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COMMUNICATION AS A FUNCTION OF SECURITY MANAGEMENT

Abstract:

Communication, perceived as a function of security management counterpoises a domain in which there is a realm for further theoretic elaboration in the context of definition of its significance and role.

The primary hypothesis in this paper refers to the need of an appropriate application of communication in realization of the overall functions of security management, with special reference to the police, army and private security companies. The applied nominal and ordinal data are categorical and taxonomical, in addition to the claim that indicates the various perspectives of the significance of the application of appropriate communication in management in general, as well as in security management as a specific scientific and applied subfield.

The purpose of this paper is to contribute toward a more fundamental notion on the relationship of communication in the overall efficiency in realization of the designated plans within the program framework, through effectuation of the decisions made and subsequently the oversight and control over their implementation, while the results from this research point out the need for a continuous distribution of an optimal level of practical use of the specified findings in the concrete domains of engagement.

Keywords:

Communication, Function, Significance, Security management, Security sector, Army, Police, Private security industry

JEL Classification: F52, M12, D02

Introduction

This paper is created based on the review of professional and scientific literature from the subject's field of analysis, issued in a time interval spanning from the beginnings of the systematization of the social characteristics of communication in the 19th century, through the classical ontological theories of management from the mid 20th century, the transition to the new millennium and the revolution of communication, to the categorization of communication as an indispensable imperative in the third decade of the third millennium. Findings and conclusions are introduced through the application of an inductive method from the general theory of the concept of communication, the manners, techniques and skills of communication, the prerequisites for success in communication and the connection of communication with the security sector. The engaged data includes literature issued by international and national publishing centers, review of legislation, strategic documents, formal reports, conferences, official addressings, interviews, working meetings and initiatives. Retrospectively listed specific cases to which the findings refer are: the cooperation between the Association of Journalists of the RN Macedonia and the Chamber for Private Security of the RNM for the mutual promotion of cooperation and communication in the exercise of the profession from 2023; the Communication Strategy of the Ministry of Defense of Republic of North Macedonia 2022; the activities of the RNM Ministry of Defense at the initiative of the Allied Command for NATO Operations 2022; the Memorandum for cooperation between the Ministry of interior and the Chamber for Private Security of the RNM (Article 1, 2 and 3) the program for reforms in the intelligence and security sector in the Republic of North Macedonia 2021-2026; the transformation of security institutions after the case of excessive application of special investigative measures from 2015; the security communication link established between the Ministry of Internal Affairs in the Republic of North Macedonia and Europol, as a priority from the Action Plan for the implementation of the strategic agreement and fulfillment of the prerequisites for concluding an Operational Agreement with Europol from 2007 to the present, etc.

1. Communication in general and its development

Communication is a dynamic process and the results are a significant driver for managers in organizations when performing the basic functions of management, planning, organizing, directing and controlling (Bakreski, 2011: 222).

At the interpersonal and organizational level, the significance of communication can be highlighted from several aspects:

- It is a basis for coordination
- It counterpoises a basis for decision-making
- It enables steady operation
- It contributes to increasing efficiency in management
- It increases cooperation and organizational harmony
- It strengthens the motivation and morale of employees. (Oetzel, Ting-Toomey, 2006).

Table 1: Vertical and horizontal communication as implemented in police management

Internal Communication (Preparation of annual communication programs/Plans and their implementation; Management of communication tools;)		External Communication (Media and Local community)
Vertical communication	Horizontal communication	
<ul style="list-style-type: none"> - Request for leave approval, - -submitting a promotion report, - request for a loan, etc. <p>Examples of vertical downward communication:</p> <ul style="list-style-type: none"> - sending notice to employees to attend a meeting, - delegating work to subordinates, - informing about institutions' policies 	<ul style="list-style-type: none"> - The local Council for prevention cooperates with the Organizational unit for Prevention of the Ministry of the Interior, the Head of the Department of Internal Affairs, the Commander of the Police Station of general competence and the Head of the Organizational unit for Criminal Police 	<p>the Ministry of interior's communication with the public is carried out in three levels:</p> <ul style="list-style-type: none"> - State, that is, the communication originates from the Ministry of internal affairs through the Department of Public Relations - Regional, through the eight departments of internal affairs and the four regional centers for border affairs and migration - - Local, through the police stations.

Source: Strategy for Training and Development of Employees in the Mol 2022-2024.

