

# STUDY ON THE BEHAVIOUR OF MANAGERS WITHIN THE BORDER POLICE AND THE IMPACT OF THE MEASURES TAKEN TO LIMIT THE SPREAD OF COVID 19

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## Abstract:

*Following my own experience, I consider that the topic of motivating employees in the public domain is a controversial one, through the prism of the existing prejudices, myths and stereotypes regarding the activity of people holding public positions. From the perspective of the people holding public management positions, who are faced with the limitations and rigors imposed by the legislation in the field, having a limited range of action, the smooth running of the activity and the creation of a pleasant working environment between employees, relying only on the skills and personal experience, motivation is quite difficult. This article started from the following questions: what behaviours were used by the managers within the structures of the Romanian Border Police during the pandemic so that the level of motivation to remain the same? How effective were the measures adopted to limit the spread of the Sars-Cov-2 virus, from the perspective of the staff observed and surveyed? To find out the answer, we undertook a quantitative research on a sample of the Border Police personnel. As an objective, we want to highlight the fact that, in the context of the pandemic created by the Covid-19 virus, the surveyed employees were extremely in demand, and the behaviour of the managers was a prerequisite for carrying out the daily activity in optimal and motivational conditions.*

**Keywords:** managerial behavior, pandemic, resilience, efficiency

**JEL Classification:** M12 Personnel Management - Executives; Executive Compensation

## 1. Introduction

At the level of the private sectors but also of the public sectors - especially the medical ones and those with a direct connection with people infected with Covid 19, the period January 2020 - the beginning of 2021 was an atypical one.

For the Border Police sector, responsible for the supervision and control of crossing the state border and implicitly directly linked to numerous cases of symptomatic or asymptomatic infected people, the year 2020 was difficult to manage, extremely emotionally charged, just like for the entire population of the world in general.

For a deep verification of the relationship of influence of managerial style on external crises, a quantitative research was built, on 320 respondents. In order for the research results to be relevant, the standardized questionnaire was chosen from the quantitative methods. According to Septimiu Chelcea (2021, 263) the questionnaire "represents a logical and psychological sequence of written questions or graphic signs with the function of stimulus in relation to the research hypotheses, which through administration by the investigation operators or self-administration, determines a behavior on the part of the investigated verbal or non-verbal to be recorded in writing". By means of the questionnaire, we identify the managerial style from the perspective of management work style conditions external crises.

## 2. Case Study

This article started from the following questions:

- ✓ What behaviours were used by the managers within the structures of the Romanian Border Police during the pandemic so that the level of motivation to remain the same?
- ✓ How effective were the measures adopted to limit the spread of the Sars-Cov-2 virus, from the staff perspective observed and surveyed? Thus, the second question is divided into the three categories of adopted measures: measures to strengthen the state border surveillance device; measures to increase responsiveness; measures to ensure the resilience of communities.

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Thus, in the context of the pandemic, systematic checks are carried out at the border crossing points for all persons who present themselves upon entering the country. Through this article we want to discover the effectiveness of the measures adopted at the level of M.A.I. - Border police, measures to strengthen the state border surveillance device, measures to increase the response capacity, measures to ensure the resilience of communities. As an objective, we want to highlight the fact that, in the context of the pandemic created by the Covid-19 virus, the surveyed employees were extremely in demand, and the behavior of the managers was a prerequisite for carrying out the daily activity in optimal and motivational conditions.

To find out the answer, we undertook a quantitative research on a sample of the Border Police personnel. As an objective, we want to highlight the fact that, in the context of the pandemic created by the Covid-19 virus, the surveyed employees were extremely in demand, and the behaviour of the managers was a prerequisite for carrying out the daily activity in optimal and motivational conditions.

To elucidate the answers, we undertook a quantitative research through which we questioned a number of 320 respondents about the behavior of managers from the Border Police of Romania. The results were divided into four subcategories of the questionnaire: behaviors during the Covid 19 period; measures to strengthen the state border surveillance device; measures to increase responsiveness; measures to ensure the resilience of communities.

