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STRATEGIC MANAGEMENT THEORY
AND PROCESS OF DECISION-MAKING
IN POLICE WORK

Police as the organisation's internal culture is largely determined by its overall work efficiency and create public confidence in fair trial.

This article is to identify theoretical aspects in general decision-making of the police officers in the perspective of strategic management theory.

Процесс принятия решений в работе полиции в рамках теории стратегического управления

Внутренняя культура организации полиции во многом определяет общую эффективность ее работы и формируют веру общества в справедливый суд.

Цель этой статьи – определить теоретические аспекты принятия общих решений в разрезе теории стратегического управления.

Ewijk (2012) points out that the police are one of the most incomprehensible modern administrations. With the police as an institution related problems senior police leaders are required to have not only direct leadership skills in order to maintain staff morale and discipline, but also the strategic management skills to initiate and carry out long-term changes in development of the institution in order to maintain the existence of the organization in constantly changing society's expectations.

Law enforcement institutions are responsible for the use efficiency of the laws and regulations in relation to the society and a good, effective police as an organization includes the values on which it bases its activities. Based on Latvian law "On Police" Article 1 " The police are an armed, militarised State or local government authority, whose duty is to protect from criminal and other illegal threats life, health, rights and freedoms, property, and the interests of society and the State." Followingly Latvian Republic State Police structure and work of the organization is determined by the State Police Regulations No.2. Clause 3 of the Regulations provides for a unified hierarchical system, where one official is subordinate to another official and according to Order No. 336 of the Ministry of Education of June 3, 2004, The professional standard, one of the core tasks of the Senior commanders (senior officers) is to participate in the State Police development strategy planning, organization and management of the police authorities or other official body's operations, thus fully taking part in the basic idea of the strategic management theory – to emphasize the leader's role in the organization, not the role of the organization in action of the leader (Beatty and

Quinn, 2002; Boal and Hooijberg, 2000). This theory states that the key role of strategic direction is to its leader (Hagen et al., 1998; Hitt et al., 1998).

Compared with the operations management, strategic management is more focused on anticipating and ongoing long-term changes (Beatty and Quinn, 2002; Guillot, 2005), and strategic management leaders face with temporary and virtual operating environment (Ayoko and Härtel, 2006; Boal and Hooiberg, 2000; Brown and Posner, 2001; McCallum and O'Connell, 2009; Self and Schraeder, 2009).

Leadership researchers' strategic management define as a complex process that includes thinking, action and influence skills through the organization's long-term prosperity (Beatty and Quinn, 2002). Thus, strategic leadership theories are more relevant to the management of the "about" than "into" the organization (Boal and Hooijberg, 2000). While it is difficult to identify all the areas of strategic management (Guillot, 2005; HiTT and Ireland, 2002; Marques, 2010), which may be identified, however, common elements of different definitions could be found. Consequently, the "long-term vision" and "strategic change" constitute the essence of the concept of compromise (Covin and Slevin, 2002; Hagen et al., 1998; Ireland and Hitt 1999; McCallum and O'Connell 2009).

Based on their observations, to several thousand of top managers in business, Stumpf and Mullen (1991) found four most common elements that are associated with effective strategic management: (1) the developed skills in thinking and strategic action, (2) understanding of the non-linear and long-term strategic management processes, (3) at all times and regularly put forward a small number of key concepts and (4) are aware of and use their personal style and its impact on subordinates. Based on these elements, this management style leader must possess the ability to see organization's development or degradation in the long term and is able to take decisions which in today's point of view will be able to build the long-term development of values adopted by an organization. Thus, e.g., Tyler and Lind (1992) indicate that the authority reliability, neutral procedures and respectful treatment factors, the company does not question the justice of decisions. Consequently, if the institution employees feel respected, they will understand the organization's decision-making procedures and will take the final decision (Tyler Callahan, Frost, 2007).

Such a principle – driven organization compose an effective strategic management that includes six critical components (Hitt et al., 1998): to set strategic guidelines, to use and maintain basic components, to develop human capital, to maintain effective corporate culture, to emphasize ethical practices and to establish a strategic management. However, according to Lewis and Jacobs (1992) persons who do not have sufficient leadership skills, may not achieve its strategic organization peaks. Leader's own made decisions can ruin the set objectives and tasks of the organization. Impartial decisions are made on the basis of factual evidence rather than personal opinion, speculations or subjective guesswork. Thus, the decisions made which basic principle is honest, open, and reasonable and standardized – a unified decision-making process of the relevant police department or police around, eliminates bias

and unfairness sense in police officers. Although the leaders are unable to control the strategic environment in which the organization operates, they may affect the interpretation in the relevant organization and, consequently, decide on strategic issue making and organizational activities planning (Fairhurst, 2005).

Articles 15 and 17 of State Police Regulations of the Republic of Latvia stipulate that the executive management team has to plan, manage, organize, monitor and ensure the performance of the tasks, as well as make decisions and provide proposals for subordinate officials. Thus, already in regulatory documents, it is established that the police leaders must have strategic thinking and the ability to build the organization's performance in the long term.

As Böttger and Barsoux (2009) observed, the transition from functional leadership roles to strategic is one of the most difficult tasks in the leader's career. This is due to the fact that the critical tasks of the "top" leaders in the strategic apex are qualitatively different and very complicated. Unlike functional leaders who are organizationally and functionally oriented, strategic leaders operate between the organization and the external environment – society (Hambrick and Finkelstein, 1987; Phillips and Hunt, 1992). Stoļarenko (2003) points out: the higher is the position, there is a tendency to pay more attention to foreign policy issues of the organization, as a result, and the official in the organization ranks the position of "head" in the state instead of "head" in the organization. As a result, police officers tend to become cynical, alienated, frustrated and unhappy, because it is observed that the police leader is required to achieve the goals that are considered to be contradictory and unattainable.

Therefore, the Author agrees with Meaklim and Sims (2011) stated view that the police leaders in problem solving involve compromises and that they constantly need to check and re-check whether choice is made in accordance with their personal and collective moral and ethical positions, reinforcing the notion that managers need a strong ethical and moral character.

Followingly police work requires a management approach that is different from other organizations and is able to realize the "command and control" principle. The current problem is the establishment of effective leadership - to get away from the existing leadership models, which often do not allow being effective leaders. Research has shown that the biggest challenge of the "top" leaders is to anticipate and propose changes which are considered to be "hyper-storm" in the work environment (Ayoko and Härtel, 2006; Brown and Posner 2001; Schraeder and Self, 2009).

Thus, it can be concluded that for the heads of the police departments for an effective outcome need contentment, compassion, empathy and positive thinking. This statement is in line with many existing management theories, including the transformation/charismatic leadership style, authentic leadership and subordinate theories, which emphasize the interactive relationship between leaders and subordinates (Bennis and Nanus, 1997; Gardneretal., 2005; McCallum and O'Connell, 2009).

Police chief must provide essential value or clear concept of the department throughout the organization. To do this, there must be a system that promotes effec-

tive communication on these values. It is possible to realize recognizing and useing the informal organization structure. This is important because, parallelly to the formal structure, values are sent through informal processes – myths, legends, metaphors and key individual – a police officer. In the police leadership the most crucial elements are morality, ethics and values.

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