

## **Images of Change Management Concept, Vision and Direction of Change in Royal Malaysian Police (RMP): An overview**

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**ABSTRACT:** *This study gives an overview regarding images of change management in Royal Malaysian Police (RMP) together with the vision and strategic of change. Besides, this paper also helps to describe how RMP can manage their employees work quality towards effectiveness, efficiency and increase productivity in order to reach the highest level of customer satisfaction.*

**KEY WORD:** *Images of Change Management, Vision, Direction of Change, Royal Malaysia Police, Organizational Change Management*

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### **I. INTRODUCTION AND LITERATURE REVIEW**

There are rapid changes happened in organization nowadays. Basically, the concept of organizational change more focuses on the organizational wide change that includes the change in terms of mission, restructuring operations, collaboration, merges and others. Organizational change defined as organizational transformation (Kotter and Schlesinger, 2008). Even though there are studies conducted and acknowledge that change is just a process and a need to go forward, some people are still hardly to accept the change. Most of the people are having their resistance to change. This is because employees will start to have the stress, lack of confidence and nervousness when there are organizational changes such as restructuring, merging, and downsizing (Nicolaidis and Katsaros, 2007).

There are few reasons that make employees are hardly to change. Employees are concerned about their employment, wealth fare, own benefits after the change. This is happen because the feeling of insecurity whether the organizational change would bring a good or bad impact towards their employment benefits. Moreover, fear and uncertainty will cause the employees hardly to change (Duck, 1993; Pietersen, 2002). Employees' motivation are very important for helping organization to achieve good reputation, result and profitability.

The successful ways in measuring the organization management system are through efficiency, effectiveness, quality and productivity of products and services offered by the organization (Rojas, 2000). The efficiency of an organizational can be measured from the aspect of the quantity input used by the organization to produce a unit of production or service. The organization can ineffective when it fails to achieve its objectives or goals due to poor implementation of the plan and strategies. Other reason is the management fails to predict the organization's change more accurately (March and Sutton, 1997).

Processes and goals are two key elements of management in carrying out systematic work and acquire certain relationships between activities and other activities so that all the goals of the organization can be fully achieved. Without proper management, many problems may arise both financially, in processing and in inventory (Shenhav, Sharum and Alon, 1994). We have heard from the mass media regarding some business organizations in particular who have failed not simply because of competition but because of the turbulence in the organization itself. Among them is the lack of mutual understanding between superiors with subordinates, improper planning and predictions, resource wastage or misleading structural arrangements (Neely, Gregory and Platts 1995).

Management defined generally as the process of planning, organizing, directing and controlling the efforts of members in the organization and using all the resources of the organization to achieve the organization's goals (Donald Reid, 1995). Management also can be defined as the process of coordination and influence on organizational operations to achieve the well-set goals with full commitment. Management is required in all organizations, regardless of whether the organization is large or small, governmental or private. Management functions are not only a responsibility of a general manager or director but also the responsibilities of heads of divisions or supervisors within the organization (Denison and Mishra, 1995). We have heard such

words as "The problem arises from the management". Such statements are intended for those who are top-level in the organization, whereas the weaknesses and problems arise from all parties at the management level.

## **II. IMAGES OF CHANGE MANAGEMENT**

Change is happening all the time and everywhere (French & Bell, 1995). Nothing is strong enough to resist change from happening and maintaining the same condition and situation in the era of change. Humans, cultures, communities, the globe, including everything is subject to change. Change is undeniable for organizations for whatever reasons are given. Organizations need to change for surviving and to become effective. There are different reasons such as time, scope, and others that should be considered before making a change. It is important for manager of certain organization to really understand and able to change the organization effectively.

Scope is one of an important part. In certain situation, managers have to take into consideration regarding the degree of change that they are planning to apply in their organization. Moreover, before changes are made, it is crucial to clarify that resources available in the organization such as time, money, and number of people involved are playing an important aspects (Pettigrew, 1987).