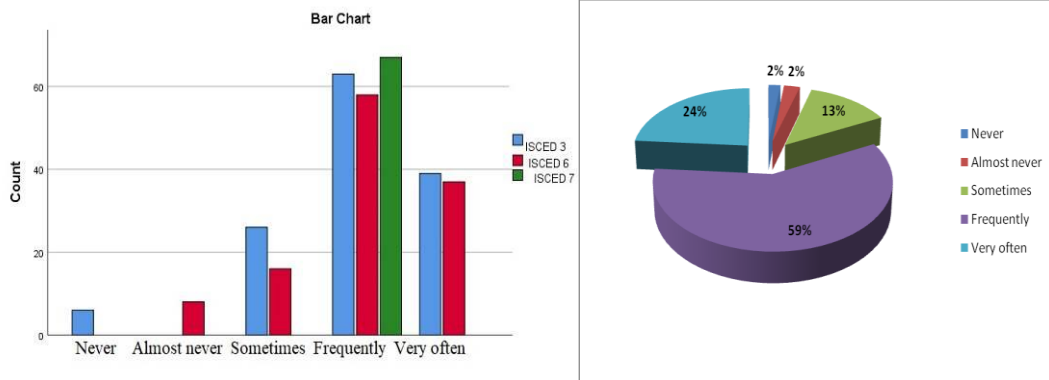
### 2.1. Behaviors during the Covid 19 period

a) The manager's behavior was one of support in the context caused by the pandemic

**Table no. 1 The manager's behavior was one of support**

Scale	Basic level - at least ISCED 3		Bachelor - ISCED 6		Master - ISCED 7		Total
	No respondents	Percent (%)	No respondents	Percent (%)	No respondents	Percent (%)	
Never	6	4	0	0	0	0	<b>6</b>
Almost never	0	0	8	7	0	0	<b>8</b>
Sometimes	26	19	16	13	0	0	<b>42</b>
Frequently	63	47	58	49	67	100	<b>188</b>
Very often	39	29	37	31	0	0	<b>76</b>
<b>Total</b>	<b>134</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>67</b>	<b>100</b>	<b>320</b>

From the information presented in table no.1 and figure no.1, it can be seen how the respondents believe that the manager had a supportive behavior during the recent pandemic. A percentage of 100% answered that the manager often had a supportive behavior (respondents with a master's degree), 80% of the respondents with a bachelor's degree claimed that the manager had often and very often a supportive behavior, and 76% of the respondents with a of basic studies claimed that the manager had supportive behavior often and very often. Thus, the manager of the analyzed institution has an ethical and moral behavior towards his subordinate team.



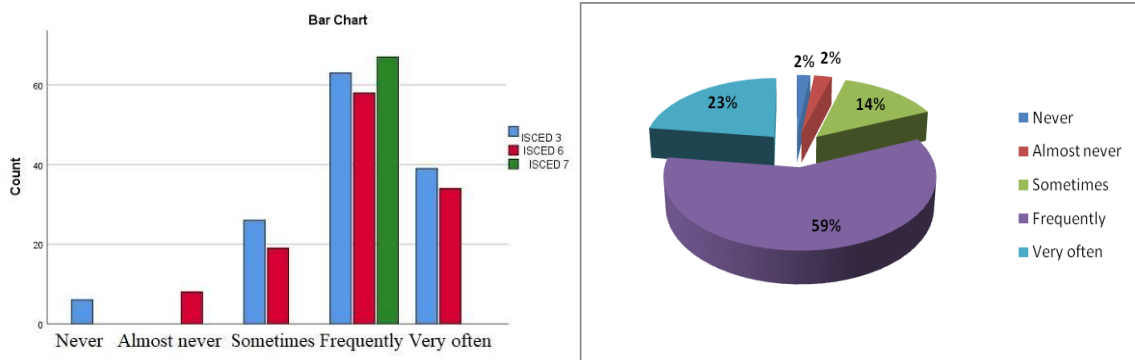
**Fig.no.1 SPSS processing - Manager behavior by education level**

b) It helped us overcome the instinct of self-preservation, throughout the pandemic

**Table no. 2 It helped us overcome the instinct of self-preservation, throughout the pandemic**

Scale	Basic level - at least ISCED 3		Bachelor - ISCED 6		Master - ISCED 7		Total
	No respondents	Percent (%)	No respondents	Percent (%)	No respondents	Percent (%)	
Never	6	4	0	0	0	0	6
Almost never	0	0	8	7	0	0	8
Sometimes	26	19	19	16	0	0	45
Frequently	63	47	58	49	67	100	188
Very often	39	29	34	29	0	0	73
<b>Total</b>	<b>134</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>67</b>	<b>100</b>	<b>320</b>

After analyzing table no.2 and figure no.2, we can state that the respondents believe that the manager helped them often and very often in overcoming the instinct of self-preservation, throughout the pandemic: a percentage of 100% (respondents with a master's degree), 80% (respondents with a bachelor's degree) and 76% (respondents with a basic education level). These choices highlight the human side of the manager.

