Study of North Metro Atlanta Police Chief Leadership Styles

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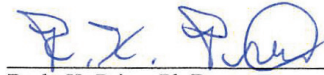

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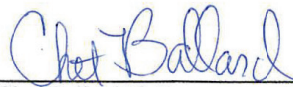BS, Georgia State University, 1993

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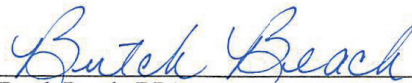
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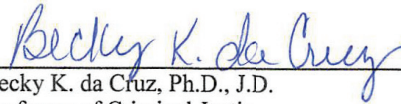Professor of Criminal Justice

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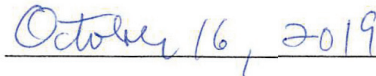Professor of Sociology

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Abstract

Research has shown that job satisfaction and organizational commitment has a strong correlation with employee productivity. Law enforcement is no different regarding this relationship between job satisfaction, commitment and job performance. In the profession of law enforcement, a lack of employee motivation can create detrimental results. When police officers fail to meet the standards of their specific roles, not only can this create dangerous implications for the citizens they serve, but it can also create even more risks for themselves and their co-workers. Policing is a profession that is inherently dangerous, and this enhances the importance of management constantly working toward creating a culture that motivates those serving their communities through the profession of law enforcement. Several factors that impact the level of police officer job satisfaction have been researched, but there has not been a substantial amount of data collected on the impact of a police chief's leadership style and the level of job satisfaction of officers.

This study will examine police chief leadership styles and explore which style of leadership results in the highest level of police officer job satisfaction in the North Metro Atlanta area. The Multi-Leadership Questionnaire (MLQ 5x) will be used to determine if each police chief surveyed engages in transformational leadership, transactional leadership or passive/avoidant leadership. The MLQ 5x will also be used to measure officer job satisfaction and (extra effort). This research is important as police chiefs need to be aware of how their leadership style impacts the level of police officer job satisfaction.

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Acknowledgments

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Chapter I

Introduction/Background

A key component in any organization is leadership. Private corporations, small businesses, government agencies and non-profit organizations all have people in place that are entrusted with managing the day to day operations of these organizations. Whether a stated mission is in place, or just an unofficial set of goals geared toward being successful in the operation of an organization, there is no greater impact on the level of success than that of the leadership in place (Zeb, Saeed, Rehman, Ullah & Rabi, 2015). Agencies and businesses succeed and fail based on the strength of leadership. An organization's ability to navigate change plays a very important role regarding success or failure. A leader's skills and abilities are key to ensuring success when implementing change (Gilley, Gillery & McMillain, 2009). Effective leaders are strategic, innovative and influence subordinates in a manner that can help ensure organizational success. Successful leaders understand the importance of strong communication and the need to build trust among employees (Garcia-Morales, Llorens-Montes & Verdú-Jover, 2008).

A constant and challenging task encountered by leaders in the workplace is the need to create a culture where employees are motivated to perform. No organization or profession is shielded from the negative impact incurred when employees fail to meet the necessary standards needed to reach an organization's mission. For profit-driven businesses, employees that lack motivation can hurt the financial bottom line through substandard performance, poor customer service and the production of products or services that do not provide customer satisfaction. The implications can be devastating to a company's ability to survive (Visvanathan, Muthuveloo & Ping, 2018).

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Research has shown two important correlations related to the impact of leadership in an organization. There is a direct correlation between employee job satisfaction and leadership. The type of leadership in place impacts how satisfied an employee is on the job, as well as their overall psychological well-being. If employees reach a point of strongly considering quitting their job, it often relates to issues with the organization's leadership (Olaniyan & Hystad, 2016). Because of the relationship between leadership and job satisfaction, leadership also has an impact on job performance. If an employee's level of job satisfaction is not sufficient, then they are less apt to be committed to the organization for which they work. When this lack of commitment is in place, the level of employee productivity is likely to decrease (Choi Sang, Lim Zhi, & Tan Wee, 2016).

In the profession of law enforcement, a lack of employee job satisfaction and motivation can create detrimental results. When police officers fail to meet the expectations that exist for that position, not only can this create dangerous implications for the citizens they serve, it can also create a higher level of risk for themselves and their co-workers. Policing is an inherently dangerous profession, and this should create a sense of urgency for managers to consistently work toward establishing a culture that enhances the level of job satisfaction and commitment among police officers (Demirkol & Nalla, 2018). One of the unique aspects of law enforcement is the variety of dangers officers face each day when on the job. The threat of being killed, assaulted, coming in contact with communicable diseases and being involved in car accidents creates a high level of stress for officers. The concerns related to officer burnout must be taken into consideration when emphasizing the importance of officer job satisfaction (Mayhew, 2001).

All levels of management in a police organization are vital to the mission of law enforcement. However, no role is more important from a management perspective than the

position of police chief. Effective police chiefs understand their position includes developing

and sharing the vision of the entire organization they manage. They also must be able to create a

practical understanding of how that mission is to be exhibited in the day to day operations of the

police department, as well as constantly working with other managers and supervisors

throughout the organization to ensure they can also lead their teams in effectively carrying out

the department's mission. Furthermore, police chiefs that engage in effective leadership

establish strategic plans and understand the importance of mentoring and empowering their

subordinates (Andreescu & Vito, 2010). Leadership plays a critical role in ensuring officers

meet the mission of the organization, which correlates with obtaining and maintaining

organizational high performance. Effective leaders inspire high levels of both individual and

organizational performance, which ultimately ensures the mission is met (Warren, Gregory A.,

2019).

With the correlation between job satisfaction and employee performance, and the impact

a police chief has on the level of job satisfaction of his or her employees, it is imperative that

police chiefs strive to implement leadership philosophies that are most likely to positively impact

the level of job satisfaction of the police officer. Additionally, city administrators and

government leaders should strive to hire police chiefs that implement the type of leadership

philosophies that will ensure police departments foster a culture that is conducive to a high level

of employee satisfaction (Andreescu & Vito, 2010). Local governments often hire police chiefs

from the outside instead of promoting from within. The reasoning behind this approach is chiefs

from outside the organization can bring in new and innovative ideas. This hiring approach can

also alleviate the concerns related to hiring internal candidates that have connections with

subordinate officers and are engaged in community or political organizations in the community. These are all factors that can impact police culture (Johnson, 2005).

Several leadership mechanisms can be utilized to influence officer behavior. The formal authority found through a police department's command model can impact officer action and behavior through the enforcement of compliance. The transactional leadership approach can also influence the work of police officers. This exchange model mirrors the principal-agent economic model where an exchange takes place between police supervision and police officers. Officers perform their duties with an expectation of receiving rewards when the communicated expectations are met. When this style of leadership is practiced, supervisors have the ability to influence officer behavior based on the rewards they are able to offer subordinates (Engel & Worden, 2003).

Another leadership approach that police leaders can also employ directly involves influencing officer's attitudes, values and beliefs. This style can be especially beneficial because the beliefs, value systems and views of the work of police officers will impact their behavior more effectively than implementing an authoritative approach or exchange model. This style of leadership is known as transformational leadership. Transformational leaders create buy-in with subordinates through developing a culture that encourages creative problem solving and influencing officers to work toward the greater good of the organization (Engel & Worden, 2003). Ultimately, transformational leaders base their leadership approach on idealized influence where the leader becomes a role model for subordinates. These leaders also utilize inspirational motivation, intellectual stimulation and individualized consideration when striving to influence subordinates.

Police chiefs that practice the leadership approach of passive/avoidant often embrace the belief that striving to understand and motivate people is useless due to the unpredictability of human beings (Fiaz, Qin, Ikram, & Saqib, 2017). With this approach, there is not a focus on performance or people. Instead, these passive/avoidant leaders strive to avoid the spotlight and instead depend on a set of dependable employees to make certain the mission of the organization is met successfully. There is no desire for this type of leader to be a change agent, but instead, he or she would prefer to work within the established confines of the organization. Strategic planning is non-existent, and goals are only put into place when necessary. These leaders are typically non-confrontational and would prefer not to make major decisions. There is typically no effort at employee development because there is an assumption in place that people can take care of themselves and will do what is necessary to complete job-related tasks. Not surprisingly, research has shown that this type of leadership does not usually result in positive employee performance or job satisfaction (Fiaz, et al., 2017).

Organizational culture is also greatly impacted by the chief of police, no matter what size department, or the location of the department. Effective police chiefs are able to implement processes that are built upon communication between management and officers and are fully aware of the importance of their role as it relates to department morale. Departments where officers feel they have a stake in the direction of the department results in a higher level of job satisfaction and engagement (O'Leary, Resnick-Luetke, & Monk-Turner, 2011). This is a result of an effective, two-way communication model that has been fostered by the chief. A free flow of ideas geared toward making the department better is only possible if the police chief creates communicative processes that allow for the flow of such ideas.

Research has shown that leaders that engage in a transformational leadership style are successful in motivating subordinates to look beyond their own personal goals and work toward the greater goals of the organization. Transformational police chiefs can create a mission, vision and values that provide guidance and inspiration for officers. They have the ability to capture the mind and hearts of those officers working under their leadership, and that is a key to developing the culture of a police department. Police officers tend to connect strongly with transformational leaders (Murphy, 2008). It is advantageous to educate police leaders on the benefits related to implementing transformational leadership, which includes an increased level of job satisfaction and officers exerting extra effort in their work (Morreale, 2003).

The police chief is also tasked with leading his or her department in an ongoing engagement between the department and the community being served. Chiefs must ensure that part of the vision being shared and grasped by officers includes the importance of community partnerships, transparency and problem-solving orientation. In the current national environment of fractured relationships between law enforcement and the community, effective police chiefs must be able to lead their departments in a manner where there is an appreciation by officers of these community-related expectations (O'Leary, et al., 2011).

It is incumbent upon the department's leadership to influence officers to engage in community policing in all facets of their job, no matter what role they may play in the organization. Department leadership, starting with the police chief, is responsible for creating a department's mission, vision and values, and to continuously work to find effective ways to emphasize and emulate that mission and those values (U.S. Department of Justice, 2014). An organization's culture reflects its leadership style. A police chief that engages in transformational

leadership will be more apt to provide an influential type of leadership that can create a culture that emphasizes community policing (Masood, 2006).

A police chief's ability to enhance job satisfaction and motivate officers is especially important when creating a culture that embraces the philosophy of community policing. There is currently a national perception that a great strain exists between the police and the communities they serve. Although this perception is at times based in reality, there are also many departments that enjoy strong relationships with the citizens and businesses in their community. Whether there is a strain on citizen relations, or if departments are engaging in community-oriented policing, there is an expectation that all police departments work diligently to build trust with those they serve through ongoing community engagement. This work must start at the top of the organization (Masood, Dani, Burns & Blackhouse, 2006). The chief of police is responsible for creating a vision for community policing and implementing a strategic plan that will ensure that vision comes to fruition. Ultimately, community engagement is a philosophy, and the police chief must work to guarantee that philosophy is ingratiated into the culture (Scott & Lazar, 2018).

Police chiefs must lead their departments with the assumption that some of the citizens they serve lack an adequate level of trust of law enforcement. Research indicates the African American community has a high level of distrust toward law enforcement (Huggins, 2012). These citizens often feel they are targeted by law enforcement especially when it comes to police stops of African American drivers. Because of this distrust, lawful stops are often suspected of being a result of drivers being targeted because of their race.

Conversely, approximately 60% of white and Hispanic officers feel their relations with the African American community are excellent or good, while only 32% of black police

officers share the same opinion. (Morin, Parker, Stepler & Mercer, 2017). This is an indicator that officers may lack an accurate perspective of the level of trust between officers and minorities, and it is important that chiefs constantly work on creating an environment where officers understand the importance of intentionally working toward building the trust of those they serve. Other studies have shown that individuals in America that identify themselves with any minority group, not just African American, have negative perceptions of police compared to whites. This includes Hispanics, who are often shown to look upon law enforcement negatively (Peck, 2015). Research has indicated that negative perceptions about police by Hispanics often correlate with a misunderstanding of American police operations and services (Roles, Moak & Bensel, 2016).

Another key consideration for police chiefs is creating an environment that will help improve the likelihood of quality officers being retained. Research indicates that leadership style has an impact on officer job satisfaction, which correlates with the retention of police officers (O'Leary, et al., 2011). Officers that have a higher level of job satisfaction are more likely to stay at their current department. Police chiefs must always work toward not only hiring quality police officers but retaining them as well (Wilson, Dalton, Scheer & Grammich, 2010). Officers working with transformational chiefs are more inclined to have a higher level of job satisfaction, meaning they are more likely to develop an allegiance to their department and its leadership. These factors emphasize the importance of police chiefs engaging in a transformational approach to leadership (Deluga & Souza, 1991).

Statement of the Problem

The law enforcement profession is a difficult, dangerous and often thankless job. Police departments are struggling to not only find quality candidates that are interested in

working as police officers but are also finding it more difficult to retain quality officers. It is imperative that police executives engage in a leadership style that is most likely to create a culture that enhances officer job satisfaction and organizational commitment. Officers that work for transformational police chiefs are more likely to be committed to the organization (Decker, 2018). They are also more likely to have a higher level of job satisfaction, which also contributes to their level of commitment to the organization (Das & Buruah, 2013).