Change is become more fearful and complicated in some organizations such as police departments. This is because of their bureaucratic structure, the nature of police work (Carter, 1995), and the task environment (Zhao, 1996). The bureaucratic structure basically implemented in police departments is essential to enforce the laws effectively and to control the staff (Bayley and David, 1996). According to Bayley and David (1996), bureaucracy stands on four legs; hierarchy, division of labour, accountability and regulatory system.

According to the hierarchies of police organizations, the centralization is widespread and only top management is authorized to make decisions that affect the whole organization. Police officers and supervisors are held accountable to their superiors for their duties and tasks. Even though hierarchical structure may have some questionable advantages, for example reducing internal dissonance and ensuring uniformity and continuity of police services through the extensive rules and regulations (Rabin, 2001), overall it is criticized for impeding organizational change and for having a negative impact on adoption of technology and innovation (Kimberly & Evanisko, 1981).

The Royal Malaysia Police (RMP) took its current name upon the formation of Malaysia in the year 1963. It is a federal institution, led by the Inspector General of Police (IGP). Regularly, the functions of RMP involves largely in law enforcement, order maintenance and services to the public. The Royal Malaysia Police (RMP) is a Malaysia police force comprising of officers and members of various ranks. The headquarters is situated in Bukit Aman, Kuala Lumpur.

This organization is centralized that all forms of policing from general duty police to intelligence are under its jurisdiction. PDRM has eight departments namely the Criminal Investigation Department, the Narcotics Criminal Investigation Department, the Department of Internal Security and Public Order (KDN / KA), Special Branch, Commercial Criminal Investigation Department, Management Department, Special Task Force and Logistics Department.

These departments are led by directors of Police Commissioner (General of the Three Stars). Generally, the Management Department is responsible for management and administration matters of RMP. The divisions and functions are as below:

No.	Departments	Functions
i.	The Criminal Investigation	Plays a role in the investigation of criminal cases and conducts the arrest and prosecution of offenders.
ii.	The Narcotics Criminal Investigation	Responsible for the investigation and prosecution of cases relating to the problem of distribution and drug abuse.
iii.	The Commercial Investigation	Conducting investigations, arrest and prosecute white collar criminals
iv.	The Logistics	Supports PDRM in terms of finance, supplies, armaments, etc.
v.	Internal Security & Public Order	Serves as the operational wing of PDRM
vi.	Special Branch	Responsible department in the collection of information and security intelligence.

There is also a clear division of labour (functional differentiation) in police departments. This study objective is to give a review about the concept image of change management, vision and direction of change of PDRM in order to enhance the operation and management of PDRM. This study focuses in terms of strategy, implementation using the framework presented by Kelman (1987) and Moore (1995). Moreover, police departments play an important role in a society. They are "significant, even essential and public agencies" (Moore and Braga, 2003).

### **Change Management in Improving RMP**

The operational process in RMP including the process of “capabilities and orientation of the officers, policies, culture and its procedures”. Police organization production processes emerges from the particular way that individual officers do their work (Moore, 1995:222). The main problem with RMP is they are having poor “operational management”. This problem lead to more serious consequences such as corruption, abuse of power, deaths in the police custody and having high incidence of crime. This issue resulted in decreasing the confidence and trustworthiness among public.

Regarding to this situation, Human Resource Management (HRM) including job design that is, Standard Operating Procedures (SOP) plays and important roles (Kelman, 1987). In order to maintain good performances, any organization must “use and adjust their organization’s administrative systems that is, their structures, policy making processes, control mechanisms and personnel systems” (Moore, 1995:222). In this situation, RMP not really fully developed its capacity and maintaining its performances. “The inadequacy in Human Resource Management and performance” and “compliance with prescribe laws and human rights” are particularly relevant in this context. These are the challenges noted by the Report of the Royal Commission to Enhance the Operation and Management of the Royal Malaysia Police RCR (2005).