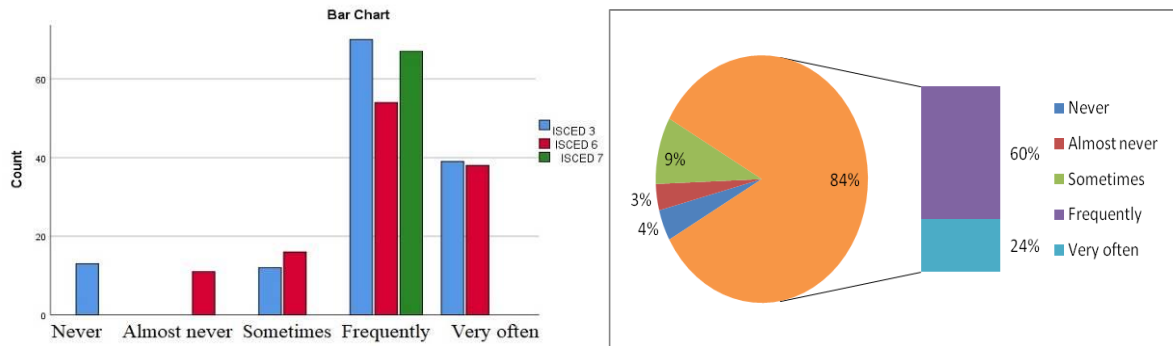


**Fig. no. 2. SPSS processing - Overcoming the instinct of self-preservation - level of studies**

c) He supported us morally and explained to us the important role we have in reducing the effects of the Sars-Cov2 virus

**Table no. 3 He supported us morally**

Scale	Basic level - at least ISCED 3		Bachelor - ISCED 6		Master - ISCED 7		Total
	No respondents	Percent (%)	No respondents	Percent (%)	No respondents	Percent (%)	
Never	13	10	0	0	0	0	13
Almost never	0	0	11	9	0	0	11
Sometimes	12	9	16	13	0	0	28
Frequently	70	52	54	45	67	100	191
Very often	39	29	38	32	0	0	77
<b>Total</b>	<b>134</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>67</b>	<b>100</b>	<b>320</b>



**Fig. no3. SPSS processing - Moral support - education level**

The manager's behavior during the pandemic was often one of moral support and awareness of the important role that the subordinate team has in reducing the effects of the Sars-Cov2 virus. Table no.3 and figure no.3 show that a percentage of 52% (of respondents with Basic Level - at least ISCED 3), 45% (of respondents with Bachelor's - ISCED 6) and all (respondents with Master's - ISCED 7) chose variant often. And a percentage of 29% and 38% claimed that the manager had this type of behavior very often during the Sars-Cov2 virus period. These responses denote an effective, employee-oriented leadership style.

d) It made us aware that we are a team and we must take care of each other

**Table no. 4 It made us aware that we are a team and we must take care of each otheri**

Scale	Basic level - at least ISCED 3		Bachelor - ISCED 6		Master - ISCED 7		Total
	No respondents	Percent (%)	No respondents	Percent (%)	No respondents	Percent (%)	
Never	13	10	4	3	0	0	17
Almost never	0	0	7	6	0	0	7
Sometimes	12	9	19	16	0	0	31
Frequently	67	50	55	46	64	96	186
Very often	42	31	34	29	3	4	79
<b>Total</b>	<b>134</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>67</b>	<b>100</b>	<b>320</b>

In table no.4 and figure no.4, a small change of opinion can be observed among respondents, although the central tendency was maintained: 50% (of respondents with basic

level - at least ISCED 3), 46% (of respondents with Bachelor's - ISCED 6 ) and 96% (respondents with a Master's degree - ISCED 7) answered that the manager often had a behavior that made them aware that they were a team and urged them to take care of each other. A percentage of 10% of the respondents with at least ISCED 3 answered that they never felt this behavior of the manager, and 6% of those with ISCED 6 noticed it almost never. These responses highlight the fact that most employees perceived team cohesion behavior, and for those who responded unfavorably, increased attention from the manager would be required, so that his behavior would be more visible to them as well.

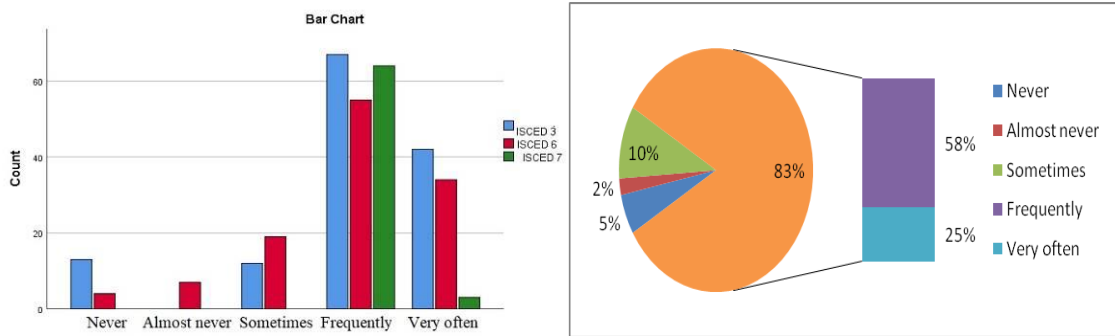


Fig.no.4. SPSS Processing - We make the team aware - education level

e) The manager was responsible for creating a sense of common identity

The central tendency, highlighted in table no.5 and figure no.5, was given by the respondents with ISCED 7, who chose almost entirely the variant whereby the manager's behavior was often characterized by this emergence of the feeling of common identity. This trend is continued by a percentage of 58% and 34% of the other 2 categories of respondents.