Based on research, police chiefs that practice a transformational approach to leadership are also more apt to be successful in leading departments that implement a community policing style of policing, which is extremely important in today's national policing environment. A department's culture can directly correlate with the level of community engagement being practiced. Police chiefs that lead agencies in need of making cultural changes will be most successful in doing so when applying the leadership tools associated with the transformational leadership approach (Ford, Boles, Plamondon & White, 1999). Research in various parts of the United States has shown that police chiefs often employ a transactional approach and fail to employ leadership approaches that are based on the transformational model of leadership (Decker, 2018). There has not been ample research on the direct correlation between the leadership style of the police chief and police officer job satisfaction and organizational commitment. Research is needed in the North Metro Atlanta area to investigate if police chiefs are engaging in a leadership style that is most conducive to creating a higher level of job satisfaction and stronger organizational commitment.

Purpose Statement

The purpose of this research is to examine the leadership styles of police chiefs in the North Metro Atlanta region, examining whether they are engaging in transformational,

transactional or passive/avoidant styles of leadership. Additionally, this research is intended to determine which style of leadership practiced by these police chiefs results in a higher level of job satisfaction and organizational commitment among police officers. The researcher on this project is also a police chief in the North Metro Atlanta area.

Research Questions

1) What leadership styles do North Metro Atlanta police chiefs perceive they implement in their police departments: transformational, transactional or passive/avoidant?

2) What leadership styles do North Metro Atlanta police chiefs implement in their police departments: transformational, transactional or passive/avoidant?

3) What leadership style among North Metro Atlanta police chiefs results in a higher level of job satisfaction: transformational, transactional or passive/avoidant?

4) What leadership style among North Metro Atlanta police chiefs results in a higher level of extra effort: transformational, transactional or passive/avoidant?

Chapter II

Literature Review

The Importance of Leadership

Leadership is one of the oldest professions. From the beginning of time, people have played the role of leaders as prophets, priests, chiefs and kings. Although many of these positions had similar roles, numerous approaches have been implemented by the people filling those roles. Even in these first examples of men and women in roles of authority, various leadership styles were implemented. Some of the greatest myths and legends of leadership are connected with these leaders that played such a vital role in the development of civilization (Vecchio, 2007).

Job satisfaction surveys going as far back as the 1920's illustrate the importance of leadership. Copious amounts of research have shown a direct correlation between job satisfaction and performance and leadership. However, the impact of leadership goes far beyond creating a higher level of job satisfaction among employees. Throughout history, all social and political movements were started by leaders. Some leaders were institutional leaders, but numerous other leaders were informal and simply possessed a passion and ability to influence others toward a greater cause. These movements demonstrate that at the core of leadership is the ability to influence others (Vecchio, 2007).

In modern times, organizations not only have to be concerned about job satisfaction and employee commitment but must always be striving to maintain relevancy and create an environment that breeds innovation. It is imperative that companies build organizational competitiveness by increasing the importance of innovation. Leadership is again key to fostering this type of environment. Innovative and successful organizations are led by leaders

that are strategic in creating initiatives that ensure a competitive edge is maintained. Employees must be able to thrive through the use of their creativity, which is a critical component of innovative strategies and processes. Successful leaders understand the importance of influencing employees toward innovation that meets the organization's mission and goals (Oke, Munshi & Walumbwa, 2008).

Scholars have had an interest in the topic of leadership for centuries. Part of the reason for this interest is due to almost everyone being exposed to leadership at some point in their lives. Questions like what determines if a leader is successful or unsuccessful have been greatly debated among researchers. Another question that has been examined is what types of people are more likely to become leaders? Also, what can people in leadership roles do to become better leaders? These are just a few examples of leadership-related questions and topics that have been researched for centuries (Mumford, 2010).

Whatever the entity or organization, leaders are ultimately responsible for whatever successes or failures occur. Teams, organizations, and countries all have people in leadership roles, and these people play a critical role in what happens to those being led. Although it is debatable the level of impact attributable to people in leadership positions, there is no debating the fact they do indeed have a great deal of influence on various entities (Antonakis & Day, 2018).

There are numerous historical examples of the implications of leadership. Unethical and inept leaders throughout history have drastically impacted the lives of numerous people, which at times has led to devastation and loss of life. Conversely, history is full of exemplary leaders that have positively impacted with quality of lives of individuals, groups and nations. (Mumford, 2010).

Defining Leadership

Research provides numerous definitions and descriptions related to the meaning of leadership. Many definitions focus on moving people toward specifics goals and objectives. Other definitions focus more on the ability of a person to take a group of people and formulate one team that is striving to achieve the same objectives. The ability to influence people is another key component of numerous definitions of leadership (Summerfield, 2014). Most definitions include one of the following three common characteristics. The first is working to create common goals that is agreed upon by followers. The second characteristic centers on a leader's ability to influence others, not by dictatorship, but through charismatic personality traits and the ability to work well with others. The final common characteristic involves leadership that creates a better or more improved state.

The most encompassing definition of leadership was given by authors Bruce Winston and Kathleen Patterson in *An Integrative Definition of Leadership*:

> "A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives." (2003).

This definition includes the specific roles played by a leader, the gifts and abilities possessed by an effective leader and the role of a leader being able to lead followers toward accomplishing an organization's mission and objectives. Winston and Patterson formulated this definition after leading a team of researchers in examining 160 articles and books on leadership that contained some type of leadership definition. Based on their research, they determined the key

characteristics of a leader which include humility, innovation, influential, ethical, credible and being an effective communicator (Winston & Patterson, 2016).

Leadership Versus Management

When examining the role leadership plays related to the job satisfaction and organizational commitment of employees, it is important to understand the differences between leadership and management. Although these concepts are typically linked, they are also inherently separate (Pidgeon, 2017). The primary role of a manager is to act as an administrator. Tasks, deadlines, systems and controls are all managerial functions that typically work off of a short-term perspective. In an organization, managers have subordinates that report to them, not followers (Reynolds & Warfield, 2010).

Leaders rely more on innovation as they lead their followers. They are men and women who are visionaries looking toward the long-term perspective. Followers trust effective leaders because they focus on the people of the organization, not just tasks and functions (Reynolds & Warfield, 2010). In the book, *The Leadership Challenge,* authors James Kouzes and Barry Posner provide four leadership characteristics based on their research at Santa Clara University. Honesty is the first characteristic listed. Leaders are people that are truthful and ethical. As mentioned before, they are also vision-oriented, always looking ahead. They are never satisfied with the status quo and are imaginative. The third characteristic centers around their ability to inspire others. Being passionate and enthusiastic resonates and inspires those that follow them. Finally, leaders must be competent. Having relevant experience and expertise helps ensure they will lead with sound judgment (Kouzes & Posner, 2007)

Managers can be successful without necessarily being effective leaders. An example would be a mid-level manager in a factory. He or she can provide the guidance to employees

needed to ensure a quality product is produced. The difference is found when a person in that same position is adding value to the organization, which would differentiate him or her as a leader. Major differences between managers and leaders include leaders being people-oriented versus managers who are more concerned with the completion of tasks. Managers focus more on giving direction and providing orders, whereas leaders focus more on providing motivation and influence. The ultimate concern of a manager is results, and the ultimate concern of a leader is achievement. Finally, managers are more apt to appeal to the mind of employees, while leaders appeal more to the hearts of the people being led (Pidgeon, 2017).

It is important to note that although there are distinctions between leadership and management, effective leaders understand the importance of maintaining a managerial approach as a part of their overall leadership style. Quality management brings consistency and structure to an organization. It is not unusual for influential leaders to lack strong organizational characteristics. Managers without leadership results in a lack of motivation and mission clarity for followers. Leaders without managerial attributes in place can result in a chaotic environment that lacks efficiency (Bolden, 2004).   A proper blend of management skills, personal skills, leadership skills and operational experience will greatly increase the likelihood of leadership success (Flynn & Herrington, 2014).

Leadership and Job Satisfaction

Robbins defined job satisfaction as "an individual's general attitude toward his or her job" (2003, pg. 72). Kieres' definition described job satisfaction focused on the emotional response of an employee as it relates to one's overall appraisal of his or her work situation (Kieres, 2012). Employee job satisfaction is extremely important when it comes to organizations operating successfully. Leaders should always be aware and concerned about the level of job

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satisfaction being experienced by their employees. There are numerous variables that influence how satisfied an employee is throughout their career and this creates a great deal of fluidity when measuring job satisfaction. The key reason for organizational leaders needing to be cognizant of how satisfied their employees are is because of how well job satisfaction predicts productivity. There is no greater indicator of how well an employee will produce than their satisfaction on the job. Satisfaction is also linked to other areas of concern like employee turnover and absenteeism. Leaders who are truly concerned about the well-being of their employees understand the correlation between job satisfaction and their employees' mental and physical health as well as their level of satisfaction in life (Macdonald, Kelly & Christen, 2019).

There are several job-related components that have been found to be associated with job satisfaction. Employee rank, rewards for excellence in performance, and development opportunities can all have a positive impact on employee satisfaction. Extensive training, strict organizational policies/procedures and unrealistic job demands can negatively impact the level of employee job satisfaction (Traut, Larsen & Feimer, 2000). A lack of job security can also impact employee satisfaction. If employees are concerned about the security of their position, this can create a thought process where they feel the need to produce more, work harder or extend themselves greatly. This can lead to a greater amount of stress on the job, as well as focusing less on safety and their well-being, which in turn can create a lower level of satisfaction (Olaniyan, & Hystad, 2016).

It is often assumed that employee length of service correlates with the level of employee job satisfaction. Often, upper management and supervisors will focus more on newer employees, assuming that more veteran employees are satisfied in their jobs. Research done on a medium-sized fire department indicated that because of this approach, newer employees do have a higher

level of job satisfaction than longer-term employees. Leaders must ensure that tenured

employees enjoy a certain level of job satisfaction as well, even if what leads to that satisfaction

is different than what brings satisfaction for new employees (Traut, et al., 2000).

Every aspect of an organization rises and falls on leadership (Maxwell, 1999). Employee

satisfaction also rises and falls on leadership. The connection between leadership and job

satisfaction is especially significant for two reasons. First, job satisfaction is a strong indicator

of an employee's level of mental health and psychological well-being. This is important because

people's overall state of happiness or unhappiness typically correlates with how happy or

unhappy they are on the job. This adds to the responsibility of leaders needing to help create a

work environment that is conducive to helping employees maintain a certain level of job

satisfaction, as it directly affects their personal lives significantly. Secondly, research has

indicated that there is a strong connection between job satisfaction and an employee's

motivation. There is a greater likelihood that employees that are satisfied with their job will be

more motivated, and therefore more productive (Olaniyan, & Hystad, 2016).

Leaders, especially in upper management positions, have the ability to not only impact

the level of job satisfaction of those employees they work closely with, but everyone else in the

workplace as well. It is vitally important for managers that help oversee the major components

of an organization to be mindful of their influence on the level of job satisfaction for all

employees in the organization. This influence emphasis the importance of organizations creating

and implementing thorough promotion and hiring procedures used to fill leadership positions.

Executives should place a great deal of emphasis on placing people in other leadership positions

that can have a positive impact on the satisfaction of employees throughout the organization.

(Olaniyan, & Hystad, 2016).

Several factors impact the level of a police officer's level of job satisfaction, including organizational characteristics that management has the ability to influence. Organizational support of employees has a tremendous impact on an officer's level of job satisfaction. This includes the perception by employees that department management is invested and interested in their professional and personal welfare. Management has to be especially mindful of the inherent lack of trust line level officers have toward police management, which impacts their level of job satisfaction (Johnson, 2012). A study by the Pew Research Center found only three in ten police officers are supportive of the leadership of upper management in their departments (Morin, et al., 2017).

There are other factors that can make it difficult for police officers to enjoy a higher level of job satisfaction that are related to the negative environment they often work in. The profession of law enforcement involves police officers having to deal with the worst of society and can create a cynical and negative outlook while engaging in their duties. Internal and external politics along with organizational bureaucracy can add to the negative work environment. Law enforcement managers must focus on officer job satisfaction because it is such an important factor in job performance and officer retention (Johnson, 2012).

In addition, there are several stress-related factors police officers encounter while on the job. One of these factors is the long and difficult hours worked. Police officers often have to work holidays as well as having to take on other duties on their scheduled off time like going to court. (Singh, 2017). Research has also shown that another stress-related contributor to lower job satisfaction among police officers is related to role strain. This involves the internal struggle many officers experience when working on tasks they dislike or do not feel equipped to handle. There is also the stress of having to fulfill the high demands placed on officers by the public. A

high level of emphasis is placed on the need for community-oriented policing, which can heighten the level of expectations of the public (Johnson, 2012). This complex aspect of modern policing has created a need for leadership that can influence officers while embracing innovative policing techniques that are a part of an overall community engagement approach. The traditional, bureaucratic style of leadership is no longer effective in addressing these types of issues. (Flynn & Herrington, 2014).

Leadership and Organizational Commitment

Organizational effectiveness strongly relates to employee organizational commitment. Regardless of how well structured, organized or designed an organization may be, the most crucial component of organizational success is employee commitment. According to Avolio, Zhu, Koh and Bhatia (2004), organization commitment can be defined as; "the relative strength of an individual's identification with and involvement in a particular organization" (p.952). Organizational commitment includes three major components. First, there must be a strong belief in the goals and mission of the organization. Secondly, employees must be willing to exhibit a strong work ethic. Finally, employees must have a desire to continue to be a part of their organization. Research indicates organizations are more likely to retain employees that exhibit these commitment components (Angle & Perry, 1981).

Employee commitment is especially important to the level of success an organization experiences when dealing with change. It is inevitable that changes, both good and bad, will take place in organizations. Managers often experience pressure to implement changes due to innovative ideas, technology and product/service improvements as well as internal and external pressures. The level of employee commitment is tested during these periods of transition and change (Iverson, 1996). An employee's connection to the organization and level of commitment

contributes to the employee's interpretation of changes being implemented. Employees are more likely to accept change and be involved in change, when there is a high level of overall commitment to the organization (Parish, Cadwallader & Busch, 2008).