2. The need for communication in the security sector

In a contemporary social context, communication is substantially significant in the security sector. The need for security of the communication process during performance is necessary both in the public and in the private element of the security sector. This need is clear, taking into account the rapid changes in the environment, the development of the concept of the Internet of Things, the development of technology in communications, as well as the risks and threats arising from the poor implementation of communications and the weak security of communication flows and channels (Womack and Finley, 1986).

In the security sector, when applying security procedures and performing security tasks, communication plays a key role in achieving success. In the security sector, communication generally takes place in accordance with the hierarchical structure and based on levels of rank, responsibilities and experience (Kenney, 1956: 6).

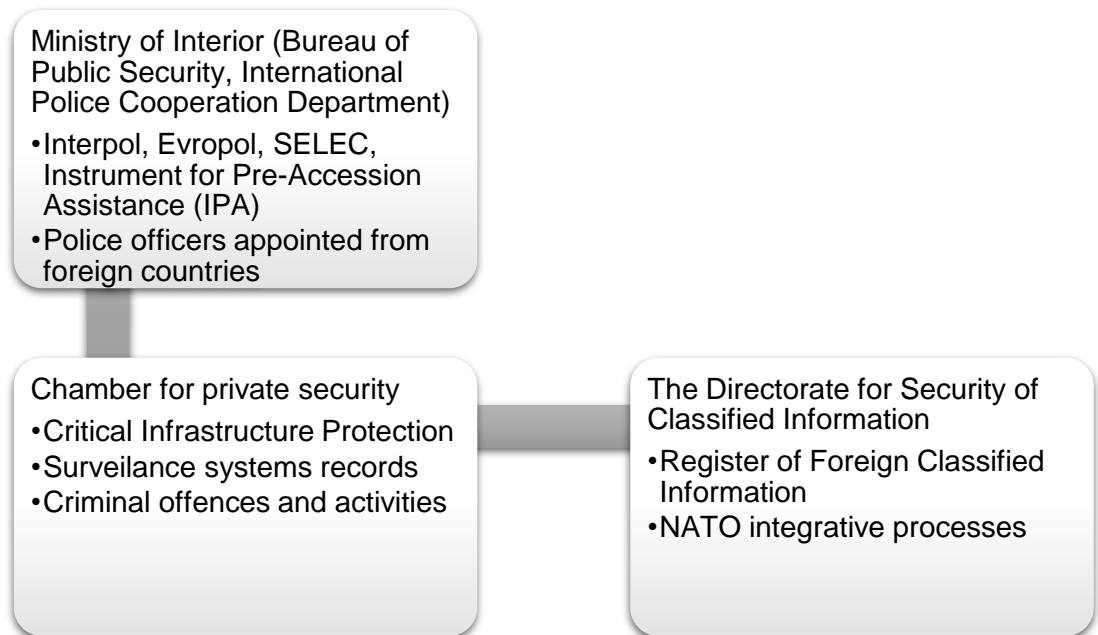
Security communications networks consist of audio and visual data, which are used in digital or analog applications over wired or wireless links. Primarily, the exchange of communication in the security sector as a function and ensuring security during the very exercise of the communication function implies the security of the data that is transmitted and stored. This function is integrated

when security is achieved on the two supporting pillars in security communication, which represent a kind of guarantee based on: confidentiality of information (regarding the certainty that the information is not disclosed or seen by unauthorized persons) and integrity (ensuring that the information is unchanged) are maintain within the framework of authenticity in the numerous ways of communication traffic (Johnson, 1982: 281).

While communicating in the security sector, it is particularly important to ensure the security of the communication interaction itself, which is optimally achieved by applying several specialized elements that make up the communication process: a) Cryptographic security: encrypts the data and renders it unreadable until the information is are decoded. b) Broadcast security: blocks the release or interception of equipment emissions to prevent illegal and unauthorized monitoring of information. c) Physical security: guarantees security and avoids unauthorized access to cryptographic data, documents and network equipment. d) Transmission security: when data is transacted by stabilizing threats and issues such as service interruption, preventing illegal access (DIPC, Mol of the RNMK, 2023). It implies that every element of the message fits into the procedure and process associated with the transmission of a message from its inception to its reception. Each element is designed to block an unequivocal adversary attempt to penetrate security at any assumed stage of the messaging activity, gaining resilience, protection and flexibility (Mol of RNM, 2023).

When it comes to communication in the security sector, it implies a system of mutually complementary, relatively autonomous, but interdependent organizations that include the private security sector, the police, the army and the intelligence community of a society. This includes internal communication within the organization itself, communication between them and external communication processes where these organizations exchange information with the environment (EC, 2016: 12).

Figure 1: Cooperation and established procedures of communication and exchange of relevant information on a regular basis through presented methods.