**Table no. 5 The manager was responsible for the emergence of a sense of common identity**

Scale	Basic level - at least ISCED 3	Bachelor - ISCED 6	Master - ISCED 7		Basic level - at least ISCED 3		Total
	No respondents	Percent (%)	No respondents	Percent (%)	No respondents	Percent (%)	
Never	13	10	0	0	0	0	13
Almost never	3	2	14	12	0	0	17
Sometimes	12	9	28	24	0	0	40
Frequently	78	58	40	34	64	96	182
Very often	28	21	37	31	3	4	68
<b>Total</b>	<b>134</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>67</b>	<b>100</b>	<b>320</b>

We cannot fail to notice the percentage of 21% of the respondents with a basic education level answered that they felt "the emergence of a sense of common identity" never (10%), almost never (2%), sometimes (9%). Of the respondents with ISCED 6, a percentage of 36% were aware almost never (12%) and sometimes (24%).

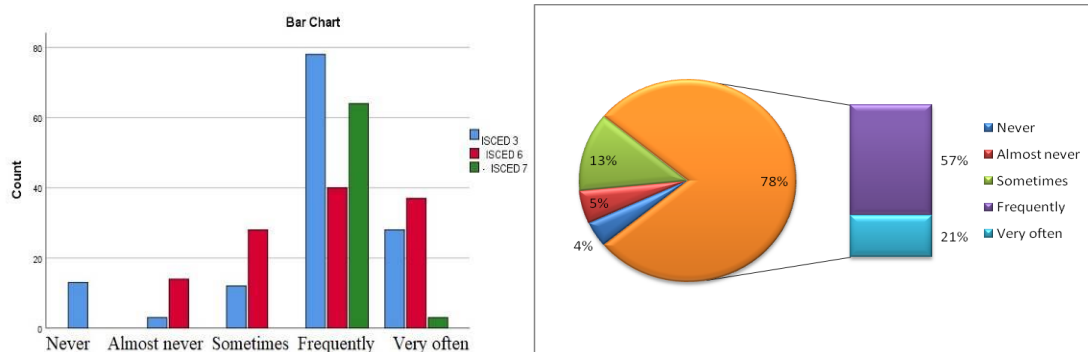


Fig. 5. SPSS processing- Sense of shared identity

f) The manager made sure that both physical and mental health were maintained at an optimal survival level

**Table no.6. The manager - take care of physical and mental health**

Scale	Basic level - at least ISCED 3		Bachelor - ISCED 6		Master - ISCED 7		Total
	No respondents	Percent (%)	No respondents	Percent (%)	No respondents	Percent (%)	
Never	13	10	0	0	0	0	<b>13</b>
Almost never	0	0	11	9	0	0	<b>11</b>
Sometimes	12	9	34	29	0	0	<b>46</b>
Frequently	67	50	40	34	67	100	<b>174</b>
Very often	42	31	34	29	0	0	<b>76</b>
<b>Total</b>	<b>134</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>67</b>	<b>100</b>	<b>320</b>

From table no.6 and figure no.6 it can be seen how a percentage of 81% of the respondents with basic level claimed that the manager had a behavior often (50%) and very often (31%) of care for their physical and mental health. Also, all respondents with ISCED level 7 answered that they often perceived this type of behavior. Instead, only a percentage of 61% of the ISCED 6 respondents had this tendency to perceive the behavior often (34%) and very often (29%), with 29% of them selecting the sometimes option. Thus, the manager has a behavior of maintaining the physical and mental health of the employees, regardless of the existing economic situation. This study was carried out immediately after the pandemic produced by the Sars-Cov-2 virus.