It has been found that individual police officer characteristics influence the level of organizational commitment. Sex, age, length of service and level of education can all impact the level of dedication an employee demonstrates in their job. However, the culture of an organization has an even stronger impact on organizational commitment than individual characteristics (Shim, Jo, & Hoover, 2015). A key component related to the level of employee commitment is the leadership of the organization (Avolio, Zhu, Koh & Bhatia, 2004). There have been numerous studies conducted on how leadership style can impact the amount of extra effort an employee is willing to exert. Knowing which style increases organizational commitment is important for leaders to understand and implement (Shrestha & Mishra, 2011).

There is research evidence that transformational leadership can correlate with a higher level of organizational commitment. One of the key components of transformational leadership is the level of influence leaders have with their followers. When these leaders successfully create an organizational culture where employees sense a high level of value on their role as it relates to the organization's goals, vision and mission, a higher level of personal commitment and extra effort is more likely to be realized. Transformational leaders also influence followers by involving them in the decision-making process, encouraging them to engage in critical thinking and in implementing creative ideas. This involvement creates a level of buy-in among employees, which builds the level of commitment to the organization. The original theory of transformational leadership encompasses the idea that organizational commitment is built through employee empowerment. Followers typically identify with empowering leaders, and this

creates a stronger allegiance to the leader, which results in a higher level of organizational commitment (Avolio, Zhu, Koh & Bhatia, 2004). Research conducted by Sarver and Miller (2014) demonstrated that police chiefs engaging in a transformational leadership approach illicit a higher level of organizational commitment compared to chiefs that engaged in transactional or passive/avoidant leadership..

Leadership and Employee Retention

Employee turnover can create a great deal of cost and disruption for organizations. When employees choose to leave a job, they often leave with a great deal of expertise and experience. Additional resources and costs are also incurred in the recruitment, hiring and training of new personnel brought in to replace previous employees. One study showed it costs organizations between $10,000 and $30,000 to replace an employee (Mitchell, Holtom & Lee 2001). According to the Bureau of Labor Statistics, the average cost to replace an employee in 2007 was $13,999 (O'Connell & Kung, 2007). That cost increased to over $15,000 in 2017 (Otto, 2017).

Research on employee retention has identified several factors that impact an employee's willingness to stay employed with an organization. Compensation, recognition, opportunities for growth/promotion, participation in decision making, work-life balance, work environment, training opportunities, leadership and job security are all factors related to employee retention. All these factors correlate with job satisfaction, which has also been shown to have a direct correlation with employee retention. Although a few studies have found no direct relationship between job satisfaction and employee retention, the majority of studies have demonstrated that a person's level of satisfaction plays a significant role in choosing whether or not to stay employed with an organization (Das & Buruah, 2013). In 2013, researchers Das and Burah did an extensive literature review on employee retention. In summarizing their findings, they provided

the following diagram which clearly demonstrates how job satisfaction relates to employee

retention:
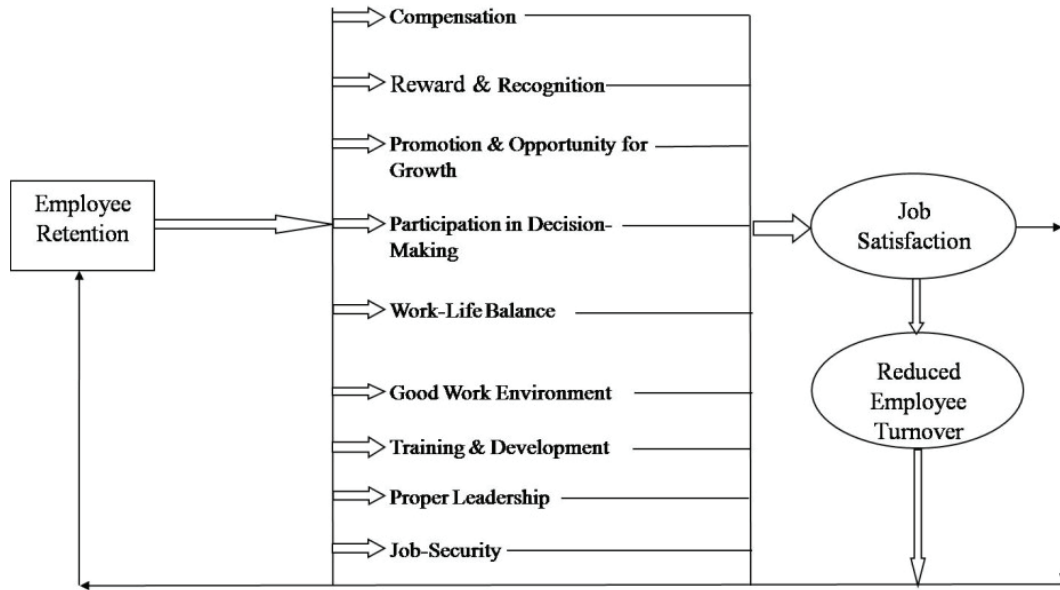
Figure 1. The Employee Retention and Job Satisfaction Model. Reprinted from "Employee Retention: A Review of Literature" by B.L. Das & Dr. M. Buruah, 2013, *Journal of Business and Management, 14*(2), 14.

The retention of quality employees is especially critical for police departments. One of

the greatest challenges for local law enforcement agencies is maintaining an acceptable

workforce level. Several factors can contribute to inadequate staffing issues. The level of

officer job satisfaction strongly impacts whether he/she will stay at a department (Wilson, et al.,

2010). Up until the early 1990's, the draw of stable employment and good benefits resulted in a

lack of attrition issues for most police departments. Today, however, departments must create

and implement more aggressive recruitment strategies. Officer turnover has become even more

of a concern due to a decrease in quality candidates applying for police jobs, leaving many

agencies with critical staffing shortages. Simply put, if departments do not have enough police

officers, the mission cannot be achieved (Orrick, 2010).

According to a study by the U.S. Department of Justice COPS' office, there are several steps that police departments can take to address retention issues. First and foremost, there should always be ongoing planning and analysis. Law enforcement leaders should always be apprised of national trends and data as it relates to retention. Although there are factors that often prevent departments from offering appropriate financial packages and incentives, departments must always work to stay competitive in this area. Paying officers what they are worth is critical. It is also important that departments strive to hire more officers with experience and offer pay that is commiserate with their years of service in law enforcement. Creating other financial incentives like pay for education, career ladders, recruitment bonuses and other performance-based rewards can help ensure quality officers are retained (Wilson, Dalton, et al., 2010).

Other steps recommended by COPS relate to ensuring a healthy department culture is in place. A regular assessment of officer job satisfaction and organizational commitment should be a priority for department leaders. This assessment can be accomplished through the use of surveys. These surveys not only send a message to officers that their well-being is important, but they also create a process where problems can be identified and solutions can be implemented. Also, department leaders must be held accountable for making certain there are strong relationships between supervisors and line officers. This will ensure supervisors are more in touch with officer needs and can identify at-risk employees that may not be experiencing a reasonable level of job satisfaction. Leaders must work to create a culture wherein officers feel supported and valued, which enhances job satisfaction and increases commitment to their department. Other steps related to fostering a healthy culture include creating employee engagement, creating opportunities for officers to provide input and feedback in important

decision-making processes, recognizing employee success and providing officers with opportunities to engage in different duties throughout the department (Wilson, et al., 2010).

Evolution of Police Leadership

August Vollmer is known as the father of modern policing. Back in the 1930's, Vollmer was the first police chief to emphasize the importance of police officers having wisdom, courage, strength, patience and leadership. He also felt that police officers should have a college degree while possessing a strong knowledge of social sciences. These aspects of policing help create a foundation for future law enforcement leadership (Campbell & Kodz, 2011).

The civil rights movement was a major factor in creating an interest in American police leadership. Social unrest in the 1960's, much of which correlated with the civil rights movement, led to the beginning of community policing in the 1970s. Researchers began to study what styles of leadership in law enforcement were most effective. Ultimately, the need for change in policing methods to meet current social needs resulted in the development of new leadership models (Campbell & Kodz, 2011).

Up until the late 1970's, most police departments implemented a quasi-military structure. Rank, authority and hierarchy provided the foundation for all police operations and functions. The belief among police managers was this approach provided the necessary direction and control needed to instill obedience from subordinates (Jermier & Berkes, 1979). The quasi-military approach to leadership worked effectively in crisis situations where resources had to be allocated efficiently and effectively. Officers appreciated this leadership approach when rapid response and mobilization was needed. However, research began to show that during the day-to-day operations of a police department, officers were more in favor of a participative leadership approach (Campbell & Kodz, 2011).

During the 1980's, a new theory called transformational leadership, which concentrated on developing subordinates, began to grow in popularity. This approach to leadership emphasized the need for police managers to move toward motivating and reaching the potential of employees. Ultimately, there began to be a recognition of the importance of innovation and avoiding maintaining the status quo. Although some police executives began to try to incorporate this approach, many others would continue to implement leadership dimensions that were more closely associated with quasi-military leadership. The 1990's saw even more of an emphasis on the need to research effective approaches to police leadership. Leaders understanding emotional intelligence and the need to intentionally connect with police employees began to be a point of emphasis for police leaders (Campbell & Kodz, 2011).

In the 21st century, there has been some recognition of a need for a strategic leadership approach, with the goal of leading men and women to serve the good of the public in an efficient and practical way, understanding that one of the keys to democracy is an effective, service-oriented police department. There has to be a policing philosophy instilled in police officers, and it is important that the appropriate style of leadership is identified in order to ensure that is a reality. Leaders in a police organization must also embrace the importance of providing an example to officers of the policing philosophy, unlike the para-military approach which is centered more on simply following orders with little emphasis being placed on leaders leading by example (Adlam & Villers, 2003).

When examining the topic of police leadership, it is important to understand officers without rank often have to operate in a leadership mode, which is one of the aspects that makes the profession unique. An important aspect of policing involves officers exercising a great deal of discretion and possessing the ability to act decisively. Officers must be able to respond to

emergencies and make quick decisions often with very little information. Their jobs also include the role of being leaders in the communities they serve. However, this does not eliminate the need for organizational leadership. There is a need for supervision to help ensure policies and procedures are implemented to provide guidelines for officer discretion and decision making, especially striving to avoid institutional corruption. Police leaders are challenged with leading in such a manner that officers are striking a balance between maintaining order and protecting people's freedoms (Adlam & Villers, 2003).

Leadership Styles

There are several different leadership styles employed by police chiefs and organizations in general. The following is a list of leadership styles found in law enforcement agencies:

 Autocratic: Under this style of leadership, organizations are centralized structures with processes and mechanisms clearly established. The autocratic leader is more concerned about employee performance and is not as concerned about the people themselves. All decisions are ultimately made by the leader, and all policies and procedures are determined by the leader as well. The autocratic leadership theory is based upon the belief employees need to be told what to do and are lazy and irresponsible without constant oversight and supervision. Because of this perspective, all planning, organizing, budgeting and other operational initiatives are handled at the top of the organization. The threat of punishment is a tool often utilized to ensure employees are performing at an acceptable level (Fiaz, et al., 2017)

Democratic: This leadership style is the antithesis of autocratic leadership. There is much more of a focus on the employees and a team-oriented environment where the leader is a part of the team. Employees are encouraged to participate in operating the organization, and their feedback is encouraged. The goal is to inspire employees to perform through ensuring they feel

valued and enjoy a high level of job satisfaction. There is an ongoing effort of creating buy-in

from the employees, and this effort leads to employees wanting to do well in their positions

because they feel like the organization belongs to them and not to just the leadership or owners

(Fiaz, et al., 2017)

Passive/avoidant: This style is based on the belief that striving to understand people is

useless due to the unpredictability of human beings. There is no focus on performance or people.

Instead, passive/avoidant leaders strive to avoid the spotlight and depend on a set of dependable

employees to make certain the mission of the organization is met successfully. There is no desire

for this type of leader to be a change agent; instead, he or she would prefer to work within the

established confines of the organization. Strategic planning is non-existent, and goals are only

put into place when necessary. These leaders are typically non-confrontational and would prefer

not to make major decisions. There is typically no effort at employee development because there

is an assumption in place that people can take care of themselves and will do what is necessary to

complete job-related tasks. Not surprisingly, research has shown that this type of leadership does

not usually result in positive employee performance (Fiaz, et al., 2017). Under this style of

leadership, subordinates are given very little, if any direction. Subordinates ultimately are the

organizational decision-makers as the leader is not engaged and does not participate in the

decision-making process (Deluga & Souza, 1991).

Servant Leadership: Leaders who implement this style of leadership believe in a power-

sharing model where the needs of the team are a priority, and decision making is typically a

collective team effort. The impact of this style of leadership is often related to an increase in

morale and diversity. However, servant leaders can also lack authority in their positions, and

will often fail to meet organizational objectives because of more emphasis being placed on employee morale than the mission of the organization (TEC: The Executive Connection, 2018).

Bureaucratic Leadership: Highly regulated organizations often operate more effectively under this type of leadership style. There is more of an emphasis placed on adhering to rules and working within highly administrative processes. This environment is very task-oriented, which can ensure the job gets completed. The negative impact of a rule-based, task-oriented approach is employee creativity and innovation can be stifled in this type of environment (TEC: The Executive Connection, 2018).