### **Human Resource Management**

There are many issues that had been highlighted by the RCR especially regarding to the flaws of HRM in the RMP such as deficiencies in recruitment that has restrained them to hire the right people that comes with the right skill and the absence of competencies-based model for HRD which has contributed to the following problems:

Goals, directions and objectives of RMP are not being fully supported, to the detriment of the image of the police same goes with the interests of the community. Crimes are a little bit hardly solved and cases less successfully cleared because of inferior performance and lack of knowledge and skills in certain areas, such as in commercial crime. It is more difficult to target, attract and select the right people towards the right job. Furthermore, it is more difficult to customize training, skills development and career development to fit different competency profiles and personnel (RCR 2005: 143-144).

Regarding this issue highlighted, it appears that several cases were dismissed due to the lack of skills among the police Prosecuting Officers. There are also cases which maintaining unresolved or prosecuted due to the lack of investigation skills of the police that is, “basic examining skills” (RCR, 2005: 236). The RC also noted that there was a delay in taking immediate action of the ‘non-classification’ cases because the personnel in charged were not trained enough. In fact, the RC had considered this matter as “extremely unsatisfactorily” (RCR, 2005: 227).

In the RCR it is also indicated that the training system of RMP is “unable to produce sufficient personnel with the necessary work ethics, competence and competencies such as language and communication skill.” This condition has raised complaints among the public with regard to poor quality counter services. Among the complaints were, “...wait for hours to lodge a report and there was no police personnel to attend to their complaints at the enquiry counter...difficulties in making reports when there are no translators...” (RCR, 2005: 45). The training also seems to neglect the work ethics and integrity elements. Hence, this has contributed to the problem of corruption and abuse of power among the police staffs.

There is also a flaw regarding towards the RMP workforce planning. The RCR commented that the manpower management of RMP has not been effective. The consequences of this problem are an inability to fill vacancies, weaknesses in distribution and deployment of RMP personnel, besides facing problems in managing expenditure on employee remuneration and anticipating changes for RMP, difficulties in ensuring the provision of sufficient and suitable training and development and facing problems in planning for other support facilities that are required, such as housing, arms and uniforms (RCR,2005: 145). Indeed, this explains the reason why sometimes there was no follow-up action taken by the police when thereports had been lodged by the complainants. The RMP noted their difficulty in coping with many responsibilities and duties. They also claimed that they are “overworked and have too many cases to handle” (RCR, 2005: 36).

As formerly stated, the culture police organization also a part of the production or implementation process in which it consists of “values that are common to most of the organization’s members” (Kelman, 1987: 152) whereas the values will “guide the organization and the behavior of its personnel” (Moore and Wasserman, 1988). Kelman further reminded us that, organization need to establish a positive culture in order for its members to perform well. The RMP has listed its values as “loyalty, discipline, credibility, friendly, caring and excellence” (RCR, 2005: 179).

However, the important point to take into consideration is as indicated by the RC, the culture of impunity pervades in all ranks of the RMP. It is therefore not too far wrong to believe that the percentage of corrupt personnel in the RMP is high and occurs at all levels. Police departments are powerfully influenced by their values. The challenge is that police departments, like many organizations, are guided by implicit values

that are often at odds with explicit values. These breeds confusions, cynicism and distrust rather than commitment, clarity and high innormal and values.

### **Job Design**

Job design is another important factor emphasized by Kelman (1987). He argues that in the process of designing a job, the most significant factor is the Standard Operating Procedures (SOP) that isthe rules that will guide employees on how and what to do with the job. Moore (1995: 224) listed out the reason for SOP is to make sure the organizational are in effectiveness, fairness and consistency “by ensuring that every police officer used what the organization had learned was the best and most suitable technique for dealing with certain problem.” In this way, it helps to reduce the chances of the personnel to use their discretions widely as well as to avoid an unethical behavior(Kelman, 1987; Moore, 1995).

