
Between the Military and the Police: Public Security Police and National Republican Guard Officer's attitudes to Public Administration Policies

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Abstract

The main goal of this paper ⁽²⁰⁾ is to assess the Public Security Police (PSP) and the National Republican Guard (NRG) officer's attitudes in the context of the recent changes of policies in the Portuguese public administration occurring in these two institutions. This moment assumes significant interest due to the fact that Portugal is redefining security and national defence strategies. From the theoretical point of view, this paper emphasises the importance of knowing a settled opinion of the police officers, as well as their attitudes/behaviours, in the institutional context, especially when exogenous factors cause organisational shifts. On the other hand, considering the complexity of socioeconomic reality, we tried to identify, understand and highlight how the police forces have distinct ways of looking and dealing with these changes of policy. On an empirical level, this paper contributes to an enrichment of literature review, emphasising the moderator role that officer's perceptions play for the policy restructure of public administration, in the relation between the predicted variables analysed and their attitudes to their institutional changes. In the police policy level, suggestions and recommendations useful for adopting future strategies were also included for policymakers to consider.

Keywords

Public administration policies, public policy, police, attitudes, citizenship

⁽²⁰⁾ This article is based on my PhD thesis in Sociology, defended in 2013 at ISCTE — University Institute of Lisbon.

Introduction

As usual in a classical path of scientific research, we formulate a key issue to guide our investigation: *What are the attitudes of GNR and PSP officers ⁽²¹⁾ towards changes brought about by the reform and restructuring process that these institutions underwent within the framework of ongoing reforms in Public Administration?*

The 'justifications' and 'motivations' that led us to carry out the research were the following:

- (i) Lack of studies on police reforms;
- (ii) No studies on the attitudes of Security Forces personnel;
- (iii) Increase knowledge about Security Forces;
- (iv) New reform of the Security Forces is scheduled.

As it is difficult to present the theoretical framework of our investigation here, it should be noted that in Portugal the public administration (PA) reform trend was at its peak in 2005 with the approval of the Restructuring Programme for the State's Central Administration (PRACE), which had consequences on the entire PA, including the GNR and PSP (Silva, 2015).

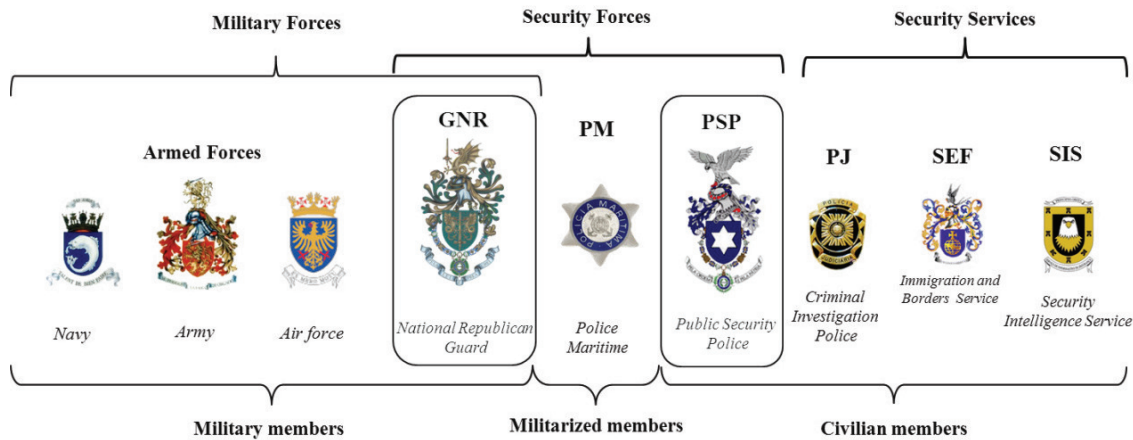
In the case of the two security forces, internal changes with structural and functional impact were only visible after their Organic Laws were issued in 2007. However the creation, extinction, modification or transfer of PSP and GNR units, services and bodies only took place in 2008 and 2009.

Within this context, we should highlight that 'while in some countries police organisational structures have been subject to frequent reform, in Portugal the police model has remained all but unaltered since the end of the 19th century' (Durão, 2011, p. 396). This model has a dualist organisational structure in relation to the larger police bodies, a police force with military status (GNR) and another police force with civilian status (PSP) ⁽²²⁾. The GNR and PSP are the only security police forces focused on complying fully with the basic duties of the Portuguese Internal Security System ⁽²³⁾ (see Figure 1).

⁽²¹⁾ When I use the term 'officer' in this article, I am referring only to higher ranks (see Table 1.).

⁽²²⁾ This is the case across the states of southern Europe, e.g. Spain, France and Italy (Monjardet, 1996).

⁽²³⁾ Criminal Prevention; Public Order, Criminal Investigation and Intelligence.

Figure 1 — Portuguese Military Forces, Security Forces, Security Services (24)

Thus, given the scope of the object of study and interdisciplinary nature of this research, with a highly exploratory character, the following objectives were defined for our investigation:

- (i) Explore and discover an organisational area which is understudied in Portugal;
- (ii) Analyse the attitudes of GNR and PSP officers towards the changes brought about by the reform and restructuring process;
- (iii) Increase and update knowledge about Portuguese police forces.