Situational Leadership: This leadership style was created by Paul Heresy and Ken Blanchard in 1969. Leaders attempt to implement a wide range of leadership theories and styles based on their environment. Processes in place, complexity of tasks and worker's skill level can all dictate what type of leadership style is adopted in any situation. The difficulty encountered in this leadership scenario is the challenge that comes with switching between leadership approaches, as most people have some natural leadership styles already instilled within them. It can also be difficult to comprehend which style is most effective for certain processes or scenarios (TEC: The Executive Connection, 2018).

Charismatic Leadership: Leaders that heavily rely on their charismatic personality fall into this category of leadership. However, this style typically cannot overcome the need of skilled and engaged leaders being heavily involved in initiatives and projects, and there is often a power vacuum created which can limit organizational success (TEC: The Executive Connection, 2018).

Transactional Leadership: This style of leadership is based on organizational hierarchy and rewarding employee performance. Leaders spend most of their time outlining expectations

of employees who expect to be rewarded or compensated for meeting those standards. The title transaction is used here because there is literally a transaction implemented between leadership and employees. Much like bureaucratic leadership, employees work within clearly established rules and processes and have a strong understanding of what is expected of them. The downside to this style is also similar to the bureaucratic style as employees have little opportunity to exhibit creativity or innovation (Mgeni & Nayak, 2016). Employees strive to receive rewards for meeting or exceeding expectations set by their leaders, while leaders create standards and goals that result in rewards being given when those standards and goals are realized by the employee. Leaders of organizations that operate in a highly structured manner often incorporate this style of leadership (Singer & Singer, 1990).

Transformational Leadership: Transformational leaders are often considered the most moral based leaders as it relates to the attempt to raise the human conduct of the employees and the leader. These leaders strive to change the culture of an organization through motivating employees to transform their self-interests into collective interests based on meeting the mission of the organization. Transformational leaders are inspirational change agents that lead with a greater common goal in mind. The potential downfall of this style of leadership lies in the potential for a leader's allegiance to the organization to override the individual needs of the employees (Parolini, Patterson, & Winston, 2009).

This transformational leadership style incorporates four specific aspects of leadership: Idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass & Avolio, 1993). Leaders are role models that motivate and inspire subordinates. Subordinates are encouraged to work creatively as they bring value to the organization. Transformational leaders emphasize meeting the needs of employees, which can

result in a higher level of job satisfaction and organizational commitment (Smith, Montagno, & Kuzmenko, 2004).

In modern-day policing, the three leadership styles utilized most by police chiefs are transformational, transactional and passive/avoidant. Although no style of leadership is exhibited exclusively, one of these three styles tends to dominate as police chiefs perform their management of police organizations (Murgado, 2017).

The autocratic style has traditionally been the most popular leadership style employed among police chiefs. More recently though, more police chiefs are implementing a transformational style of leadership. A greater focus on community policing and the officers not being as responsive to the traditional autocratic style are cited as reasons for the observed pattern (Sarver & Miller, 2014). When describing police executive leadership style, it is important to understand that oftentimes, leadership styles are situationally based for police chiefs. However, when it comes to overall leadership approaches, transformational, transactional and passive/avoidant leadership styles are more popular than any other type of leadership in law enforcement.

Transformational and Transactional Leadership Theory

James MacGregor Burns (1978) created a new paradigm in leadership, breaking down leadership into two distinct concepts: transactional and transformational. In his book, *Leadership,* Burns asserted that transactional leaders lead through the use of social exchange. Politicians who operate on a basis of exchanging one item for another is an example of transactional leadership style. Transactional business leaders exchange rewards for productivity. According to Burns (1978), transformational leaders utilized their ability to inspire followers to excel in their roles, helping those followers develop their own leadership qualities. The needs of

followers are focused on by the transformational leader, as well as empowering them to align their work with the organization's mission, vision and goals. This empowerment will create a high level of buy-in by the employee. Transformational leaders effectively demonstrate to employees their value and how their positions correlate with meeting the mission of the organization (Bass & Riggio, 2006).

Burns viewed leadership as a dimensional construct, where transformational leadership and transactional leadership approaches were polar opposite. This view was based on his belief that the transformational leader engaged with subordinates in a manner that was conducive to creating an environment where the leader and followers motivate one another at a higher level versus the traditional exchanges found in transactional leadership. Ultimately, Burns did not believe that both styles could effectively coexist (Bass & Riggio, 2006).

Bernard Bass took Burns' research and applied it to his research of the military, business and educational organizations. Bass' new paradigm of transformational leadership was primarily derived from deficiencies he found in Burns' earlier research and work. His research led to a belief that transformational leadership was more effective due to how it inspired followers to exceed expectations. According to Bass, transformational leaders did much more than create transactions between leaders and followers. He believed in doing more to increase the level of commitment among followers while also emphasizing identifying and investing in potential future leaders (Stewart, 2006).

The paradigm of transformational and transactional leadership was seen by Bass as complementary, rather than the polar opposites that Burns asserted in his research. Bass felt both styles could be successful in ensuring an organization's goals and objectives are achieved. Bass believed transformational leadership is not as effective if there is a complete absence of a

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transactional relationship between leaders and followers. Ultimately, Bass believed that leaders that were transformational with an integration of transactional elements would achieve much more than a leader that only implemented a transactional style of leadership. (Lowe & Galen, 1996).

Transformational leadership is demonstrated in the Full Range Leadership Model created by Bass and Avolio. This model established three distinct leadership styles: transactional, transformational and passive/avoidant. All three styles are distinguished based upon the level of engagement by the leader toward his or her followers. This model resulted in the Multifactor Leadership Questionnaire (MLQ) being developed, which was a tool created to measure transformational, transactional and passive/avoidant leadership (Bass & Riggio, 2006).

The Full Range Leadership Model incorporates the theory that transactional leaders should go beyond rewarding behavior and incorporate a style of leadership that would inspire followers to strive to go beyond their own self-interest. Instead of workers being concerned with their own personal goals, they would ideally focus on achieving the greater good of the organization (Russel, 2017). The Full Range Leadership Model incorporates the range and effectiveness of different leadership styles, especially as they relate to the levels of leader interaction, with passive/avoidant leadership behavior being the lowest level of interaction. Burn's range of leadership projected transactional leadership and transformational leadership on opposite ends of the leadership spectrum. Bass asserted that there was more of a connection between the two styles of leadership, believing the transactional leaders can enhance their effectiveness through incorporating a transformational approach (Decker, 2018). Bass believed leaders that exhibit superior leadership build transformational leadership on a foundation of transactional leadership (Boamah & Tremblay, 2019).

Bass's concept of transformational, transactional and passive/avoidant leadership included several leadership components: charisma, inspirational, intellectual, stimulation, individualized consideration, contingent reward, management by exception (active and passive) and passive/avoidant leadership. He based his leadership model on the results of research he conducted on 198 army field officers. Each of the officers were surveyed on their rating of superior officers. This survey was the original Multi-Leadership Questionnaire (MLQ), which is the basis of the current MLQ 5x that is currently used to measure transformational and transactional leadership (Avolio & Bass, 1999).

Transactional Leadership

Avolio and Bass (1999) asserted that transactional leadership is based on a cost-benefit exchange between the leader and the employee. Employees work to achieve rewards from their leader, and leaders work to establish goals and create contingent awards to induce employees to meet the stated goals. Organizations that are heavily structured and formal are often more conducive to a transactional style of leadership. Law enforcement departments are an example of a highly structured organization (Singer & Singer, 1990). This motivation of employees through a relation of exchange can create a level of trust from the employee in the leader due to the leader fulfilling his or her promise to reward the work of the employee. This leadership style can also punish employees for counterproductive behaviors if necessary. Over time, the trust that is developed can inspire the employee to produce beyond the original expectations created through the employee-leadership transactions. Employees can become loyal to the organization, striving to achieve stated goals because of the climate created through the implementation of transactional leadership (de Olivera & Ferreira, 2015).

Bass and Avolio created a criteria for transactional leadership that was based on three different factors of leadership. The first and most critical behavior is the contingent reward factor. This factor emphasized the commitment between the leader and those who follow that leader. The level of employee engagement toward meeting organizational objectives is based on the rewards being offered by leaders for meeting expectations. The second and third factors are found in two separate forms: an active approach of management by exception and a passive approach of management by exception. With the active approach, the leaders consistently engage followers with the intent of ensuring standards are being met. If expectations are not met, the leader can take immediate action to make needed corrections. The passive version of this concept sees the leaders avoiding engagement with followers and only gets involved if expectations are not being met and corrective action is needed (Russel, 2017).

One of the criticisms of transactional leadership is it can create an environment where mediocrity is the norm. In organizations where the cost-benefit management approach is implemented, managers often do not intervene unless a problem is observed. The work for reward offer is often only utilized when the manager believes employees are falling short of meeting the goals that have been established. A disciplinary approach will regularly be used, and this has been found to be an ineffective way of improving performance over an extended period of time (Bass, 1990).

Another criticism of this form of leadership is managers often do not have the control to offer rewards that would likely motivate employees. An example is pay, which is typically a reward that would increase employee performance. However, managers often do not have the authority to make decisions related to employee pay and may be limited in what reward they can

actually offer. This limitation inhibits their ability to create a high level of motivation for employees (Bass, 1990).

Research has shown that police officers feel supervisors that implement a transactional style of leadership are not as approachable as those that utilize a transformational style. Transactional leaders in law enforcement are described as more militaristic in their approach in leading, and they are not as concerned with the needs of officers when compared to transformational leaders (Deluga & Souza, 1991). Police chiefs that practice transactional leadership typically refrain from taking action unless the level of service or productivity by officers is not meeting expectations (Campbell & Kodz, 2011).

Although this approach may not create a strong allegiance with his or her officers, there are circumstances when officers respect the chief regarding the transactional approach in dealing with performance-related issues. Veteran officers, supervisors and mid-level managers can also appreciate a task-reward approach, especially officers that are less motivated. Officers often operate more effectively when clear, specific expectations are clearly established (Campbell & Kodz, 2011).

Transformational Leadership

Leaders that are able to inspire their followers to perform at a high level while helping them develop into leaders are transformational. Bernard Bass (1997), whose research is considered the foundation of transformational leadership theory, defined the leadership style as:

> Authentic transformational leaders motivate followers to work for transcendental goals that go beyond immediate self-interest. What is right and good to do becomes important. Transformational leaders move followers to transcend their own self-interest for the good of the group, organization, or country.

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Transformational leaders motivate followers and other constituencies to do more

than they originally expected to do as they strive to higher-order outcomes (p.

133).

Transformational leadership has emerged as one of the most researched leadership theories.

There has been research done on how this style of leadership impacts organizational culture

(Massod, et al., 2006). Murphy (2008) has studied transformational leadership and the impact it

has on police culture. The influence of transformational leaders on motivating subordinates to

engage in public service has also been studied (Caillier, 2014). The parallels between decision

making and emotional intelligence among transformational leaders is another example of

research conducted on this style of leadership (Rashid & Waheed, 2012).

All followers have needs, and transformational leaders can not only identify those needs

but can also respond to them (Bass & Riggio, 2006). Research done by Bernard Bass and John

Hater in 1988 demonstrated this approach of identifying and responding to employee needs

creates a higher level of job satisfaction than transactional leadership. In this study, there was a

high correlation between transformational and subordinate job satisfaction versus the correlation

between transactional leadership and subordinate job satisfaction, which was low to moderate

(Hater & Bass, 1988).

Whether stated or not, almost all organizations have objectives and goals. Followers of

transformational leaders experience a sense of empowerment by aligning their roles with those

objectives and goals. They attach a greater sense of purpose to their roles, which results in

extraordinary results. Unlike transactional leadership, which works toward making certain

performance standards are met, transformational leaders have the ability to inspire subordinates

to exceed expectations. The original research related to this theory was based on the military,

but later research has confirmed this style of leadership is effective in almost any organization or profession (Bass & Riggio, 2006).

Bass' theory characterizes four specific aspects of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass & Avolio, 1993). Idealized influence relates to the leader's ability to provide a role model for followers. He or she understands the importance of modeling integrity and focuses on the needs of others. The concept of inspiration motivation is connected to a leader's charismatic style that motivates and inspires subordinates. Leaders are effective at communicating the mission and vision of the organization, and followers have a clear understanding of the leader's expectations. Intellectual stimulation refers to a leader's encouragement of subordinate to employ creativity and innovation. The goal should always be to improve, even when risk taking is necessary to accomplish those goals. The attention a leader gives the needs of followers is the basis for the concept of individualized consideration. Followers are developed and given opportunities for personal growth, and they are empowered to make decisions regardless of what their duties and responsibilities may be (Smith, et al., 2004).

Police officers are more likely to have their work behavior positively impacted by transformational leaders versus transactional leaders (Engel & Worden, 2003). Transformational leaders are perceived as more approachable and more responsive to officer needs which creates a higher level of job commitment. Another key component of influencing officer behavior as it correlates to transformational leadership is due to the organizational environment created by this style of leadership. The cultural environment plays a vital role in the attitudes and level of satisfaction of police officers, and transformational leadership is the most effective leadership

approach related to creating a healthy department culture. This type of environment is more

conducive to a higher level of quality work (Deluga & Souza,1991).

Research conducted by Sarver and Miller in 2014 demonstrated that police chiefs

engaging in a transformational leadership approach illicit a higher level of organizational

commitment compared to chiefs that engaged in transactional or passive/avoidant leadership.

That same research also showed officers were more satisfied with the specific leadership of his

or her chief when transformational leadership was being implemented (Sarver & Miller, 2014).