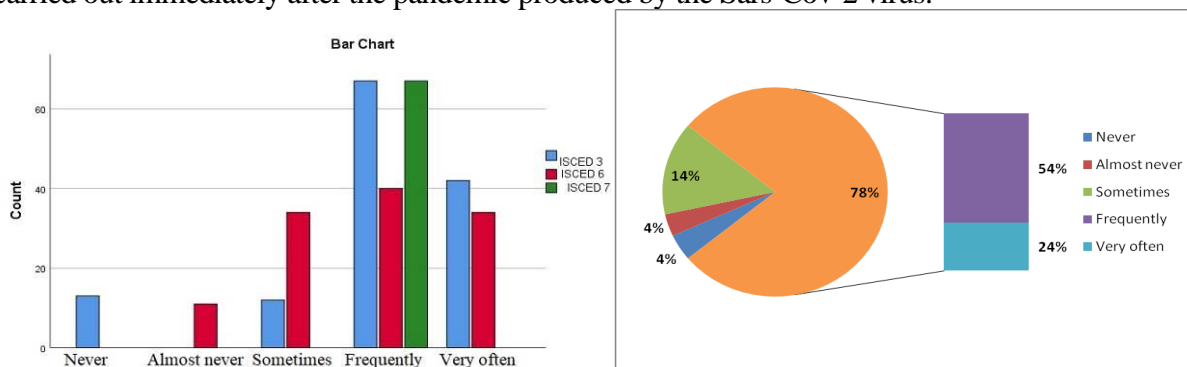


Fig. no. 6. SPSS processing - taking care of physical and mental health

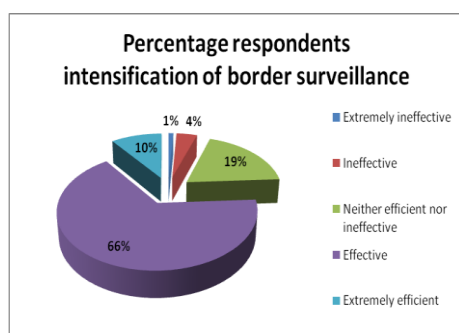
## 2. 2. Measures to strengthen the state border surveillance device

As a measure to strengthen the state border surveillance device, from our questionnaire we chose the one regarding the intensification of border surveillance through effective devices.

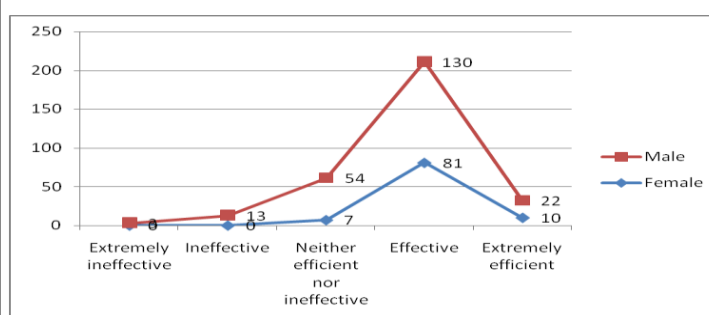
**Table no.7. Intensification of border surveillance through effective devices**

Collectable	Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years	Total	Female	Male
Extremely ineffective	0	0	0	3	3	0	3
Ineffective	0	0	7	6	13	0	13
Neither efficient nor ineffective	11	0	34	16	61	7	54
Effective	47	67	41	56	211	81	130
Extremely efficient	18	3	11	0	32	10	22
Total	76	70	93	81	320	98	222

From the information presented in table no.7, figures no.7 and no.8, we can state that the majority of respondents (76%) consider the measure to strengthen the analyzed state border surveillance device to be effective or very effective. Thus, a significant number of 81 female respondents choosing the "efficient" option, keeping the same trend as men (130 respondents). In other words, the intensification of border surveillance through effective devices was seen as a timely and effective measure by the respondents of our study.



**Fig. no.7 Percentage of respondents**



**Fig. no.8 Number of respondents - by gender**

### 2.3. Measures to increase responsiveness

As the measures to increase the response capacity, we chose the one regarding "wearing a mask" and the one regarding "frequent disinfection".

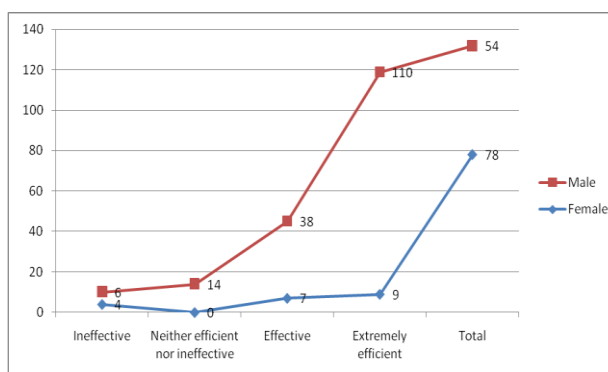
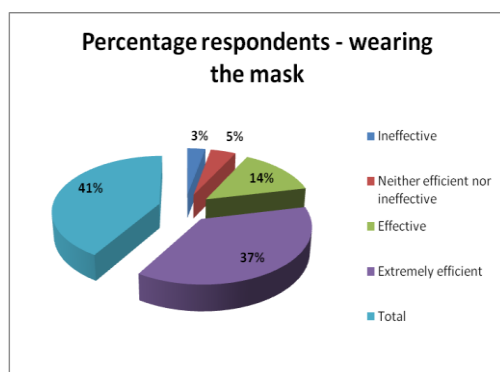
#### a) Wearing the mask