Research Methodology

In this investigation we have adopted a quantitative research strategy. As for the techniques of collection and analysis of empirical information to be used, we relied on documentary analysis, 12 semi-directive exploratory interviews (7 GNR + 5 PSP) and 507 questionnaire surveys (250 GNR + 257 PSP) ⁽²⁵⁾.

For a representative sample of the population (712 GNR + 778 PSP = 1 490 officers) we used the 'hierarchical rank' stratification variable, which allowed us to create a proportionate stratified sample (Table 1) consisting of 507 police officers from both security forces (250 GNR + 257 PSP).

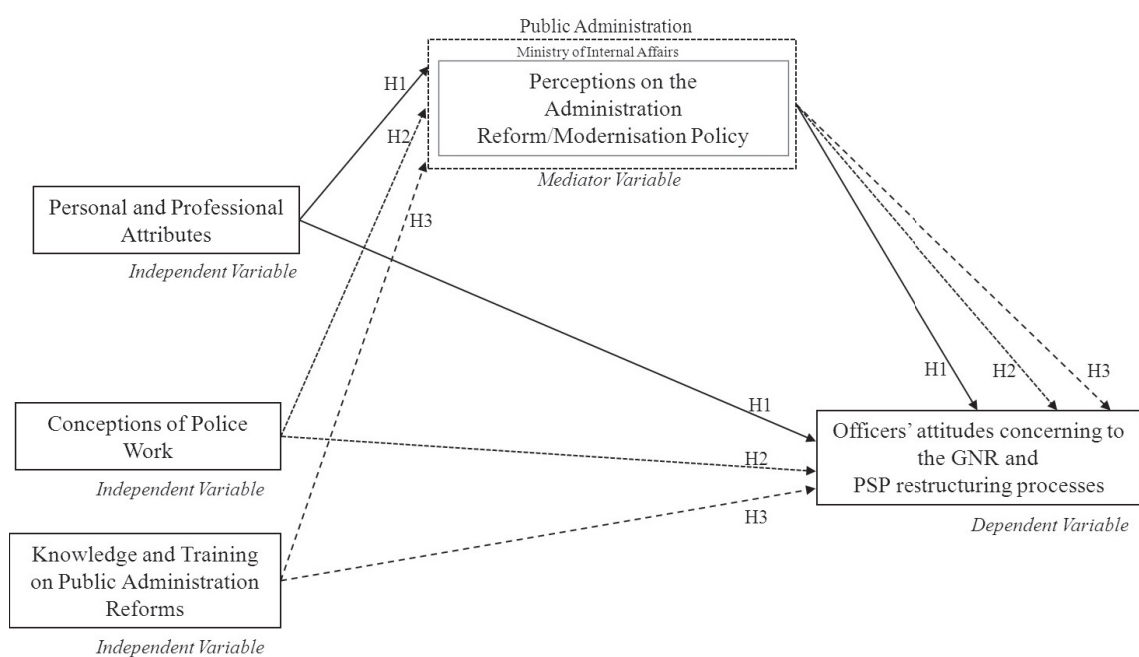
⁽²⁴⁾ See page: <http://www.gnr.pt/missao.aspx>

⁽²⁵⁾ Field work: 2010/2011.

Table 1 — Proportionate Stratified Sample

Police Forces			Police Officers Population 2010		Stratum Weight		Sample Size	
Higher ranks/Categories	GNR (Military Status)	PSP (Civilian Force)	GNR	PSP	GNR	PSP	GNR	PSP
	Colonel (OF-05)	Superintendent	58	31	0.08	0.04	20	10
	Lieutenant Colonel (OF-04)	Intendant	165	34	0.23	0.04	58	11
	Major (OF-03)	Sub-intendent	95	112	0.13	0.14	33	37
	Captain (OF-02)	Commissioner	258	157	0.36	0.20	91	52
	Lieutenant (OF-01)	Sub-commissioner	99	444	0.14	0.57	35	147
	Second Lieutenant (OF-01)	---	37	-	0.05	-	13	-
Total			712	778	1.00	1.00	250	257

Later in light of the theoretical issue, whose main scenario was public administration reforms, we defined three hypotheses that enable providing a causal explanation between independent and dependent variables identified in the following analysis model (see Figure 2).

Figure 2 — Initial conceptual model

Hypothesis 1: The GNR and PSP officers' perception on the administration reform/modernisation policy plays a mediating role for the relation between the personal and professional attributes of the officers and their attitudes concerning the GNR and PSP restructuring processes.

Hypothesis 2: The GNR and PSP officers' perception on the administration reform/modernisation policy plays a mediating role for the relation between knowledge and training on public administration reforms and the officers' attitudes concerning the GNR and PSP restructuring processes.

Hypothesis 3: The GNR and PSP officers' perception on the administration reform/modernisation policy plays a mediating role for the relation between conceptions of police work and the officers' attitudes concerning the GNR and PSP restructuring processes.

Results and Discussion

On a global analysis, with regard to the socio-demographic and professional insertion characterisation, the striking feature is that more than half of the officers surveyed are 40 years of age or older.