Unmistakably, the RMP has detailed its procedures and policies to guide the attitude and behavior of its personnel that is, Criminal Procedure Code (CPC), Inspector General Standing Order (IGSO), Lockup Rules 1953, Police Act 1963 etc. The fact is that, even if everything were in place, does it help the organization work? The words of Moore (1995: 229) are worth noting. In real life, however, officers worked with little supervision. The informal culture initiated them to break the rules to get the job done. When they have been caught, they were alternately protected and made scapegoats by their superiors. In this condition, it will generated an enormous amount of stress and cynicism in organization.

### **III. VISION AND STRATEGIC OF CHANGE**

The main problem of internal or controllableoperations of the RMP shows to us operational challenges facing the public manager of the RMP that is, the IGP. The gaps and flaws in the production process of the RMP definitely need to be remedied. As Moore (1995) has listed out, this is very important to lead and guide the public manager towards technology and innovation, to define products, to redesign the production process and to use administrative systems to influence the overall process ofoperations. As suggested by Moore (2003: 476), there are basically four types of police innovation that is, programmatic, administrative, technological and strategic innovations. In this condition, the most suitable innovation that can be adopted by the RMP is administrative innovations, as it “will have an important impact on operations” (Moore, 2003: 477). Furthermore, there are the specific areas of administrative innovations that warrant a closer look for improvement to take place in the RMP.

### **Human Resource Management: Develop capacity**

Cohen (1988: 23) remarked that, “Searching employees, pampering them and motivating and give encouragement to them are the form of the essence of effective public management”. The most important resource as a police agency has is its personnel or staffs. Personnel system of the RMP should be the main concern of enhancement and improvement because as Phil Keith put it, “...that’s where the majority of our resources are vested.” (Quoted in Moore et al. 1999: 79). Some recommendations are made by the RC to enhance and improve the management and development of the RMP regarding human resources because that are quite comprehensive as far as the HRM is concerned. This should not come as a surprise because as observed by Moore et al. (1999: 80), “the substances of the reforms are fairly similar: Every agency sought to make changesin hiring and recruitment, personal evaluation, training systems and promotions...”

There are several pertinent issues with regard to the HRM of the RMP. Firstly, the RMP should pay more attention in the “selection” process of its personnel. Many HRM experts agree that selection decisions are the most crucial part of successful HRM (Dessler, 1991; Shafritz et al., 2001; Bohlander and Snell, 2004). The selection process must be done correctly to get the right people with the right skills and inclination (Kelman, 1987). This issue is particularly important because the fact that police force is entrusted with powers to enforce the rule of law and sustaining the public order. Besides, the RMP also capable to consider a holistic approach to its training and development programs especially with regard to compliance, work ethics with human rights, gender sensitization, public relations and so on. Both formal and informal training are important issues to raise due to Kelman (1987: 152) on this point, training is “...not only about the nuts and bolts of the job, but about attitudes and orientations as well...-- about what a ‘good’ police officer is like”.

Moreover, an inducement able to play a significant role in eliciting good performance from organization’s members. Kelman (1987: 156) contend that inducements are essential in order for organization members to perform beyond the minimum limitation. Moore (2003: 483) noted that, “incentives (in the form of both rewards and penalties tied to bits of behavior and attitudes) can motivate people to perform in particular ways”. This is particularly true for the police force whose tasks arevulnerable and often exposed to danger and hardship. Besides, the RMP should also pay considerable attention to the working premises and the welfare of the personnel. The RMP definitely needs to improve the situation as “it has a negative impact on their morale, self-esteem and performance” (RCR, 2005: 427). In fact, this is similarly in line with the suggestion made by



Chester Barnard in which he noted that the incentives that is, money, working conditions, recognition and pleasant social environment can contribute to better performance and achievement of employees (Cohen, 1988: 38).