Source: Ministry of Interior of the Republic of North Macedonia, 2023.

2.1. Communication in the police

In the domain of policing and communicating, the relationship of communication is specific. This results from the fact of lack of reciprocity, because police officers have legitimate powers to violate citizens' privacy, that is, they are authorized to take certain repressive measures and use coercive means to impose and implement decisions. Of course, this relationship must be based on positive regulations and take place under legal conditions, but this does not improve the broken relationship of equality. That is why it is extremely important that citizens trust the police in that specific relationship of communication (Ashcraft, 2021: 571).

In general, the impression of trust or mistrust, that is mastery or lack of mastery of communication methods is acquired through the process of communication. It turns out that the communication of police officers when applying police powers, or when performing police duties, is extremely important, but there are also many specifics, so the best communication model that would contribute to best practices should be built and constantly improved (William, 1993: 38).

Basically, in the field of policing, there is no doubt that communication is the main means of work for police officers. They are in daily contact with citizens, local communities, but also with the public as a whole in formal and informal form. Police officers communicate with each other along a horizontal and vertical line in the police organizational system, but also with external entities. In their daily tasks, they issue warnings and orders, but their communication ability to establish order and peace, that is, to de-escalate a crisis or conflict of small or large scale, should not be neglected. Consequently, they should have developed communication skills to be able to adapt to different situations and different interlocutors. Communication as a function of police work is a soft skill, a powerful weapon and an effective tool. Police officers should learn to use it to be more successful, safer and more satisfied in their work, thus developing a positive attitude and trust in the police.

There is no doubt that the developed communication skills of police officers increase the level of their personal safety, improve professionalism, reduce citizen complaints and reduce professional and individual stress (Grove, 1980: 26).

This openness enables members of the public to hold public sector bodies to account (by accessing and inspecting all expenditure incurred by a public body during a fiscal year). Open data is a key commitment of democratic governments. However, there are also certain domains in which access to open data may be restricted, whether intentionally or randomly (MoD of RNM, 2022).

Since police communication is the nervous system of the police, the function of police communication develops the police network system consisting of multi-channel microwave radio links, exclusive communication networks of telecommunication operators and their constant maintenance. Mechanical communication in the police takes place through radio communication links and systems: mobile communication system, communication system at the police station level, portable communication system, as well as advanced infrastructures of the police info-communication system. All of them use digital encryption to ensure the highest level of confidentiality and strong resistance to all types of obstructions (Filipović, 2021: 31).

As one of the primary and constantly recurring problems in the domain of police management is that which deals with developing and maintaining effective communication systems. Communication is the primary means of reaching agreement among all members of the department about police goals. It is the basis for a common and continuous understanding of the problems and achievements experienced in everyday activities directed towards the realization of police goals and tasks (Normore, Long, Javidi, 2019: 14).

In arranging the priorities and determining the activities in the police management, the subject of communication is treated as a purely technical problem, which refers primarily to the police teletype, i.e. telephone, radio and satellite facilities, which refer to the communication between headquarters and the field or between departments. This leads to a one-sided approach that does not provide an understanding of internal departmental communication, which is vital for administration. Internal communication has to do with decision making, a step in the administrative process that is often ignored and poorly executed. It is a common practice to order plans into effect without any consideration of how they may influence the behavior of individual members of the organization at different hierarchical levels. Trends should be monitored to see if the procedures that have been announced are being applied by individuals in implementing the communicated decisions.

Hence, in the field of public relations, the specificity of the Ministry of Internal Affairs, i.e. the police lie in the fact that the public mainly perceives the police in two ways: directly - in contact with police officers and indirectly – through media image or impression (Parker, 2021: 8). Communication failures result whenever it is overlooked that human behavior on the part of the individual is a tool by which an organization achieves its goal. Communication as a process involves a human as well as a technical aspect, and any attempt to develop or improve a police communication system requires a proper understanding of both aspects. In all management situations, communication consists of organizational relationships and mechanics on the one hand, and the human factor on the other, which coexist in parallel (Mršić, 2019: 79).