With respect to the marital status of the officers surveyed, most of them are married, whereby the figures are very similar in both Security Forces. Regarding the academic qualifications, there are officers within the GNR and PSP, but more substantially within the GNR, who although performing the same functions, pursued completely different educational and professional trajectories. This situation tends to fade completely over the next 10 years, given that the course to gain admission to the GNR and PSP confers a master's degree on the new officers.

In terms of the professional attributes of officers, Sub-commissioners, Captains and Lieutenant Colonels predominate. As for the duties performed by these officers, within the GNR and PSP, most carry out command functions, as expected, yet the percentage is slightly higher within the PSP. As for inspection and enforcement duties, as well as instruction/ training/ teaching functions, as might be expected, they present relatively low figures. Lastly, it was furthermore apparent in this research that most GNR and PSP officers have between 10 to 50 people working under their supervision.

In relation to the conceptions of the police work of GNR and PSP officers and, in particular, with regard to the 'work environment and relations', approximately half of the officers surveyed stated that, if they could choose, they would opt for working longer hours and earning more money; this percentage is slightly higher within the PSP. Half of the officers surveyed consider that their jobs are steady, interesting and, above all, that is useful

to society. In reference to remuneration and promotion opportunities, opinions are more diverse, although the majority disagrees partially with such assertions. Lastly, with regard to relations with co-workers, immediate superiors and subordinates, such are considered to be 'not good', 'good' and 'very good', respectively, whether on the whole or specifically within the GNR and PSP.

In general, the professional career of the GNR and PSP officers is assessed as 'falling short of their expectations' by more than half of the officers of both forces. Only a small percentage of the officers considered that 'it exceeded expectations'. A significant percentage of the officers within the GNR considered 'future career opportunities to be reasonable'; whilst within the PSP 'future career opportunities are considered to be poor'.

When analysing the results obtained, regarding the conceptions of the GNR and PSP officers' profession, it was clear that the statements which, on average, attained more agreement were: 'I'm proud to work for my institution'; 'the social prestige of the security forces is directly related to measures which confirm the public recognition of the value of the service rendered' and 'my performance should be directed to the goals set out by the organisation'. On the other hand, on the opposite side, the statements that, on average, the GNR and PSP officers disagreed most upon were: 'I would trade my institution for a job I like'; 'my interests should be defended by socio-professional associations' and 'the officer's performance assessment should be aimed at merely evaluating one's professional competence and not one's personal skills'.

As regards knowledge and training on public administration reforms, GNR and PSP officers believe that the activity carried out by the public administration is on average effective. Besides, it should be noted that slightly more than half of the officers surveyed never participated in simplification activities implemented by Ministry of Internal Affairs; and those who did attend merely attended one activity. As it is impossible to highlight the major differences, with regard to the number of activities wherein the officers of the two security forces participated, what should be noted is that over such an extended period of time the number of activities is very low.

Regarding the participation of GNR and PSP officers in training activities, on the whole, more than half of the sample did not attend any training activities. This percentage gains even more importance within the GNR, when compared with the number of PSP officers. When this issue is combined with the time variable, it appears that more than half of the officers surveyed did not participate in conferences on public administration reform over the last 3 years; and those who did attend merely attended one conference. Most GNR and PSP officers considered it necessary to undergo further complementary vocational training to allow for improving the performance of their current duties, namely within Police Management/Operational Activity, Public Administration and Auditing, and Human Resources Management.

Yet, when the officers were asked if they attended vocational training activities pertaining to the public administration reform, even if at their own expense, on the whole, only a very small percentage stated that they were involved in vocational training activities in this field. The utility of training and the degree of information on the most important issues related to their service within the GNR and PSP are considered high among the officers of both security forces. GNR and PSP officers generally favour the idea of their staff undergoing training and a very high ratio of GNR and PSP officers superiorly propose that their employees attend vocational training activities.

Internally, the GNR and PSP Social Portals, combined with the 'restructuring of the official websites of both Institutions on the Internet', were considered to be simplification and de-bureaucratisation measures with very positive effects on the functioning of the cited two institutions, conveying an image of innovation and greater transparency of the services rendered to the citizens as well as rapid access to information.

Externally, the GNR and PSP have achieved very positive results in terms of simplification and democratisation of citizens' access to the security forces, which allows for implementing new policing programmes that encourage interaction with the public via internet.

However it should also be noted that, regardless of the effects produced, above all in terms of simplification of internal and external processes, with measurable results in the quality of the service provided to citizens, the reform fell 'far short' of the intended major reforms of the internal security system and internal organisation of the security forces.

From the analysis to GNR and PSP organisational structure and contexts, the following was found: similarities in the variables — integration/specialisation/standardisation/formalisation/ centralisation and configuration; low activity structure/high authority concentration; more mechanistic type structural configurations; in general, more similarities than differences in the organisational design.

Furthermore, that same will of some convergence in the organisational design, by Ministry of Internal Affairs, also became evident in the latest restructuring of the security forces, where, despite the various working groups and studies carried out, the forces did not have a decisive participation in the main strategic orientations that were shaped in the respective organic laws, staff and remuneration regulations and in the actual health systems where 'an approximation in wording was clear'. In the GNR, for example, as a result of the restructuring process and upon proposal of an auditing firm, the Brigade command echelon which was typically characteristic of the military institution was suppressed, and the Traffic and Fiscal Brigades were extinct, among many other changes.