#### **External accountability: Ensure compliance**

Commonly, the nature of police task which seems to be imbued with 'super-enormous power' to ensure "the protection of the people rights, including security of life and property" (RCR, 2005: 168) there is a need that much of their work must be guided with proper rules, procedures and regulation. As mentioned earlier, the SOP is important in a sense it limits the discretion possessed by the police personnel. As Kelman (1987: 173) once remarked, the SOP "create organizational capacity by telling organization members how to react in a given situation". Most important thing is there is little supervision of subordinate officers and staff because of poorly enforced Royal Commission (RC) supervisory system. This situation has led the RC to propose one of the most important key recommendations to ensure that "doctrines, laws, procedures and rules are observed and implemented" (RCR, 2005: 189) that is, Independent Police Complaints and Misconduct Commission (IPCMC) as the external oversight body. In this condition, the Report on Oxford Policing Policy Forum (2006: 9) in a political climate characterized by a decline in trust in the political process, loss of respect for public servants and an enhancement in public expectations, the existence of an overarching national, independent and external body for investigating allegations of police misconduct must be viewed as important for holding the police to account and for negotiating with police misconduct.

For whatever reasons that seem to back-track the formation of the IPCMC, the establishment of IPCMC definitely gives the image of RMP which had been tainted by many allegations. More importantly, it will ensure RMP to "effectively implements and abides by rules and regulations" (RCR, 2005: 189). As Moore (1995: 274) argued, strategic managers will expose their organizations to the pressures of external accountability. They should "embrace rather than shun accountability, and they stimulate rather than dampen public expectations." He further. The managers would find strategic changes in the organizations, embracing accountability seems to be an important tool. Without such an embrace, managers confront their organizational alone. With it, managers can focus the massed force of public expectations for change on their organizations and a far more advantageous position (1995: 276).

#### **Organizational (bureaucratic) values: Managing culture**

Besides, Kelly et al. (2002: 13) listed out that, "values can create value" in a sense it will finding the "capacity to deliver results". Concomitant to this, Moore (1995: 265) is also of the view that, "If the values could be held in place as obligations that the department could learn to honor, then the culture of the organization would be transformed". In the case of the RMP, although they have defined their own values, this is difficult to be reflected in most of their actions. In fact, the RC also proposed another three critical values for the RMP to consider "integrity, public upholding human rights and accountability" (RCR, 2005: 183). Significantly, this initiative or approach has proven success in improving the performance of police force.

Having explicit value statements to cultivate a positive culture in an organization is only one matter. The challenge is to foster the values into the actions of the police personnel. Perhaps, as indicated earlier, encourage on training of these values can help but it is still debatable whether it can have any impact on the behavior and attitude towards the police personnel.

Besides, the IPCMC as an external body will also help to discard the culture of impunity which has embedded in all ranks of the RMP. Transforming the overall police culture will be one of the critical factors in improving the force. "An organization is a child of its culture. A positive culture grounded in high professional standards underpinned by sound and moral values promotes public confidence and a sense of harmony in society" (The Sun, 8 December, 2005).

### **IV. CONCLUSION**

The process of improving and modernizing the performance of RMP will not be an easy task. It requires a strong and inspired leadership and sustained political will on the part of Government and those who comprise the service to welcome, embrace and champion it. Furthermore, it is a challenge that has to be taken by the RMP particularly in its leader. Simon (1998) once remarked "...whatever our talents, we have an opportunity, by dedication to the goals of the organizations, private or public, in which we work, to play a productive role in the society in which we live." As a conclusion, perhaps, the words of Moore and Braga (2003: 7) are an important reminder, "We all understand in our bones that the police can do as much harm as good. Badly managed, the police can become as great a threat to life, liberty and property as the criminals from whom they are meant to protect us".

Officer attitudes are important because they are the main predictors of officer behaviours. Negative officer attitudes toward change and their sources shed light on the antecedents of resistance phenomenon.

Attitudes are vital because they offer clues helpful to manage change programs and overcome resistance. Finally, by strongly focusing on the importance of officers in a change process, this study also reminds the management to take into consideration the human factor in the planning of organizational changes. Without the support and acceptance from the officers, it is not possible to implement any change programs successfully. This study gives a first step to understand the importance of the image of change management and the vision and strategic of change. If we want truly to change our organization for the better, we must first try to understand it.

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