The inspirational component of transformational leaders and their ability to inspire a desire for

subordinates to reach their full potential creates an impression that those leaders are more

effective than transactional leaders. There is also evidence of a greater level of organizational

commitment by followers of transformational leaders, with a greater likelihood exerting extra

effort and following directives (Campbell & Kodz, 2011).

Passive/Avoidant Leadership

Passive/avoidant leaders do not lead in a manner that provides subordinates any direction.

They very seldom participate in any level of organizational decision making, instead allowing

subordinates the discretion and freedom to act in whatever manner they feel is appropriate

(Deluga & Souza, 1991). Bass described this style of leadership as the most inactive, and also

the most ineffective type of leadership. Unlike transactional leadership, there simply is an

absence of any type of transaction. Decisions are not made, and responsibilities are ignored.

Anytime important issues arise in an organization, the leader chooses to avoid getting involved

on any level (Bass & Riggio, 2006).

Passive/avoidant leadership in law enforcement has not found to be an effective form of

leadership (Densten, 2003). Police leaders play an important role in the creation of necessary

resources. There is also a need for a constant flow of information between management and subordinates, which contributes to a stable environment for employees. Direction is needed from leadership to ensure two-way communication is realized in a police department. Leadership style has a significant impact on how officers behave, and leaders engaging in a passive style correlates with undisciplined officer behavior and an overall lack of effort. One study indicated that between transformational, transactional and passive/avoidant approaches to leadership, officers working under a passive/avoidant leader engaged in more use of force incidents than officers working under transformational or transactional leaders (Sickels, 2015). Officers are less likely to exert extra effort when working for a passive leader, indicating a lack of organizational commitment (Campbell & Kodz, 2011).

Although most research related to the topic of passive/avoidant leadership highlights the negative aspects of a lack of presence of leadership, there are some potential positive attributes that can result from this hands-off approach to leading an organization. For example, there are times where subordinates appreciate the lack of monitoring, being left to manage their own job tasks without oversight of a manager. This style of leadership can also provide a sense of autonomy among employees, leading to the belief that employees enjoy a level of respect because they can do their jobs well without the involvement of leadership. Some research has indicated that the environment created by a passive/avoidant leader can lead to employees engaging in a more innovative approach of doing their jobs (Yang, 2015). A key component as to whether this leadership approach can be effective in an organization relates to the level of maturity, ability and experience of subordinates. One of the primary roles of a leader is to create an atmosphere where employees are most productive. Under the right circumstances, a

passive/avoidant approach can potentially create the type of environment where employees feel they are trusted and empowered.

Organizational/Police Culture

In his book *Organizational Culture and Leadership*, E. Schein and P. Schein (2017) defines group culture as:

> A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (p.18).

Organizations are made up of groups, which makes the definition applicable when looking at organizational culture. Culture incorporates shared learning experiences that are held and shared by people in organizations whether business, corporate, non-profit or government. Understanding the aspects of culture can help ensure decisions are made, especially by leadership, to guarantee organizational goals are met (Schein & Schein, 2017). Numerous organizational scholars agree that culture has a direct impact on the long-term effectiveness of an organization. The culture of an organization correlates with employee performance and the level of success realized by an organization. Ultimately, culture is defined by values, leadership, language/symbols, procedures/routines and what defines success (Masood, et al., 2006).

An organization's culture is typically created by the founder. The founder's belief system formulates a culture, and his or her successors will typically help continue to formulate that culture based on the originally established shared values. If a leader comes into an organization and recognizes the culture needs to be changed, there must first be an understanding and respect of the organization's past, using previous principles and strategies for inspiration when

appropriate. Leaders must balance maintaining continuity while instituting necessary changes. When possible, the founding values of an organization should always be preserved and promoted (Bass & Avolio, 1993).

An organization's leadership is especially responsible for the development of culture. Successful leaders understand the importance of ensuring a healthy culture is emphasized and maintained. Healthy and effective organizations are led by leaders that are intentional in building a vision of the future. The culture provides the structure for the leader's strategic vision. Leaders that are concerned about cultural health will work to foster an environment that is employee-centric, implements creative problem solving and is open to risk taking and experimenting with new initiatives. When there is a recognition of needed changes of an organization's culture, effective leaders are willing to respect the past while carefully and patiently interweaving those changes. The key to incorporating such changes is to ensure that organizational values, including treating employees with respect, are consistently adhered to (Bass & Avolio, 1993).

An increasingly popular view of culture as it relates to law enforcement is the idea that multiple police cultures may exist. There is a universal, or occupational, culture that is embedded in most all law enforcement agencies. There are other elements of police culture that are more specific to individual agencies and are more fluid in nature (Cockcroft, 2014). From a universal or occupational perspective, so much of police culture is based on the aspects of the job. The confrontational element of dealing with crime, criminals and social unrest will always be at the core of police work, which solidifies certain aspects of law enforcement culture. Police often take on the "us versus them" mentality because they often see themselves as handling society's dirty work. In light of the national, negative stigmatism against police that often results from highly publicized police use of force incidents, officers often fill like they are disconnected

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from mainstream society. Police culture is greatly impacted by the negative perceptions police officers experience due to feeling like they are often stigmatized unfairly (Kurtz & Upton, 2017).

There will always be aspects of a police department's culture that is likely to be unchanged. However, it is imperative that law enforcement executives are intentional in identifying and addressing departmental issues related to an unhealthy cultural (Loftus, 2009). A weakness in police leadership can often be a lack of awareness regarding what needs to be addressed especially as it relates to a department's internal culture. Although issues may be prevalent, police leaders have often failed to associate their leadership role with being effective change agents. Police leaders must work toward understanding the complexities of department culture and be strategic in implementing needed changes that are specific to their organization. Effective leaders will also understand certain behaviors and professional artifacts may have to be managed in light of the unlikelihood of being able to create absolute change in some aspects of the culture (Cockcroft, 2014).

Transformational Leadership and Organizational/Police Culture

Transformational leadership has been identified as the most effective tool to introduce organizational change. This leadership approach strongly influences individual performance as well as the performance of an organization as a whole. Organizational performance correlates with organizational culture. A healthy culture is considered a strong factor in determining the success of the organization, and the influential components of transformational leadership has been shown to strongly enhance both culture and organizational performance (Masood, et al., 2006). Unlike transactional leaders who work within the confines of culture, transformational leaders change culture by understanding it and then correlating it with a vision based on shared values and norms. Leaders are able to successfully connect the role of police officers

with the department's vision and mission. (Bass & Avolio, 1993). If leadership fails to make this vital connection, culture is not changed and police departments fail to effectively achieve their mission (Whisenand & Furgeson, 2002).

Transformational leaders create a healthy and satisfying culture based on three assumptions. The first assumption is that people are trustworthy and have a purpose. Secondly, every employee has unique skills that can ensure they have something to contribute to an organization. The final assumption is complex problems can be correctly addressed at the lowest level of an organization. These assumptions help build a culture that clearly identifies a vision and empowers all employees to take responsibility for fulfilling that vision. Unlike the transactional approach that often leads to employees maintaining the status quo, transformation leaders create a culture that emphasizes improvement, growth and creativity. When inspired followers go beyond focusing on their own self-interest and focus more on what is best for the organization, a healthy culture based on agreed-upon norms is established and maintained (Bass & Avolio, 1993).

Research related to law enforcement has demonstrated an acknowledgement that transformational leadership is a catalyst for change in a police department's culture. This leadership strategy is considered as key in promoting cultural change (Cockcroft, 2014). Police leaders that practice transformational leadership are able to change the trajectory of an organization which ultimately leads to the formation of a healthy culture that is a constant and productive. A leader's ability to understand his or her organizational culture is a key component of their ability to create needed change. In 2015, a study was done by Hee Shim, Youngoh Jo and Larry Hoover that researched the correlation between transformational leadership and culture as it relates to employee organizational commitment. There were 358

South Korean police officers surveyed, and they determined transformational leadership influenced three types of organizational cultures; group culture, developmental culture and rational cultures. Specifically, they found officers were especially committed to the organization when they felt a positive connection with group culture based on their perception of transformational leaders (Shim, et al., 2015).

Study Hypotheses

H1 – In a comparison of North Metro Atlanta police chiefs' self-perceived leadership characteristics, transformational leadership style will be the predominant style observed.

H_0 – In a comparison of North Metro Atlanta police chiefs' self-perceived leadership traits, no clear self-perceived leadership style was observed among police chiefs in the North Metro Atlanta area.

H2 – In a comparison of North Metro Atlanta police chiefs' leadership style as perceived by police chiefs' subordinate officers, transactional leadership style/trait will be the predominant leadership style observed.

H_0 – In a comparison of North Metro Atlanta police chiefs' leadership style as perceived by police chiefs' subordinate officers, there was no clear leadership style observed.

H3 – In a comparison of North Metro Atlanta police officers, those who worked for chiefs exhibiting a transformational leadership style are more likely to express a higher level of job satisfaction.

H_0 – In a comparison of North Metro Atlanta police officers, no relationship is found between their police chief's leadership style and their level of job satisfaction.

H4 – In a comparison of North Metro Atlanta police officers, those who worked for chiefs exhibiting a transformational leadership style are more likely to express a higher level of extra effort.

H_0 - In a comparison of North Metro Atlanta police officers, no relationship is found between their police chief's leadership style and their level of extra effort.

Chapter III

Methodology

Purpose Statement

The purpose of this research is to examine the leadership styles of police chiefs in the North Metro Atlanta region, examining whether they are engaging in transformational, transactional or passive/avoidant styles of leadership. Additionally, this research is intended to determine which style of leadership practiced by these police chiefs' results in a higher level of job satisfaction and organizational commitment among police officers. The researcher on this project is also a police chief in the North Metro Atlanta area.

Research Questions

1) What leadership styles do North Metro Atlanta police chiefs perceive they implement in their police departments: transformational, transactional or passive/avoidant?

2) What leadership styles do North Metro Atlanta police chiefs implement in their police departments: transformational, transactional or passive/avoidant?

3) What leadership style among North Metro Atlanta police chiefs results in a higher level of job satisfaction: transformational, transactional or passive/avoidant?

4) What leadership style among North Metro Atlanta police chiefs results in a higher level of extra effort: transformational, transactional or passive/avoidant?

There are four variables that were measured in this research. The first variable is the self-perceived leadership style of police chiefs. The MLQ 5x provides a 360-degree leadership assessment that includes a leader's self-assessment (Muenjohn & Armstrong, 2008). The second variable that was measured was the chief's leadership style as perceived by the police officers

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working for the police chief being examined. The MLQ 5x provides police officers the opportunity to assess the leadership style of their police chief.

The third variable measured was job satisfaction among police officers. A popular definition of job satisfaction used in research is, "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976. p.1300). This research examines whether or not a police chief's leadership style impacts the level of job satisfaction among police officers. The MLQ 5x includes a two-item scale that measures job satisfaction and was used to examine if there is a correlation between officer job satisfaction and the leadership style being implemented by a police chief.

The fourth variable measured in this research was organizational commitment among police officers. Allen and Meyer (1990) defined organizational commitment as: "The employee's emotional attachment to, identification with, and involvement in the organization" (p.1). This research examined whether or not organizational commitment, specifically extra effort, among police officers is related to the leadership style of police chiefs. The MLQ 5x includes a three-item scale that examines the level of commitment of an employee and was used to determine if there is a correlation between officer extra effort and the leadership style being implemented by a police chief.

Instrumentation

Cross-sectional research was incorporated to collect research data. This study incorporated one instrument for research. The Multifactor Leadership Questionnaire (MLQ 5x) was used to determine which of the types of identified leadership styles North Metro Atlanta police chiefs are implementing in their departments based on officer responses. The questionnaire also measured what each chief perceives as their leadership style. The MLQ 5x

was also used to determine the level of job satisfaction and extra effort of police officers in North Metro Atlanta police agencies. This research was exempted from Institutional Review Board oversight under Exemption Category 2 (Appendix A).

Cross-Sectional Research

Cross-sectional research involves collecting data from a sample population during a specific time period or short time frame. This research differs from longitudinal research which is conducted over a course of time. Cross-sectional research, often conducted using surveys, collects data that cannot be gathered through direct observation. Data is instead collected from respondents self-reporting their opinions, views and beliefs about a specific topic, with the goal of probing a population's characteristics. When this style of research is implemented, there is an assumption that time does not have a direct bearing on respondent's perspective of what is being studied (Rindfleisch, Malter, Ganesan & Moorman, 2008).

A cross-sectional survey known as the Multi-factor Leadership Questionnaire (MLQ 5x) was utilized to identify the leadership style of police chiefs, the self-perceived leadership style of police chiefs and the level of job satisfaction and organizational commitment of police officers working for those police chiefs. There are several advantages to using cross-sectional surveys. They can be used to study a variety of behaviors and conditions, and several different groups of populations can be surveyed. Also, there is much less time involved when using cross-sectional surveys versus utilizing longitudinal surveys. They are also typically inexpensive and distributing cross-sectional surveys is often a fairly simplistic process (Connelly, 2016).

There are also limitations that can be associated with cross-sectional surveys. Most of the time, surveys are self-reported, meaning participants are describing themselves, which can mean the responses could potentially lack the truthfulness desired by the researcher. Also, unlike

longitudinal surveys, cross-sectional surveys lack tracking changes over time and provide a limited snapshot picture of a specific moment in time (Connelly, 2016).

The MLQ 5x is a Likert scale survey. A Likert scale effectively measures either positive or negative responses of the respondents. Research has shown that a five or seven-point scale is the most effective method of creating the questionnaire. An example of a five-point scale would include the options "dissatisfied," "not very satisfied," "neutral," "somewhat satisfied" and "very satisfied" (Holmes & Mergen, 2014).