As for officers 'perceptions on the "effects of public administration modernisation measures pertaining to the functioning of public services" ', the issues that gave rise to a greater num-

ber of positive assessments by officers were, on average, the computerisation of services; the simplification of procedures and communications; the enhancement of coordination/communication among public administration bodies. On the other hand, no issues were identified as having negative effects. However, there were issues that, according to the officers, had no effect whatsoever, mainly the following: reduction of the number of civil servants; replacement of the traditional remuneration system by performance-based salary; employee performance assessment by external public entities. GNR and PSP officers furthermore consider themselves averagely aware of the simplification and debureaucratisation measures implemented by the Ministry of Internal Affairs in recent years. Moreover, the average was found to be slightly higher among GNR officers than PSP officers.

The 'GNR and PSP Social Portals' and the 'electronic management system of documents seized from drivers' were the simplification and debureaucratisation measures implemented in the Ministry of Internal Affairs with effects on the functioning of the GNR and PSP that, on average, were regarded as the most positive by the GNR and PSP officers. It was furthermore verified that slightly more than half of the GNR and PSP officers surveyed stated that they had never participated in administrative modernisation activities promoted by GNR or PSP.

With regard to likely public administration modernisation obstacles, officers of both security forces tend, on average, to identify the 'lack of political will to carry out reforms' and the 'financial costs of reforms' as the most relevant.

The measures implemented and that most benefited the officers surveyed concern aspects related to 'occupational independence' and 'occupational safety/stability'. The benefit related to 'occupational independence' is also higher whether in GNR or PSP.

The 'creation of shared services common to the two forces' and the 'proper articulation of areas of responsibility between the GNR and PSP' were the two measures common to GNR and PSP that officers considered to have more positive effects on the functioning of both institutions. On the other hand, the measures that officers considered to have more negative effects were the 'GNR and PSP retirement regime reform'.

As we had the opportunity to clarify previously, our analysis model as well as the hypothetical cases that we set for this research assume that the GNR and PSP officers' perception on the administration reform/modernisation policy plays a mediating role on the relation between 'officers' personal and professional attributes', the 'conceptions of police work' and the 'knowledge and training on public administration reforms' and 'their attitudes pertaining to the GNR and PSP restructuring processes'.

We thus operationalised three mediation models that show the three hypotheses that guided this investigation (see Figures 3, 4 and 5). The strategy developed by Baron and Kenny's (1986) was used to test these mediation models.