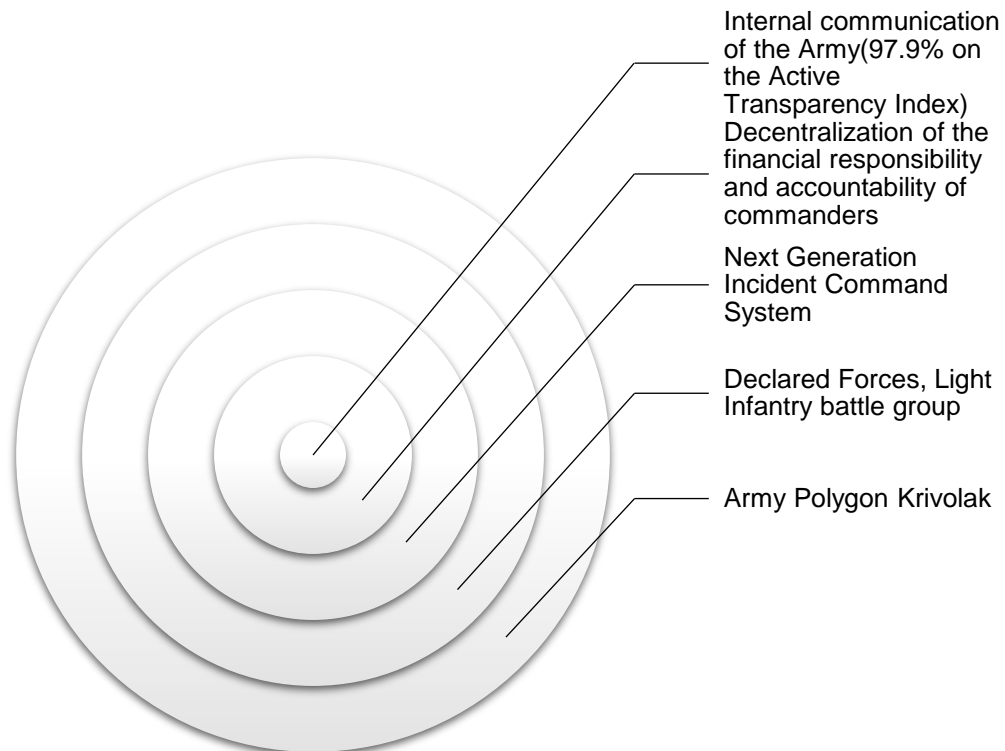
2.2. Communication in the Army

When it comes to modern armed forces, they can generally have two roles in society (and a range of variations): to be a closed institution sufficient in itself, as a state within a state, or an open

institution, as part of the society in which it is located, as a part of the society that funds it and that are committed in making safer (Wilén, 2022: 13).

Accomplishing the army's mission in both cases depends on public perception and the support it enjoys. The difference is that in totalitarian societies support comes from one-way communication in the form of propaganda, and in democratic societies thanks to the techniques and tools of two-way communication, as part of public relations (Marinac, 2009: 19).

Figure 2: Internal Dimension of Communication in the Army of the Republic of North Macedonia.



Source: Communication Strategy 2021-2022 of the MoD of NMK.

Public relations is a management function and is part of the concept of external communication of the military organization with the environment, thus establishing and maintaining a mutually beneficial relationship between the organization and the various subjects of the public on which its success depends (McFate, 2018). In democratic societies, public relations must be built on the principles of an open and symmetrical system, which generally implies that a certain institution receives and sends information, which enables the institution to take timely and optimal actions, as well as to form public opinion about itself. It simultaneously makes the public a means of governance and a means that can be governed. Public relations can act: reactively (tactically), reacting to an event or phenomenon and proactively (strategically), acting continuously over a long period of time, in accordance with phenomena, trends or announcements, leading a major communicative role in reputation management of the military organization.

To function effectively, military command and control depends on a complex communications network of equipment, personnel, and communication protocols for the

transmission of information between armed forces, as well as the transmission of information from reconnaissance and other units in contact with the enemy and the means of conducting command and control. of commanders' orders and instructions to their subordinates. As such, it covers all means of transmission of messages, orders and reports, in all types, genders and services and between headquarters and distant installations. Hence, military communication plays a very important role in the history of warfare (Parker, 2021: 25).

Internal communication in the armed forces, when carried out in a constructive form, counterpoises a positive identification of employees with the organization or institution. Every employee must have the feeling that his actions are important and appreciated. Unlike internal communication, the external dimension of communication in the armed forces as an activity known as the public relations function follows the general guidelines of the profession with some specifics defined by the highest defense documents and key benchmarks such as the Strategic Defense Review etc. The external dimension of communication in the form of public relations of the Ministries of Defense and Armies is defined as an active approach to information and public relations, which will replace the practice of reaction, providing a positive image of the defense system in the public and raising the awareness of the members of the armed forces, who will be perceived as partners in the area of protection of the territorial sovereignty and integrity of the state, assistance to society in crisis conditions as well as international defense cooperation, as part of the objectives of the defense policy. The purpose of public relations as part of the activities of the armed forces is to illustrate the tasks of the armed forces with timely, complete and accurate information to the public.