The information presented in table no.8, figures no.9 and no.10, highlights the usefulness of wearing the mask during the pandemic, a percentage of 78% (164 people) of the respondents believe that it was an effective or even extremely effective measure.

**Table no. 8 Wearing the mask**

Collectable	Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years	Total	Female	Male
Extremely ineffective	6	0	4	0	10	4	6
Ineffective	4	0	10	0	14	0	14
Neither efficient nor ineffective	7	0	17	21	45	7	38
Effective	36	3	31	49	119	9	110
Extremely efficient	23	67	31	11	132	78	54
Total	76	70	93	81	320	98	222

A large number of male respondents choosing the effective and extremely effective options. Regarding the experience held by the respondents, the same tendency to recognize the effectiveness of wearing the protective mask can be observed at each level of experience. Thus, both respondents with less than 5 years of experience, as well as those with more experience, support the mandatory wearing of the mask out of the conviction regarding protection against the Sars-Cov-2 virus.



**Fig. No.9 Percentage of respondents**

**Fig. No.10 Number of respondents – by gender**

b) Frequent disinfection

**Table no. 9 Frequent disinfection**

Collectable	Under 5 years	Between 6-10 years	Between 11 - 20 years	Over 20 years	Total	Female	Male
Extremely ineffective	0	0	0	0	0	0	0
Ineffective	3	0	14	0	17	4	13
Neither efficient nor ineffective	18	0	17	21	56	4	52
Effective	32	3	31	49	115	12	103
Extremely efficient	23	67	31	11	132	78	54
Total	76	70	93	81	320	98	222



The same trend of efficiency was obtained by the measure proposed to increase the responsiveness - frequent disinfection. 77% of respondents claimed that this tested measure was effective or very effective. The number of 155 (male respondents) and 90 (female respondents), from the sample of 320 is significant and highlights the usefulness of the frequent disinfection measure.

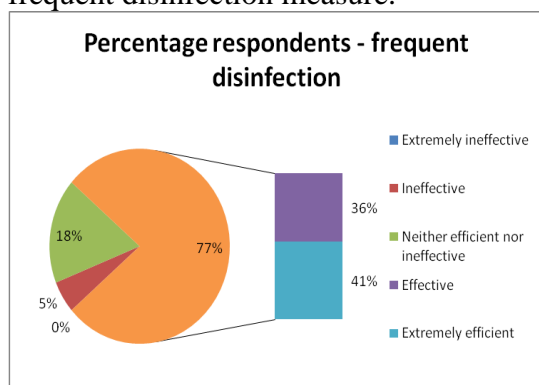


Fig. no.11. Percentage of respondents

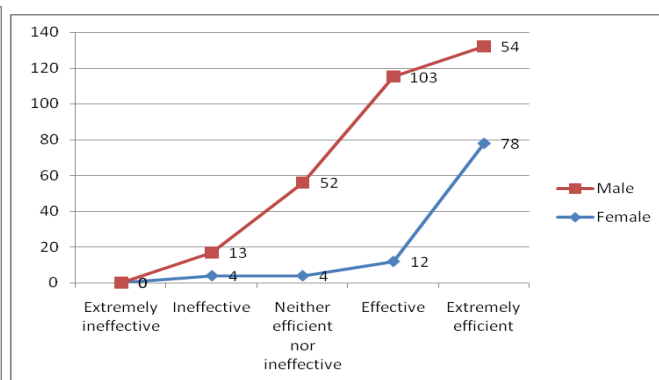


Fig. no.12 Number of respondents - by gender

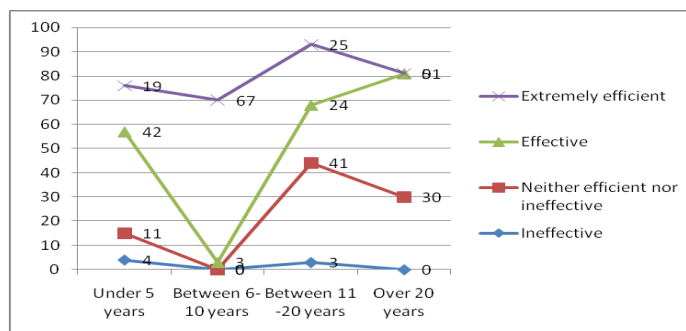
#### 2.4. Measures to ensure the resilience of communities

As measures to ensure the resilience of communities, we chose two (the measure to ensure the resilience of communities and the measure to protect life and to limit the effects of the type of risk produced on people's health, including the establishment of quarantine), from the desire to observe the respondents' perception of to the degree of resilience of the community and to the degree of limitation of the risk produced at the level of health.