Although five-point scales are more popular, seven-point scales are considered to be more reliable because of having more options. Research indicates that having more scale points will increase the information gathered. It is also best to create scales that are as wide as possible for analysis. Longer scales are also more likely to result in a higher variance, which could provide more accurate results. However, researchers must guard against creating response options that do not correlate with the experiences of respondents. Increasing the width of the scale along with the number of possible responses can lead to respondents answering survey questions that include options they don't feel have any significant meaning for them. (Holmes & Mergen, 2014).

Multifactor Leadership Questionnaire

The Multifactor Leadership Questionnaire (MLQ 5x) is an instrument used to assess transformational, transactional and passive/avoidant leadership styles. The instrument includes 45 items that are based on nine leadership factors and three leadership outcomes. The instrument consists of five scales which are based on characteristics of transformational leadership, two scales for transactional leadership and two scales for passive leadership. It has the design of a 360-degree tool that assesses the leader through a self-assessment. It also assesses the leader

through input from the leader's superiors, peers and subordinates. Although an assessment can be completed using only the leader's self-assessment, there is much more validity when the leader's peers, subordinates and supervisors assess the leader as well (Muenjohn & Armstrong, 2008). In this research project, supervisors and peers were not surveyed. For a police chief, his or her supervisor is typically a city manager/administrator, and his or her peers are department heads of other city departments. These supervisors and peers are not privy to the chief's day to day leadership implementation. Survey results based on police officer responses will demonstrate if a chief's strongest leadership dimension is transformational, transactional or passive avoidant.

The MLQ was originally constructed in 1978 to test for transformational leadership and measure its effectiveness. There have been several updates to the questionnaire, and the most recent version (5X) centered in on transformational leadership, transactional leadership and passive/avoidant leadership. The MLQ 5x analyzes the level of success in an organization as it relates to transformational and transactional leadership. A lack of group success can be attributed to passive/avoidant leadership, which can also be determined by the results of the questionnaire. Ultimately, the MLQ 5x measures whether leaders are incorporating techniques that create satisfaction and extra effort among those being led. As stated previously, one of the indicators of organizational commitment is a strong work ethic (Angle & Perry, 1981). Therefore, the leadership outcome of extra effort provides insight into an employee's overall level of organizational commitment. The MLQ 5x evaluates the abilities of leaders, the reactions of followers and the impact of the organization's environment (Jelača, Bjekić, & Leković, 2016).

The MLQ 5x measures five dimensions of transformational leadership, which include idealized influence (attributed), idealized influence (behavioral), inspirational motivation,

intellectual stimulation and individualized consideration. The next section measures two

dimensions of transactional leadership. These dimensions are contingent reward and

management by exception in active form. Passive leadership is the last leadership category

measured by the MLQ 5x (Bass & Riggio, 2006). Those dimensions include management by

exception in the passive form and avoids involvement. The following table was created by Bass

and Riggio (2006) and provides a brief example of each leadership dimension:

Table 1: *Sample Items From the MLQ 5x*

Factor	*Sample Item*
Idealized Influence (Attributed Charisma)	My leader instills pride in me for being associated with him or her.
Idealized Influence (Behaviors)	My leader specifies the importance of having a strong sense of purpose.
Inspirational Motivation	My leader articulates a compelling vision for the future.
Intellectual Stimulation	My leader seeks differing perspectives when solving problems.
Individualized Consideration	My leader spends time teaching and coaching.
Contingent Reward	My leader makes clear what one can expect to receive when performance goals are achieved.
Management-by-exception (active)	My leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards.
Management-by-exception (passive)	My leader shows that he or she is a firm believer in "if it ain't broke, don't fix it."
Avoids Involvement	My leader delays responding to urgent requests.

Table 1. Sample Items From the MLQ 5x. Reprinted from *"Transformational Leadership 2nd (2nd ed.)* by Bass, B., & Riggio, R. (2006).. Mahwah, NJ: Lawrence Erlbaum Associates, Inc.

The self-rater portion of the MLQ 5x was completed by each police chief. There were

36 statements each chief was asked to respond to which are designed to assess how he or she

perceives their own leadership approach. Participants based their responses on a Likert-style

five-point scale. The scale utilizes the five ratings: (0) Not at all, (1) Once in a while, (2)

Sometimes, (3) Fairly often and (4) Frequently, if not always. The rater portion of the survey

was completed by certified police officers in each participating department, regardless of

rank. They responded to 45 descriptive statements that correlate with their police chief's style

of leadership. The Likert-style five-point scale used in the self-rater portion of the MLQ 5x

was the same as the ratings used in the rater portion. Of the 45 statements, 36 measure

leadership behaviors. The other nine statements measure leadership outcomes. The leadership

outcomes measured by the MLQ 5x include job satisfaction with the leader, organizational

effectiveness and extra effort (Bass & Riggio, 2006). Only job satisfaction and organizational

extra effort were examined in this research. Permission to use the MLQ 5x was granted by

Mind Garden Inc. in July of 2019 (See Appendix B).

The original MLQ and the MLQ 5x have been the primary measurement tools used in

researching the Multifactor Leadership Theory (Tejeda, Scandura & Pillai, 2001). The

validity of the MLQ 5x is considered strong based on previous research and assessments of

the tool. Bass and Riggio (2006) claimed over 15,000 respondents had completed the original

MLQ and MLQ 5x and have demonstrated internal consistency (p.22). It is the most validated

tool for measurement of transformational and transactional research. No tool has been

utilized more to establish these leadership styles, and it has also been used in a wide variety of

cultures and professions (Boamah & Tremblay, 2019). Muenjohn and Armstrong (2008)

addressed some of the criticisms of the early versions of the MLQ. However, their research

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demonstrated the MLQ 5x captures the constructs of the transformational leadership theory

(p.11). As shown on Table 2, this instrument has a reliability score that varies from .69 to .83.

Table 2: *MLQ-5x 2004 Reliability Score*

Scale	Reliability
Transformational Leadership	
Idealized Influence: Attributed	0.75
Idealized Influence: Behaviors	0.70
Inspirational Motivation	0.83
Intellectual Stimulation	0.75
Individualized Consideration	0.77
Transactional Leadership	
Contingent Reward	0.69
Management by Exception: Active	0.75
Passive/Avoidant	
Management by Exception: Passive	0.70
Avoids Involvement	0.71

Table 2: MLQ-5x 2004 Reliability Score. *Reprinted from Multifactor Leadership Questionnaire (MLQ)* by Avolio, B. J., & Bass, B. M. (2004). Menlo Park, CA: Mind Garden, Inc.

An effective leader displays a high degree of transformational factors, with less frequent

but consistent transactional factors. Passive/avoidant factors should be displayed on a very

limited basis. On the MLQ 5x, research-validated benchmarks indicate a transformational leader

would have an average score on all five transformation scales between 3.0 (fairly often) and 4.0

(frequently, if not always). An ideal leader with this transformational score would also score

between 2.0 (sometimes) and 3.0 (fairly often) on "rewards achievement" and between 1.0 (once

in a while) and 2.0 (sometimes) on "monitors deviations and mistakes". A leader scoring within

these transactional ranges that fall short of the 3.0 (fairly often) to 4.0 (frequently, if not always)

transformational range would be considered more of a transactional leader. Both

passive/avoidant categories should ideally fall between 0 (never) to 1.0 (once in a while).

Anything more would be an indicator of an absence of leadership. Regarding the outcomes that

are measured by the MLQ 5x, research-validated benchmarks for job satisfaction and extra effort

are 3.5 or above (Avolio & Bass, 1999).

Population and Sampling Procedure

There are 25 North Metro Atlanta city police departments, each being led by a police

chief or head executive. The chief of one of those departments is the researcher and that

department did not participate in this research. These 25 departments serve municipalities and

share several similarities as it relates to officer pay, hiring standards and community engagement

initiatives. All 24 police chiefs and their police officers were invited to participate in this

research. Nine of the police chiefs invited chose to participate. Participating departments in this

research are labeled with letters. Table 3 displays the population of each department and the

participation rate.

Table 3:*Department Population and Participation Rate*

<u>Department</u>	<u># of Officers</u>	<u>#Participating Officers (*n*)</u>	<u>Participation Rate</u>
Department A	13	12	92%
Department B	35	17	49%
Department C	65	21	32%
Department D	142	57	40%
Department E	147	40	27%

Department F	76	41	54%
Department G	75	40	53%
Department H	56	29	52%
Department I	48	29	60%
Totals	**657**	**286**	**44%**

n = 286

One section of the MLQ 5x was completed by the nine police chiefs. This self-rater survey was intended to measure the chief's self-perception of his or her leadership style. The other portion of the MLQ 5x was completed by the police officers that work for each participating police chief. There were also four demographic questions added to the officer survey to determine participant gender, ethnicity, age and years of service with their current department. The coded demographic variables are listed in Table 4.

Table 4: *Coded Demographic Variables*

Demographic	**Codes**
Gender	Male = 1
	Female = 2
Ethnicity	White = 1
	Hispanic/Latino = 2
	African American/Black = 3
	Native American/American Indian – 4
	Asian/Pacific Islander = 5
	Mixed Race = 6
	Other = 7

Age	20-29 = 1
	30-39 = 2
	40-49 = 3
	50 or over = 4
Years of service at current department	0-5 = 1
	6-10 = 2
	11-15 = 3
	16-20 = 4
	More than 20 = 5

Collection of Data

The research company, Mind Garden Inc., holds the proprietary rights to the MLQ 5x survey instrument created by Bruce Avolio and Bernard Bass. Permission was granted by Mind Garden Inc. to utilize the MLQ 5x for this research (Appendix B). The option of dispersing the survey through an online method was chosen and was administered by Mind Garden Inc. Each participating police chief was emailed a letter by the researcher inviting them to participate in the study and provided a description on how the survey would be administered (Appendix C). A second email was also sent by the researcher to each officer providing a description of how the survey would be administered (Appendix D). Each police chief had to provide a list of their officer's names and email addresses so each officer could be emailed a link to the officer survey from the researcher through Mind Garden Inc. This part of the survey process was not originally stated and discovered later in the process. Therefore, a second email was sent to each chief with a request for this information (Appendix E). Each chief was also sent a separate link to their self-rater survey from the researcher through Mind Garden Inc.

Mind Garden Inc. collected all of the data from the surveys. The researcher imported the survey data in the IBM SPSS (Version 26) software program. The data was used to determine mean scores, standard deviations, frequency distributions and cross-tabulation of demographics as they relate to an overall leadership dimension score, job satisfaction and extra effort scores.

Results

Overall Data and Analysis

Table 5 shows that of the 286 officers that participated in this study, 250 (87.4%) were males and 36 (12.6%) were females. Table 6 indicates 229 of the officers were white (80.1%). Of the 286 participating officers, 25 of them were African American/black (8.7%) and 12 were Hispanic/Latino (4.2%). The remaining categories of ethnicities equaled a total of 20 (6.9%), including 12 (4.2%) officers that indicated "other".

Table 5: *Gender: Frequency Distribution*

Gender				
Male = 1				
Female = 2				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	250	87.4	87.4	87.4
Female	36	12.6	12.6	100.0
Total	286	100.0	100.0	

n = 286

Table 6: *Ethnicity: Frequency Distribution*

Ethnicity
White = 1
Hispanic/Latino = 2
African American/Black = 3
Native American/American Indian – 4
Asian/Pacific Islander = 5
Mixed Race = 6
Other = 7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	229	80.1	80.1	80.1
	His./Lat.	12	4.2	4.2	84.3
	AA/Black	25	8.7	8.7	93.0
	NA/AI	2	.7	.7	93.7
	Asian/PI	1	.3	.3	94.1
	Mixed	5	1.7	1.7	95.8
	Other	12	4.2	4.2	100.0
	Total	286	100.0	100.0	

n = 286

Table 7 indicates 46 officers (16.1%) were between the ages of 20 and 29. There were 92 officers (32.2%) that were between the ages of 30 and 39. The highest number of officers fell into the range of 40 to 49 with a total of 95 (33.2%). A total of 53 officers (18.5%) indicated they were 50 years old or older. The data in Table 8 shows of the 286 officers surveyed, 99 (34.6%) have been at their current department between 0 to 5 years. There were 71 (24.8%) officers that have been at their current department 6 to 10 years. A total of 63 officers indicated their current years of service fell between 11 to 15 years (22%). There were 26 officers that have worked at their current department between 16-20 years (9.1%) and 27 have worked at the same department for more than 20 years (9.4%).

Table 7: *Age: Frequency Distribution*

Age Range
20-29 = 1
30-39 = 2
40-49 = 3
50 or over = 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	46	16.1	16.1	16.1
	30-39	92	32.2	32.2	48.3
	40-49	95	33.2	33.2	81.5
	50 +	53	18.5	18.5	100.0
	Total	286	100.0	100.0	

n = 286

On Table 8, demographic data is presented on the years of experience of participating officers at each department. A total of 99 officers have worked at their current department between 0 and 5 years (34.6%). There were 71 officers that have worked at their current department between 6 and 10 years (24.8%). Of the 286 officers surveyed, 63 (22%) have worked at their current department between 11 and 15 years. A total of 26 (9.1%) have worked at their current department between 16 and 20 years, and 27 (9.4%) have worked 20 or more years at their current agency.