Figure 3 — Mediation model 1

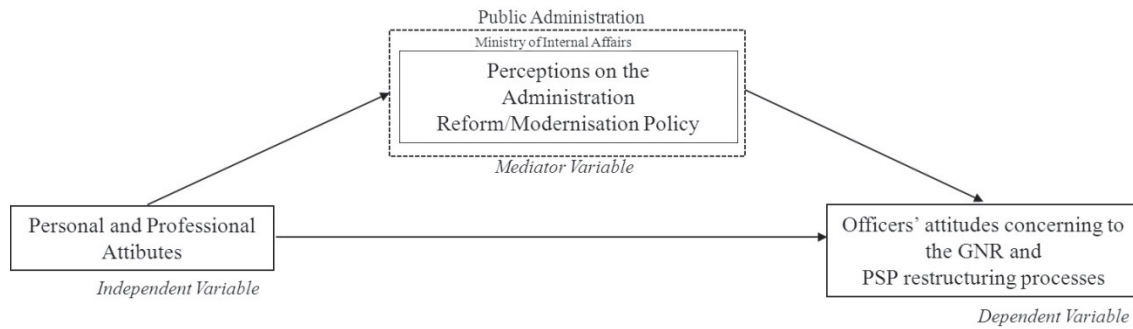


Figure 4 — Mediation model 2

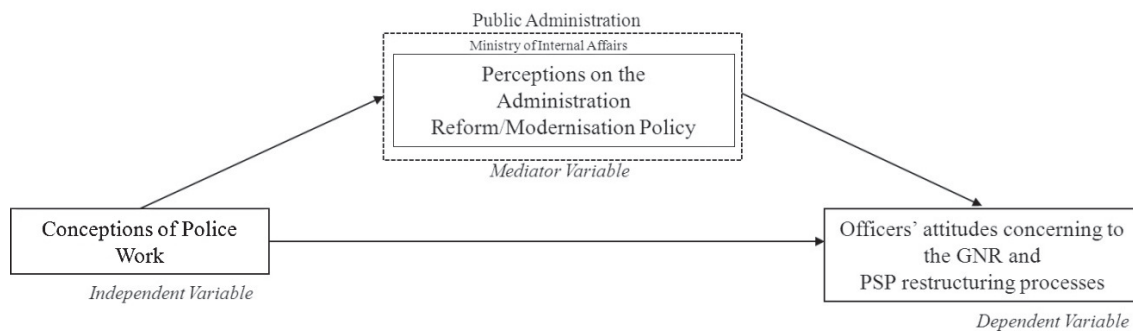
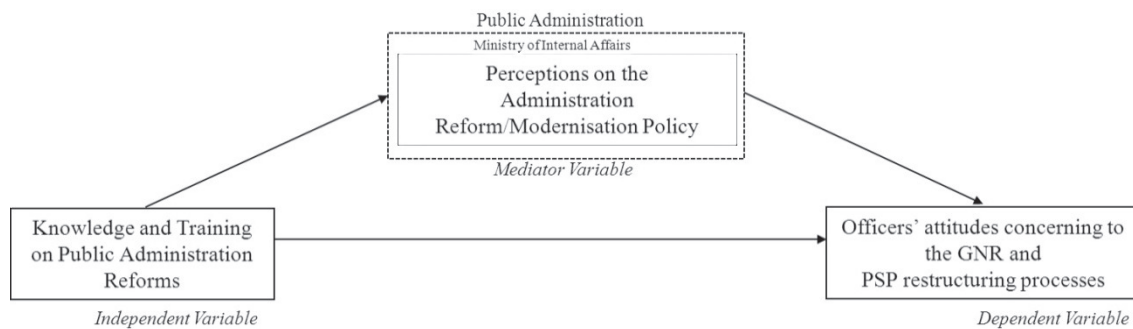
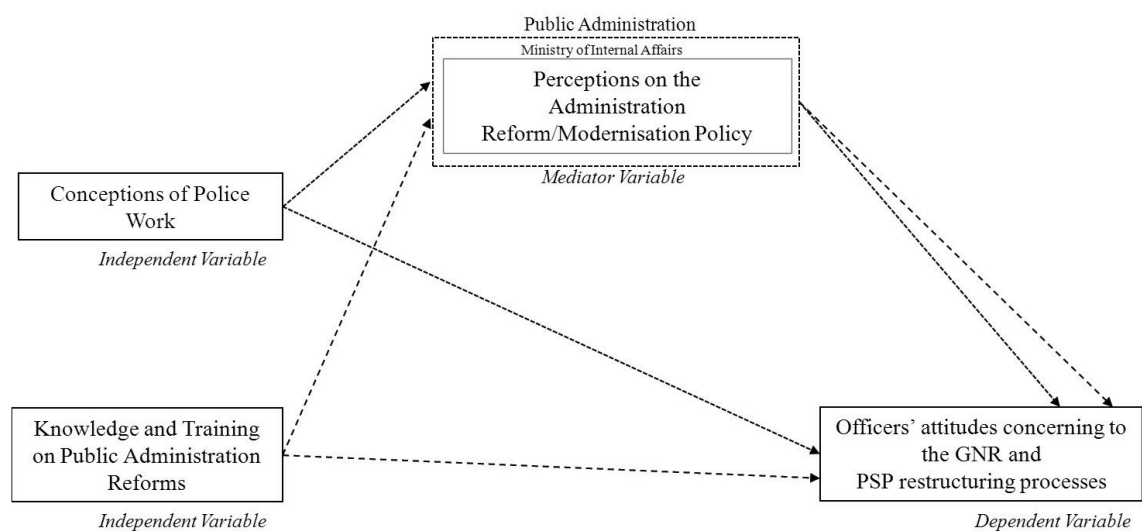


Figure 5 — Mediation model 3



After analysing the results attained through linear regression, it was possible to conclude that the variables relating to the 'personal and professional attributes' did not reveal a statistically significant effect on officers' attitudes pertaining to the GNR and PSP restructuring processes. Thus, contrary to the initial analysis model, the results showed that the perceptions that officers have on the administration reform/modernisation policy simply mediate the 'conceptions of police work' and the 'knowledge and training that officers have on public administration reforms', which means that the model was only partially supported. In view of these results, the final analysis model shall be replaced by the following (see Figure 6).

Figure 6 — Final conceptual model



The results obtained indicate that the model explains 7.7 % of the total variation of the officers' attitudes towards the restructuring processes, being significant ($F(1, 476) = 15,800$, $p < 0.001$) (see Table 2.)

This means that the work environment and the modernisation measures contribute to explain the attitudes of officers. However we have a full mediation since the effect of the work environment on officers' attitudes ceased to be significant in the presence of modernisation measures, being the indirect effect significant (Sobel $Z = 3.277$, $p < 0.001$).

The results therefore show that the perceptions on the administration reform/modernisation policy have a positive effect on officers' attitudes pertaining to the GNR and PSP restructuring processes (see Figure 7).

Figure 7 — Mediator role of the perceptions on the effects of the public administration modernisation measures on the conceptions of police work (work environment) and the officer's attitudes concerning to the GNR and PSP restructuring processes