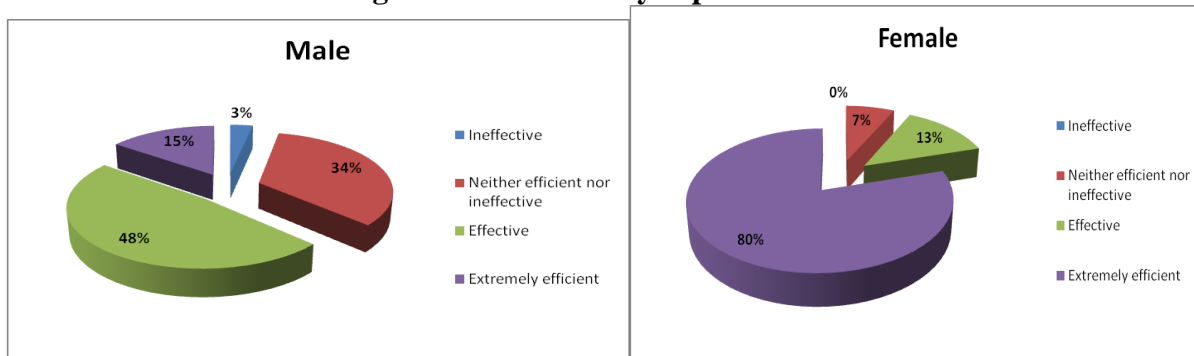
Table no. 10. Measures to ensure the resilience of communities

Collectable	Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years	Total	Female	Male
<b>Ineffective</b>	4	0	3	0	<b>7</b>	0	7
<b>Neither efficient nor ineffective</b>	11	0	41	30	<b>82</b>	7	75
<b>Effective</b>	42	3	24	51	<b>120</b>	13	107
<b>Extremely efficient</b>	19	67	25	0	<b>111</b>	78	33
<b>Total</b>	<b>76</b>	<b>70</b>	<b>93</b>	<b>81</b>	<b>320</b>	<b>98</b>	<b>222</b>

In table no.10 and figure no.14 and no.15, respondents' answers regarding experience and gender criteria are presented, and we can conclude that this measure for ensuring the resilience of communities is perceived as effective or even extremely effective by most categories of respondents. Thus, 80% of women and 48% of male respondents consider this measure extremely effective, and 13% of women and 34% of men consider it effective. From the information presented, we can state that the measure can be validated as effective.



**Fig. no.13. Answers by experience level**



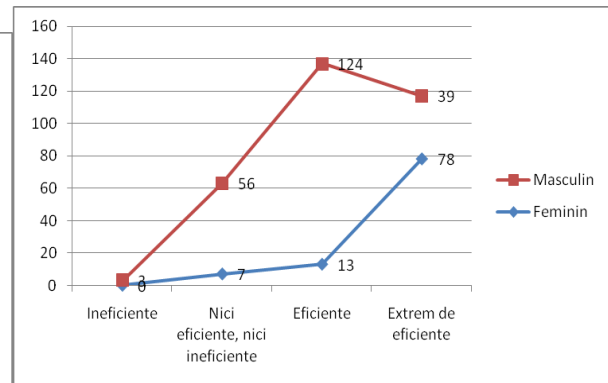
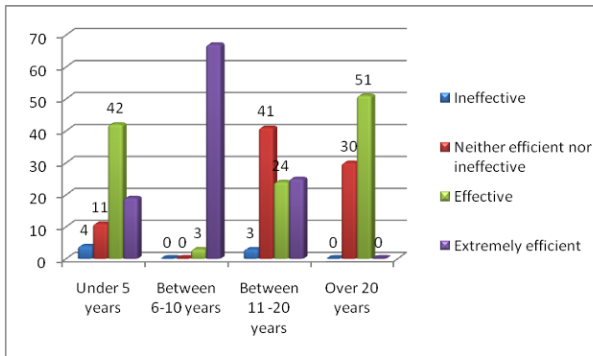
**Fig. no.14. Resilience of communities - male Fig. no.15 Resilience of communities - female**

b) Measures to protect life and to limit the effects of the type of risk produced on people's health, including the establishment of quarantine

