants.

Creating and maintaining an atmosphere where others can leave their mark on the universe is the creative act of the leader. The leader understands and puts into practice the power of appreciation.

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