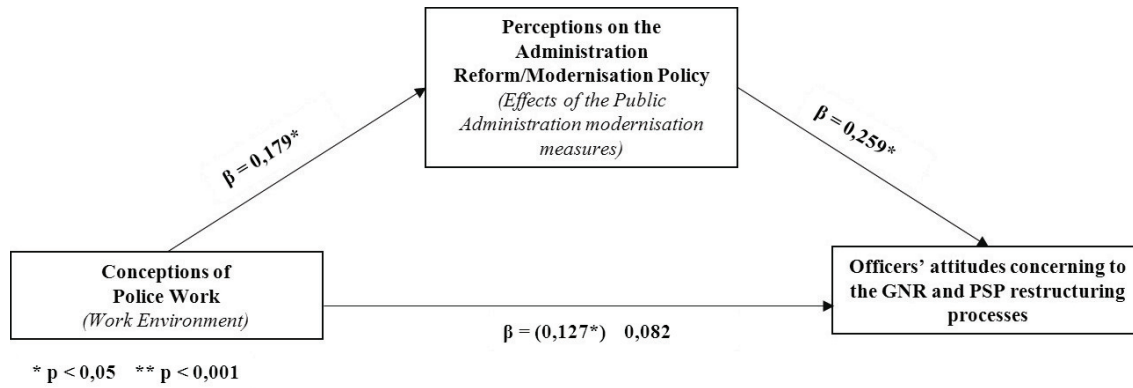


Table 2

Regression analysis of the Officer's Attitudes on 'conceptions of police work' (work environment) and 'public administration measures'

Independent variables	1	2	3
	Officer's Attitudes	Public Administration modernisation measures	Officer's Attitudes
	β	β	β
Work environment	0.127	0.179	0.082
Public Administration modernisation measures			0.259**
Adjusted R2	0.014	0.030	0.077
	F (1, 466) =7,603	F (1, 476) =15,800	F (2, 465) =20,485

* p < 0.05 ** p < 0.001

Next, we will determine the mediator role of the perceptions on the effects of the simplification and debureaucratisation measures implemented by Ministry of Internal Affairs (mediator) in the relation between the conceptions of police work (vocation) (independent variable) and the attitudes of the officers towards the GNR and PSP restructuring processes (dependent variable).

In this case the model explains 4.2 % of the total variation of officers' attitudes towards the restructuring processes, being significant [F (1,444) = 10.893, p < 0.001] (see Table 3). This means that the vocation and the simplification measures implemented by Ministry of Internal Affairs contribute to explain the attitudes of officers.

Yet we have a full mediation given that the effect of vocation on officers' attitudes ceased to be significant in the presence of the simplification measures implemented by Ministry of Internal Affairs, being the indirect effect significant (Sobel $Z = 2.571$, $p = 0.010$).

The results therefore show that the perceptions on the administration reform/modernisation policy, namely the effects of the simplification and debureaucratisation measures implemented by Ministry of Internal Affairs, have a positive effect on officers' attitudes pertaining to the GNR and PSP restructuring processes (see Figure 8).

Figure 8 — Mediator role of the perceptions of the simplification and reducing bureaucracy measures implemented by Ministry of Internal Affairs on conceptions of police work (vocation) and the officer's attitudes concerning to the GNR and PSP restructuring processes

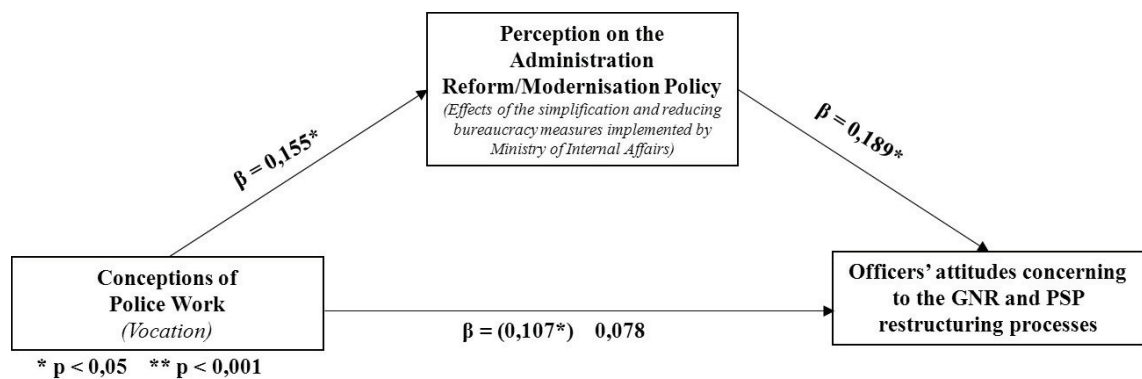


Table 3

Regression analysis of the Officer's Attitudes on 'conceptions of police work (vocation)' and 'perceptions on the effects of the simplification and reducing bureaucracy measures implemented by Ministry of Internal Affairs'.

Independent variables	1	2	3
	Officer's Attitudes	Simplification measures implemented by Ministry of Internal Affairs	Officer's Attitudes
	β	β	β
Vocation	0.107*	0.155**	0.078
Simplification measures implemented by Ministry of Internal Affairs			0.189**
Adjusted R2	0.009*	0.022 **	0.042**
	F (1, 436) = 5,028	F (1, 444) = 10,893	F (2, 435) = 10,605

* $p < 0.05$ ** $p < 0.001$

In another effort, we also tried to determine the mediator role of the perceptions on the effects of the public administration modernisation measures in the relation between knowledge and training on public administration reforms (training utility) and the attitudes of the officers towards the GNR and PSP restructuring processes.

In this case, the model explains 6.9 % of the total variation of officers' attitudes relating to the restructuring processes, being significant [$F(1, 387) = 11.660, p < 0.001$] (See Table 4). This means that the training utility and the public administration modernisation measures contribute to explain the attitudes of the officers.