2.3. Communication in the private security industry

Private security companies generally work on the principle of communication according to the hierarchical structure based on the level of seniority. Decisions are often passed down from the highest rank, and reports and instructions are passed down through all levels as needed (LeMareschal, 2022).

In the private security industry, the effective application of contemporary security procedures is highly dependent on fluid and consistent communication between security officers and their teams, as well as between security officers and their clients. Standard operating procedure in the security industry is for officers to provide concise verbal and written documentation of tasks performed in order to provide optimal service, which is based on optimal communication (Wilson, *et al*, 2021).

Depending on the procedures undertaken by a particular employer, the client for whom the workers are engaged, the nature of the industry in which they work, and also the nature of the message in question, communication needs to take place using the following methodologies: reports, records, notices, standard operating procedures, messages, memoranda, spoken instructions, written reports, mobile and tele communications, radio communication, as well as applications, programs, social networks, e-mail. All of these listed methodologies for information exchange and communication in the private security industry can potentially be obstructed by certain barriers that prevent effective communication and arise within the workplace in the security industry. Barriers or elements that cause disruption to the reception and understanding of the message being communicated can appear in many forms. So it is an imperative for security officers to identify and anticipate possible disruptions. These barriers can be roughly listed as follows: lack of common language (terminology, jargon, handwriting), noise (audio, video, radio obstructions), inefficient or faulty equipment, ambiguity (incomplete message) and cultural differences.

In communication in the private security industry, the following situations should always be observed: confirmation of the understanding of the entire communication; body language, the way the officer gestures for face-to-face communication; the tone and way of communicating the message during communication is as important as the content of the message being communicated; all formal communication, directions and instructions should be written down and recorded (O'Keefe, 2021:623).

Conclusion

According to the data presented in the preparation of this paper, the conclusion that can be derived as a result of the starting hypothesis, alludes to the fact that the application of an appropriate system and model of communication is imperative for the efficient functioning of the institutions of the security sector. The application of this proposition is applicable both in the internal communication and in the external communication of the mentioned institutions.

In the context of the internal aspect, according to behaviorist theories with an emphasis on motivation, appropriate communication with all its nomenclature features contributes to a greater connection between the horizontal organizational level and greater coordination of the organizational vertical.

From an operational and technical aspect, communication implies the necessity of unification and standardization of communication programs, procedures, equipment, terminology and culture, i.e. as defined by legal terminology – the communication information system, consisting of all the means necessary for its functioning, such as infrastructure, organization, personnel and information, communication and other electronic resources.

From the aspect of the form and way of performing external communication, communication and communicating in the security sector have a particular importance in societies that are going through the comprehensive and structural process of reforms of the security sector.

Considering the nature of communications in the field of the implementation of measures and the execution of the budget from the aspect of management in the security sector, which are often under the veil of confidentiality, in the efforts to achieve openness and transparency of the same, there is no doubt that they must necessarily be treated according to their significance and impact, while not neglecting their magnitude, which can cause deep political crises.

On the other hand, as a continuation of the previous paragraph, the security sector, i.e. the police, the army and private security agencies in certain cases have the exclusive power to withhold information, although it is an exception to the principle of transparent and unhindered communication, but also an optimal degree of communication hygiene, with a focus on hybrid threats, dealing with fake news, propaganda, disinformation. It is so because of the principle of security of the communicated information and its adequate protection, in accordance with the legal regulations governing classified information, the conditions, criteria, measures and activities undertaken for their protection and security, the rights, obligations and responsibilities of the creators and users of classified information, national and international exchange, inspection supervision over the implementation of this law, as well as other issues with classified information as a subject of communication. Hence, communication as a function of security management has a strategic dimension as well as significance in the fight against terrorism, extremism and radicalism, in the direction of creating appropriate mechanisms and strategies for overcoming the problems in the security sector implied by the emergence of modern security threats.

As a kind of common feature of the meaning of the internal and external aspects of communication in the institutions of the security sector is the possibility and obligation to share information. Communication and communicating is an essential mechanism for bringing the security sector closer to the community and citizens, in the direction of mutual information and approximation of perceptions in efforts to overcome cases of human rights violations, overcoming discrimination on any basis, etc.

Finally, if this specific function of security management is carried out in an appropriately informed and coordinated manner, with the application of scientifically supported arguments and professionally attested systems, it contributes to an increased level of security, objective information and education of citizens, as well as raising the level of trust and improving the public image of the institutions themselves.

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