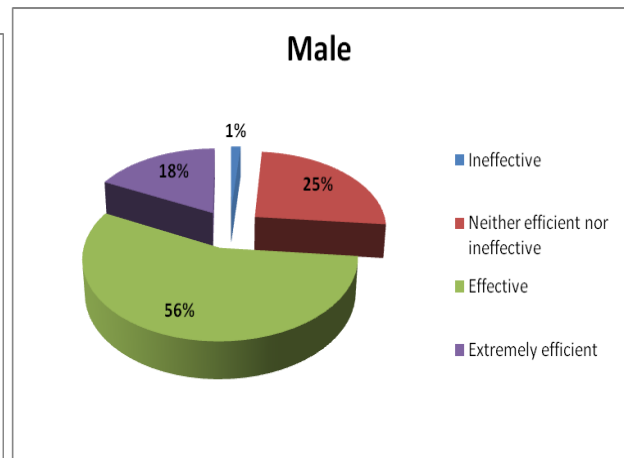
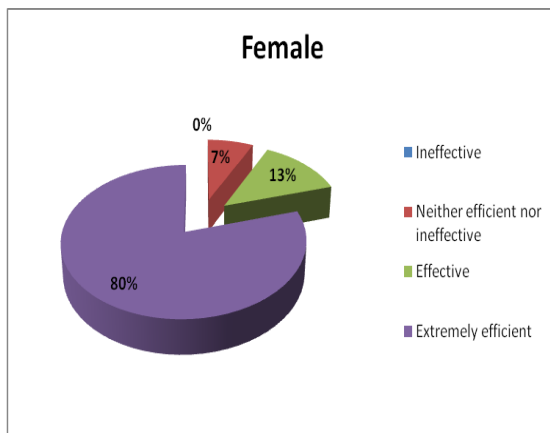
**Table no. 11. Establishment of quarantine**

Collectable	Under 5 years	Between 6-10 years	Between 11-20 years	Over 20 years	Total	Female	Male
<b>Ineffective</b>	0	0	0	0	<b>0</b>	0	3
<b>Neither efficient nor ineffective</b>	11	0	38	14	<b>63</b>	7	56
<b>Effective</b>	46	3	21	67	<b>137</b>	13	124
<b>Extremely efficient</b>	19	67	31	0	<b>117</b>	78	39
<b>Total</b>	<b>76</b>	<b>70</b>	<b>93</b>	<b>81</b>	<b>320</b>	98	222

From table no.11 and figures no.16 and no.17, we can state that 79% (254 people) of respondents considered the establishment of quarantine an effective or extremely effective measure. By gender, the situation shows that a number of 13 women and 39 men consider it effective, and a number of 78, respectively 39 consider them extremely effective. Thus, from the information presented, 90% of female respondents and 81% of male respondents claim that the measure to protect life and to limit the effects of the type of risk produced on people's health is effective or very effective. This measure is validated through the responses collected.



**Fig. no.16. Respondent perception percentage Fig. no.17. Perception by gender respondents**  
 For a clarification of the responses of the respondents by gender, we created figures no.18 and figures no.19 below.



**Fig. no.18. Establishment of quarantine - female Fig. no.19 Establishment of quarantine - male**

### ✓ 3. Conclusions

Thus, it is the role of managers, respectively of persons with management positions, to find the ideal way to lead, guide, motivate employees, using their personal experience and knowledge and the legal levers they can use in their activity.

The research respondents validated the factors proposed by us as being active during the pandemic, as follows:

- ✓ The manager's behavior was one of support in the context caused by the pandemic - more than the majority of respondents stating that this (Often 59% and Very often 24%);
- ✓ It helped us to overcome the instinct of self-preservation, during the entire period of the pandemic more than the majority of respondents affirming that this (Often 59% and Very often 23%);
- ✓ He supported us morally and explained to us the important role we have in reducing the effects of the Sars-Cov2 virus more than the majority of respondents stating that this (Often 60% and Very often 24%);
- ✓ It made us aware that we are a team and we have to take care of each other more than the majority of respondents stating that this (Often 58% and Very often 25%);
- ✓ The manager was responsible for the emergence of a sense of common identity more than the majority of respondents stating that this (Often 57% and Very often 21%);
- ✓ The manager made sure that both physical and mental health were maintained at an optimal level of survival more than the majority of respondents stating that this (Often 54% and Very often 24%).

Also the three categories of measures analyzed: measures to strengthen the state border surveillance device; measures to increase responsiveness; measures to ensure the resilience of communities, have been validated as effective.

In conclusion, the current pandemic context has influenced the level of motivation of Border Police personnel to the same extent as any category of personnel directly involved in stopping the spread of the Sar-Cov-2 virus, at the level of individual health safety.

#### **Acknowledgment**

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