However we have a partial mediation since the effect of the training utility on officers' attitudes ceased to be significant in the presence of the public administration modernisation measures, being the indirect effect significant (Sobel $Z = 2.774, p = 0.005$).

The results therefore show that the perceptions on the administration reform/modernisation policy, namely the effects of the public administration modernisation measures, have a positive effect on officers' attitudes towards the GNR and PSP restructuring processes (see Figure 9).

Figure 9 — Mediator role of the perceptions on effects of the public administration modernisation measures on the knowledge and training on public administration reforms (training utility) and the officer's attitudes concerning to the GNR and PSP restructuring processes

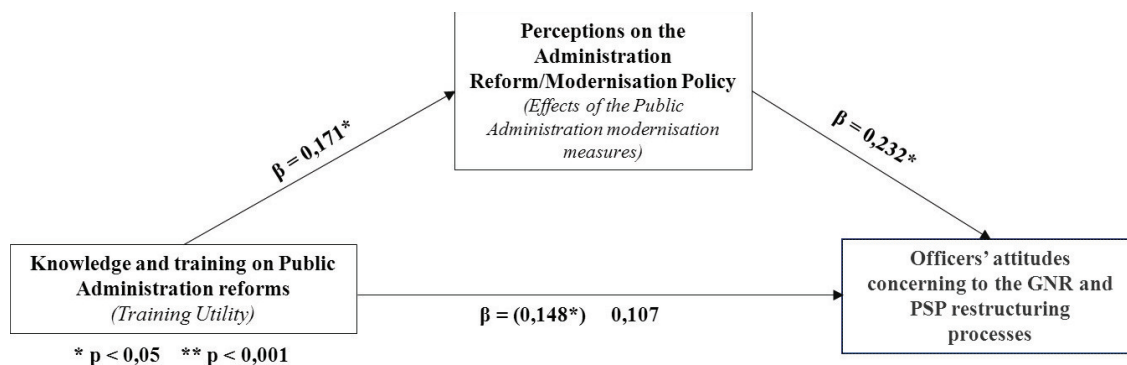


Table 4

Regression analysis of the Officer's Attitudes on 'Knowledge and training on public administration reforms (training utility)' and 'public administration measures'

Independent variables	1	2	3
	Officer's Attitudes	Public administration modernisation measures	Officer's Attitudes
	β	β	β
Training utility	0.148*	0.171**	0.107*
Public administration modernisation measures			0.232**
Adjusted R2	0.019*	0.27**	0.069**
	F (1, 382) =8,504	F (1, 387) =11,660	F (2, 381) =15,221

* $p < 0.05$ ** $p < 0.001$

Finally, an attempt was further made to determine the mediator role of the perceptions on the effects of the simplification and debureaucratisation measures implemented by the Ministry of Internal Affairs in the relation between knowledge and training on public administration reforms (training utility) and the attitudes of the officers towards the GNR and PSP restructuring processes, as graphically represented in Figure 10 and summarised in Table 5.

Figure 10 — Mediator role of the perceptions on effects of the simplification and reducing bureaucracy measures implemented by Ministry of Internal Affairs and knowledge and training on public administration reforms (training utility) and the officer's attitudes concerning the GNR and PSP restructuring processes

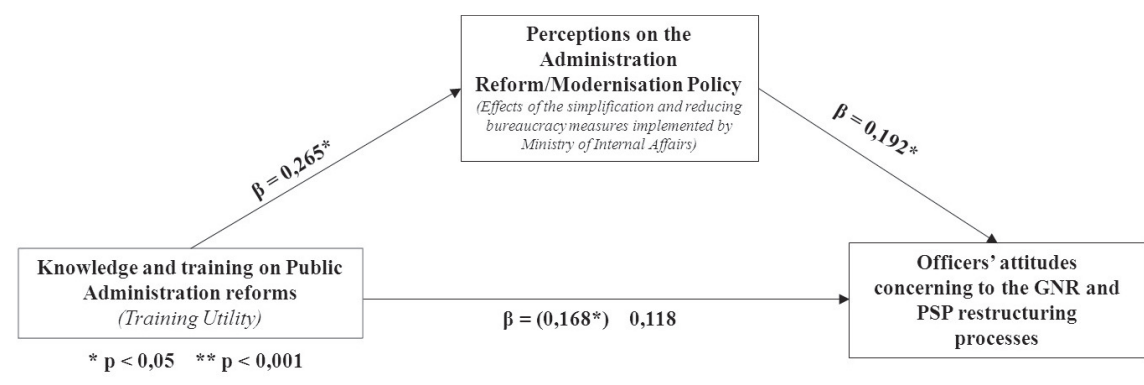


Table 5 — Regression analysis of the Officer's Attitudes on 'Knowledge and training on public administration reforms (training utility)' and 'simplification and reducing bureaucracy measures implemented by Ministry of Internal Affairs'

Independent variables	1	2	3
	Officer's Attitudes	Simplification measures implemented by Ministry of Internal Affairs	Officer's Attitudes
	β	β	β
Training utility	0.168**	0.265**	0.118*
Simplification measures implemented by Ministry of Internal Affairs			0.192**
Adjusted R ²	0.026**	0.068**	0.058**
	F (1, 372) =10,823	F (1, 377) =28,567	F (2,371) =12,397

* $p < 0.05$ ** $p < 0.001$

The model explains 5.8 % of the total variation of officers' attitudes pertaining to the restructuring processes, being significant [F (1, 377) = 28.567, $p < 0.001$] (See Table 5). This means that the training utility and the simplification measures implemented by Ministry of Internal Affairs contribute to explain the attitudes of officers.