Table 8: *Years of Service: Frequency Distribution*

Years of Service at Department

0-5 = 1
6-10 = 2
11-15 = 3
16-20 = 4
More than 20 = 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	99	34.6	34.6	34.6
	6-10	71	24.8	24.8	59.4
	11-15	63	22.0	22.0	81.5
	16-20	26	9.1	9.1	90.6
	20 +	27	9.4	9.4	100.0
	Total	286	100.0	100.0	

n = 286

The data in Table 9 displays the percentages of each demographic category that rated their chief as transformational, indicated a job satisfaction rating between 3.0 to 4.0 and had an extra effort rating between 3.0 to 4.0. The percentage of male and female officers were almost exactly the same in how many viewed their chief as transformational (62%/64%), as well as how many rated their level of job satisfaction (72%/75%) and extra effort (56%/57%) within the scoring range of 3.0 to 4.0.

Table 9 also demonstrates similarities in ethnic demographics regarding the officers who rated their chief a transformational leader. Between 63% and 67% of white, Hispanic/Latino and African American/black officers rated their chief as transformational. A total of 50% of the remaining four ethnic categories of officers rated their chief as a transformational leader. Between 73% and 83% of white, Hispanic/Latino and African American/black officers rated their job satisfaction between 3.0 and 4.0, while 55% of the other four ethnic category of officers rated their level of job satisfaction between 3.0 and 4.0. Only 30% of Hispanic officers rated their extra effort between 3.0 and 4.0. A total of 58% of white officers and African American/Black officers had extra effort ratings between 3.0 and 4.0 while 53% of the other four ethnic categories of officers fell in the same range of extra effort.

There were no distinct differences in the age demographic for all three categories, as seen on Table 9. The percentage range for all four age categories that rated their chief transformational was 57% to 68%. The percentage range for all four age categories providing a job satisfaction score between 3.0 and 4.0 was 66% to 79% and 51% to 67% for the same ratings range for extra effort. Regarding years of service, 81% of officers that have worked at their current department between 16 and 20 years rated their chiefs as transformational, versus the lowest percentage of 55% of officers that have a tenure of 6 to 10 years rating their chief as

transformational. The differences in ranges for job satisfaction scores related to tenure was 69% to 88% and 51% to 67% for extra effort ratings falling between 3.0 and 4.0.

Table 9: *Demographic Data Response Rates*

Demographic	TF Response %	JS(3.0-4.0) Response %	EE(3.0-4.0) Response %
Gender			
-Male	62%	72%	56%
-Female	64%	75%	57%
Ethnicity			
-White	63%	73%	58%
-Hispanic/Latino	67%	73%	30%
-African American/Black	64%	83%	58%
-Other Four combined	50%	55%	53%
Age Range			
-20 to 29	65%	66%	53%
-30 to 39	57%	69%	51%
-40 to 49	68%	76%	57%
-50 or over	58%	79%	67%
Years of Service			
-0 to 5	65%	73%	53%
-6 to 10	55%	68%	51%
-11 to 15	56%	69%	65%
-16 to 20	81%	88%	50%
-Over 20 years	70%	78%	67%

n=286

Specific data shown on Table 10 from the police chiefs' self-rated nine dimensions of leadership indicated the highest mean was attributed to idealized influence: behaviors at 3.73 with a standard deviation of .260. The lowest mean was .289 for "avoids involvement" with a standard deviation .392. Table 11 displays data derived from the nine dimensions of leadership as described by the officers. The highest mean was 3.32 and was attributed to inspirational motivation. The lowest mean, which was .581, paralleled the same lowest

leadership dimension mean as self-rated by the police chiefs, which was "avoids involvement".

All nine of the leadership dimensions ratings from the officers had a range of 0 to 4.0, which represent the minimum and maximum rating options on the MLQ 5x for all leadership dimensions. Conversely, no leadership dimension as rated by the police chiefs had the maximum range of 0 to 4.0. The greatest gap between minimum and maximum scores for police chief's self-rated leadership was 1.8 to 3.8 for "idealized influence": attributed. The overall mean for the chief's self-rating was 2.53, while the officers' overall mean was 2.31.

Table 10: *Descriptive Statistics of Police Chief's Self Rated Leadership Dimensions*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	1.8	3.8	3.14	.643
Idealized Influence: Behaviors	3.3	4.0	3.73	.260
Inspirational Motivation	3.0	4.0	3.71	.398
Intellectual Stimulation	3.0	4.0	3.57	.361
Individualized Consideration	3.0	4.0	3.57	.378
Transactional Leadership				
Contingent Reward	2.3	3.5	3.03	.415
Management by Exception: Active	1.0	2.3	1.49	.470
Passive/Avoidant				
Management by Exception: Passive	0	1.0	.622	.353
Avoids Involvement	0	1.0	.289	.39

n = 9

Table 11:*Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	0	4.0	3.02	1.03
Idealized Influence: Behaviors	0	4.0	3.24	.802
Inspirational Motivation	0	4.0	3.32	.793
Intellectual Stimulation	0	4.0	2.61	1.03
Individualized Consideration	0	4.0	2.56	1.04
Transactional Leadership				
Contingent Reward	0	4.0	2.82	1.03
Management by Exception: Active	0	4.0	1.73	1.05
Passive/Avoidant Leadership				
Management by Exception: Passive	0	4.0	.882	.887
Avoids Involvement	0	4.0	.581	.895

n = 286

Each participating police chief also provided ratings based on their perception of their officers' level of job satisfaction and extra effort. Table 12 indicates a mean of 3.78 for the chief's perceptions of job satisfaction. A mean of 3.63 was attributed to the chief's ratings of generating extra effort.

Table 12: *Descriptive Statistics of Police Chief's Self Rated Perception of Job Satisfaction and Extra Effort.*

Leadership Outcome	Minimum	Maximum	Mean	SD
Job Satisfaction	3.5	4.0	3.78	.264
Extra Effort	2.3	4.0	3.63	.552

n = 9

Table 13 provides the data derived from the ratings given by officers as it relates to their level of job satisfaction and extra effort. The mean for satisfaction statistics was 3.03. The data in Table 12 indicates a mean of 2.75 for extra effort statistics. The chief's self-rated perception of officer satisfaction and extra effort ranges from 3.5 to 4.0 and 2.3 to 4.0 respectively. The range is 0 to 4.0 for both categories in scoring by officers.

Table 13: *Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort.*

Leadership Outcome	Minimum	Maximum	Mean	SD
Job Satisfaction	0	4.0	3.03	1.07
Extra Effort	0	4.0	2.75	1.19

n = 286

Specific Department Data Analysis

A key part of the data analysis of each specific department is contingent upon rating benchmarks on leadership dimension responses. The information provides a strong indication of what type of leadership style is being implemented by police chiefs. Based on research validated benchmarks, leaders that exhibit a high degree of transformational leadership score 3.0 (fairly often) to 4.0 (frequently, if not always) as an average of all five transformational leadership dimensions.

The ideal leader score in the 3.0 (fairly often) to 4.0 (frequently, if not always) range on all five transformational leadership dimensions as well as scoring between 2.0 (sometimes) and 3.0 (fairly often) on "rewards achievement" and between 1.0 (once in a while) and 2.0 (sometimes) on "monitors deviations and mistakes." These two dimensions are transactional, and if leaders score in these ranges in the transactional range but fail to score between 3.0 to 4.0 in the transformational leadership dimensions, those leaders exhibit a higher level of transactional leadership. Both passive/avoidant categories should ideally fall between 0 (never) to 1.0 (once in a while). Anything more would be an indicator of an absence of leadership. Research validated benchmarks are 3.5 or above for job satisfaction and extra effort outcomes (Avolio & Bass, 1999).

Department A

Table 14: *Department A: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	0	4.0	2.39	1.21
Idealized Influence: Behaviors	0	4.0	2.31	1.10
Inspirational Motivation	0	4.0	2.58	1.09
Intellectual Stimulation	0	4.0	2.26	1.17
Individualized Consideration	0	4.0	1.98	1.17
Transactional Leadership				
Contingent Reward	0	4.0	2.01	1.19
Management by Exception: Active	0	4.0	2.30	1.30

Passive/Avoidant Leadership

Management by Exception: Passive	0	4.0	.882	.887
Avoids Involvement	0	4.0	.581	.895

n = 12

Table 15: *Department A: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	0	4.0	2.45	1.20
Generates Extra Effort	0	4.0	2.08	1.32

n = 12

Based on the leadership dimension ratings provided by the officers of Department A (Figure 2), the police chief exhibits passive/avoidant leadership over transformational and transactional leadership. Department A's chief gave a self-rated transformational dimension leadership rating of 3.1, while officers gave a rating of 2.3 (Figure 3).

Department A
Officers' Average Rating Scores

Transformational Leadership	2.3
Rewards Achievement	2
Monitors Deveiations/Mistakes	2.3
Fights Fires	1.4
Avoids Involvement	1.1
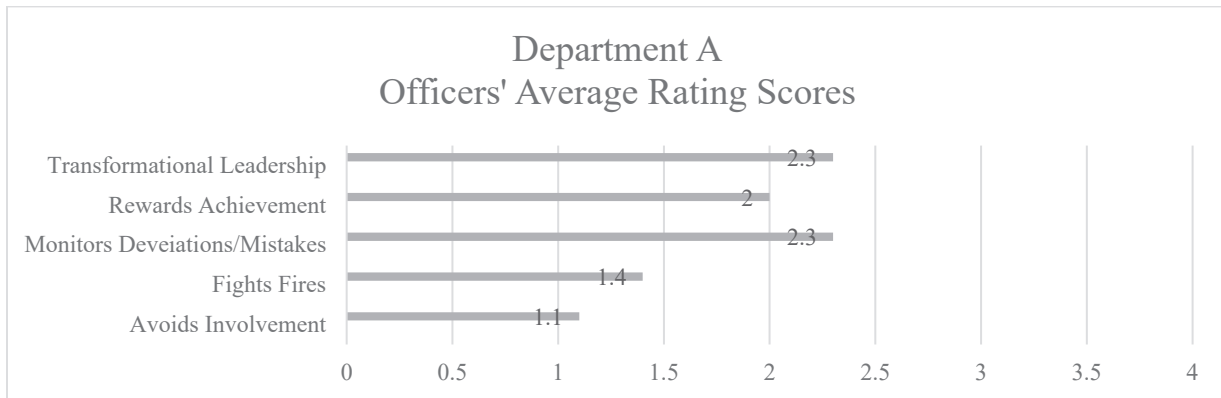
Figure 2: Department A Officers' Average Rating Scores
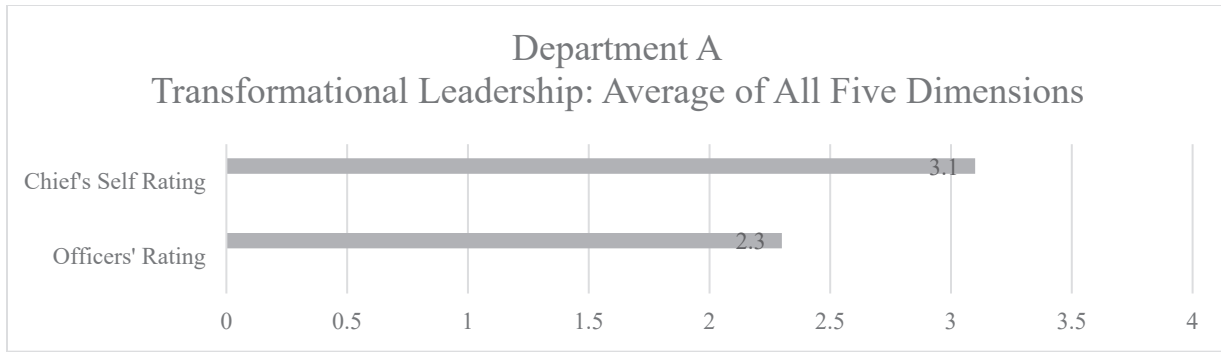
Figure 3: Department A Transformational Leadership-Average of All Five Dimensions

Both passive/avoidant categories were rated beyond the 0 to 1.0 range by officers, while the chief provided a self-rating of 1 and 0 in both categories (Figure 5).
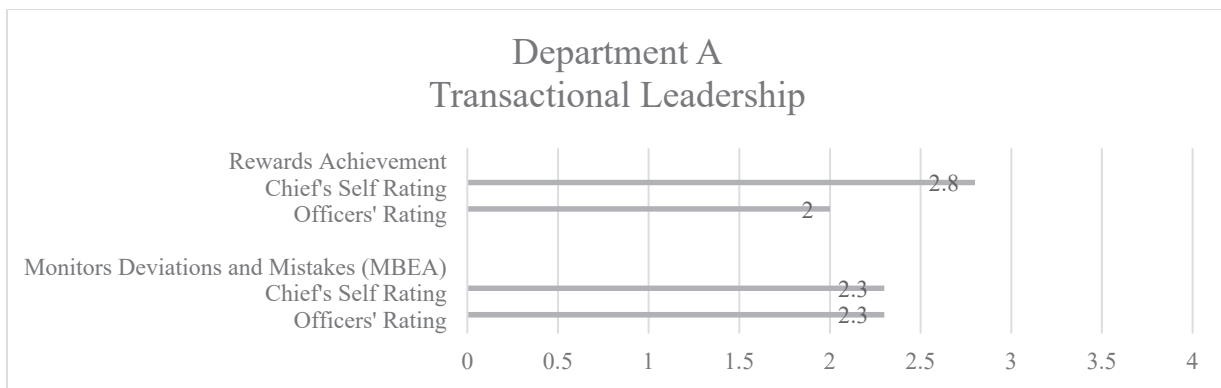
Figure 4: Department A Transactional Leadership Ratings
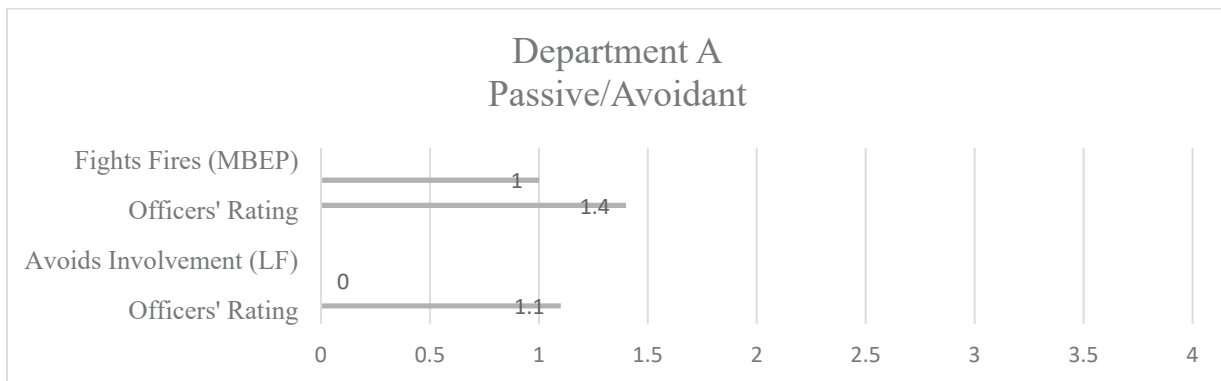
Figure 5: Department A Passive Avoidant Leadership Ratings

The rating for the transactional dimension of monitors deviations and mistakes was also above the range of 1.0 to 2.0 with a score of 2.3. Department A's chief indicated a self-

rated score of 3.5 on officer job satisfaction and 3.3 on officer extra effort. Officers' rated

their job satisfaction at 2.5 and extra effort at 2.1 (Figures 6 & 7).