Yet we have a partial mediation given that the effect of the training utility on officers' attitudes ceased to be significant with the presence of the simplification and debureaucratisation measures implemented by Ministry of Internal Affairs, being the indirect effect significant (Sobel Z = 3.060, $p = 0.002$).

The results therefore show that the perceptions on the administration reform/modernisation policy, namely the effects of the simplification and debureaucratisation measures implemented by Ministry of Internal Affairs, have a positive effect on officers' attitudes towards the GNR and PSP restructuring processes (See Figure 10).

In short, from the three hypotheses in this research, where we assumed that the GNR and PSP officers' perception on the administration reform/modernisation policy plays a mediating role on the relation between 'officers' personal and professional attributes' (Hypothesis 1), the 'conceptions of police work' (Hypothesis 2) and the 'knowledge and training on public administration reforms' (Hypothesis 3) and their attitudes pertaining to the GNR and PSP restructuring processes, only hypotheses 2 and 3 were validated, as it was not possible to corroborate hypothesis 1.

As explained throughout this investigation, the initial analysis model as well as the hypotheses established assumed that the perception that the GNR and PSP officers' perception on the administration reform/modernisation policy played a mediating role on the relation be-

tween 'officers' personal and professional attributes', the 'conceptions of police work' and the 'knowledge and training on public administration reforms' and their attitudes towards the GNR and PSP restructuring processes.

Conclusions

At a time when the redefining of national security and defence strategy issues assumes growing importance and undeniable weight in the context of public security policies in Portugal, the completion of this research of a highly exploratory character mainly aimed to analyse the impact that the last reform had on the only two police forces (GNR and PSP) that are directed towards the full compliance of the basic duties of the Internal Security System — criminal prevention; public order; criminal investigation and intelligence.

Nevertheless, we also sought to highlight the essential dualism that exists in Portugal regarding the military nature of the National Republican Guard and the civilian nature of the Public Security Police, which has survived all the reformist winds, although sometimes obscured in the superficiality of several works, even academic, or in the immediacy of several reflections with some lack of analytical distancing.

Although some changes have been verified regarding to the work procedures and organisational structure of the security forces in Portugal, on a global analysis the final status desired by Ministry of Internal Affairs was not attained, that is, the GNR and PSP continue to be based essentially on rigid and bureaucratic systems, not giving way to the emergence of more flexible structures that are capable of adapting to the new challenges of contemporary societies.

On the other hand, there are still ambiguities and overlaps in the definition of responsibilities of the security forces and the desired streamlining of structures and management of means needed for the performance of duties was only partially achieved.

However, in the case of this investigation, it is fair to say that there was no organisational change prompted by the security forces themselves with the aim of changing their organisational systems; instead there was an organisational change that resulted from external factors to the GNR and PSP that changed their functioning, causing an entire organisational transformation, giving rise to adaptive responses by both organisations, which was more evident within the GNR.

Although some changes have been verified regarding to the work procedures and organisational structure of the security forces in Portugal, based essentially on a logic of cost reduction and without considering the distinct organisational cultures (military versus civilian), as were the cases of greater complexification and standardisation of the staff and

remuneration regulations and the severe loss of social supports at the health insurance system level, on a global analysis we can conclude the final status desired by Ministry of Internal Affairs was not attained.

The expectation that the reform of the security forces would lead to a significant release of staff to perform the operational activity, as well as internally providing jobs for civilians, and the closure of unnecessary posts and police stations did not prove true; putting thus into question one of the main objectives of the reform that consisted in the standardisation of structures and effectiveness of security forces, 'preventing the apparatus from performing more effective policing'.

There was insufficient interpretation of the proposals submitted, in legislative measures, set out in the Internal Security Law and also in the new PSP and GNR Organic Laws and Statutes.

On the other hand, the actual resistance to reform based on changes imposed by law allows us to currently conclude, by way of assessment, that the effective reform of the Ministry of Internal Affairs, once again, fell far short of what appeared to be the original intention of policy decision-makers.

In short, despite the efforts of the last reform in 2007, the GNR and PSP continue to be based essentially on strict and bureaucratic systems, not giving way to the emergence of more flexible structures that are capable of adapting to the new challenges of contemporary societies. Predictably causing a negative impact on the structure and effectiveness of the forces, but also some discontent and resistance of its personnel, broadcast in the media by the associations and the top leaders themselves, without forgetting the undeniable discrediting of policymakers in the eyes of the public.

Finally, it should further be pointed out that very few studies have been carried out in Portugal that analyse the security forces and, in particular, the attitude and perception issue of their staff, as is the case of the officers. Moreover, there is no known study in Portugal to try to identify predictors of attitudes of a professional universe with peculiar characteristics, such as the police; which is why this study assumes an essentially exploratory character and does not resort to the already consolidated scientific research on this subject. It should furthermore be noted that this research aims to become the starting point for other studies in this area.

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