Figure 6: Department A Job Satisfaction Ratings
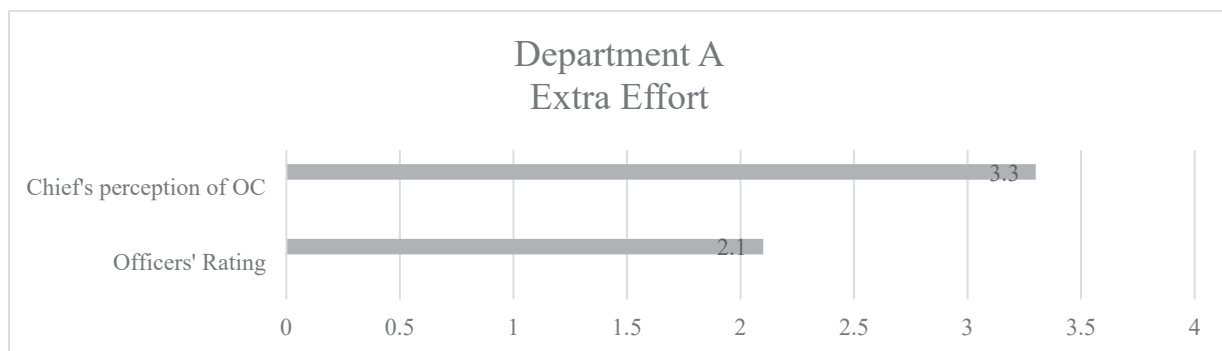
Figure 7: Department A Extra Effort Ratings

Department B

Table 16: *Department B: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	0.3	3.5	1.34	.950
Idealized Influence: Behaviors	1.3	3.5	2.41	.674
Inspirational Motivation	0.5	3.8	2.51	.860
Intellectual Stimulation	0	3.0	1.74	.783
Individualized Consideration	0.5	3.0	1.61	.734

Transactional Leadership

Contingent Reward	0	3.3	1.78	.893
Management by Exception: Active	0	3.7	1.61	1.11

Passive/Avoidant Leadership

Management by Exception: Passive	0	3.0	1.32	.910
Avoids Involvement	0	2.8	1.82	.847

n = 17

Table 17: *Department B: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	0.5	4.0	1.85	.915
Generates Extra Effort	0	3.7	1.55	1.04

n = 17

Officer ratings related to the police chief of Department B indicated the chief's strongest leadership dimension is passive/avoidant, with scores of 1.3 and 1.8. Both scores exceed the range of 0 to 1.0. Officers provided a rating average of 1.9 for all five transformational leadership dimensions as well as ratings of 1.8 and 1.6 for the transactional leadership dimensions (Figure 8).
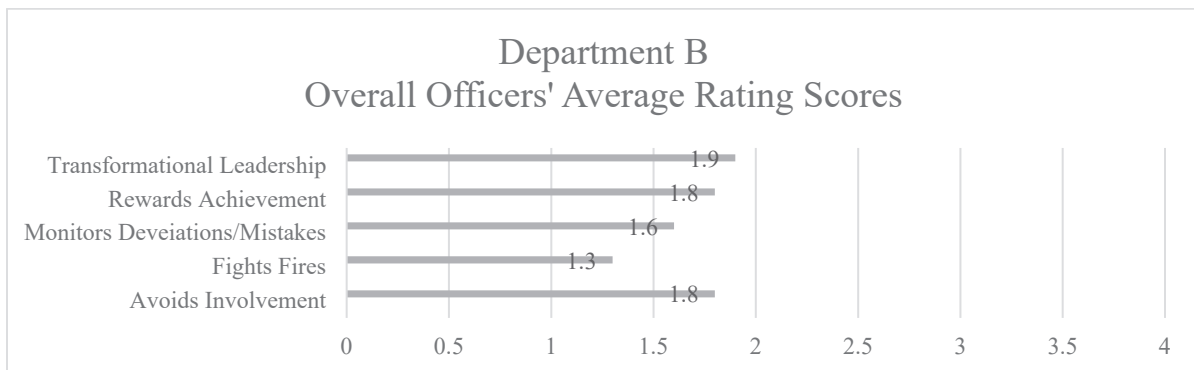
Figure 8: *Department B Officers' Average Rating Scores*

The Chief's self-rating on transformational leadership dimensions was 3.8 (Figure 9).

Regarding the two transactional leadership dimensions, the chief's self-ratings were 3.3 and

1.5 while officers provided ratings of 1.8 and 1.6 (Figure 10).

Figure 9: Department B Transformational Leadership Average of All Five Dimensions
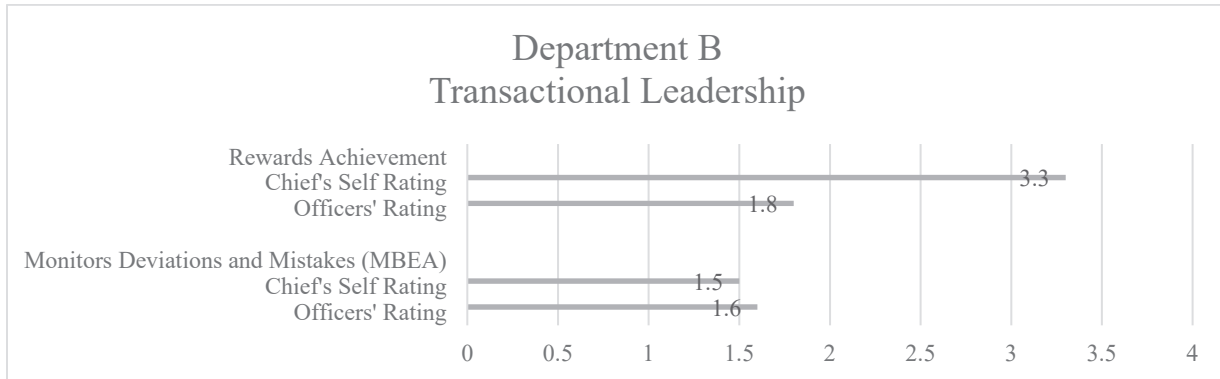
Figure 10: Department B Transactional Leadership Ratings

Chief self-ratings on passive/avoidant dimensions was 0.5 and 0 (Figure 10) The

chief's perception of officer job satisfaction and extra effort was a perfect 4 on both, while

officers provided ratings of 1.3 and 1.8 (Figures 12 & 13)
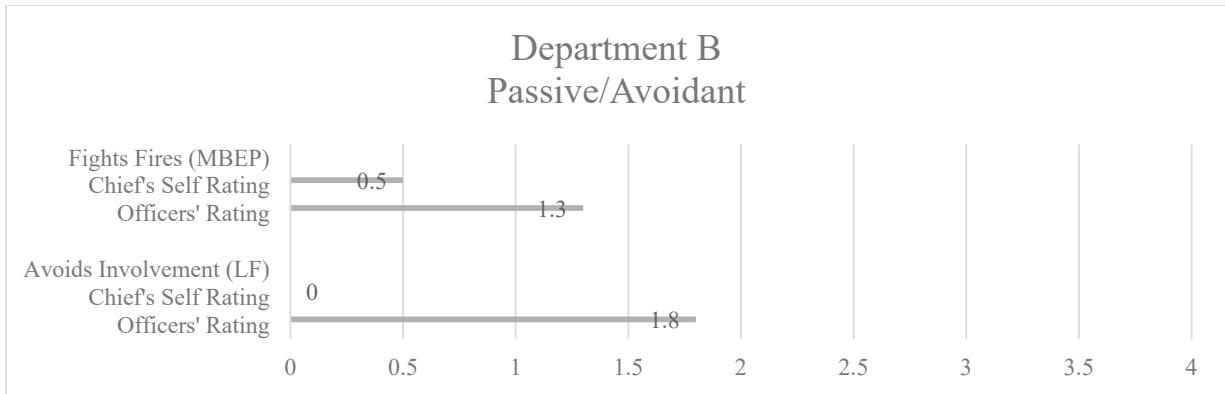
Figure 11: Department B Passive/Avoidant Leadership Ratings

Figure 12: Department B Job Satisfaction Ratings

Figure 13: Department B Extra Effort Ratings

Department C

Table 18:*Department C: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	2.0	4.0	3.29	.651
Idealized Influence: Behaviors	1.8	4.0	3.22	.639
Inspirational Motivation	2.5	4.0	3.55	.477
Intellectual Stimulation	1.7	4.0	3.00	.692
Individualized Consideration	1.0	4.0	2.82	.915
Transactional Leadership				
Contingent Reward	0.8	4.0	3.05	.821
Management by Exception: Active	1.0	3.5	1.91	.739
Passive/Avoidant Leadership				
Management by Exception: Passive	0	2.0	.624	.585
Avoids Involvement	0	1.0	.138	.289

n = 21

Table 19: *Department C: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	2.0	4.0	3.36	.692
Generates Extra Effort	0.7	4.0	2.88	.919

n = 21

The officers surveyed in Department C provided data that indicated the chief's

strongest leadership dimension is transformational (Figure 14). The chief also met the

benchmarks for both transactional dimensions and both passive/avoidant dimensions of

leadership. The chief's self-ratings matched all leadership dimension ratings provided by the
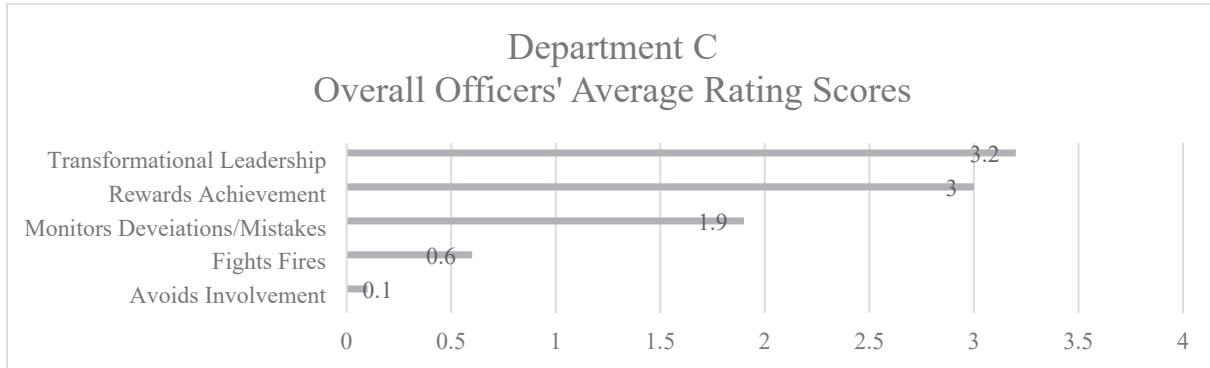
officers.

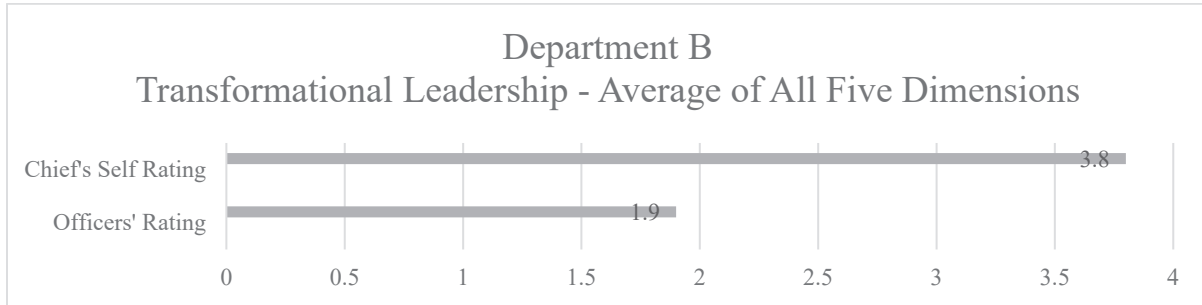*Figure 14: Department C Overall Officers' Average Rating Scores*
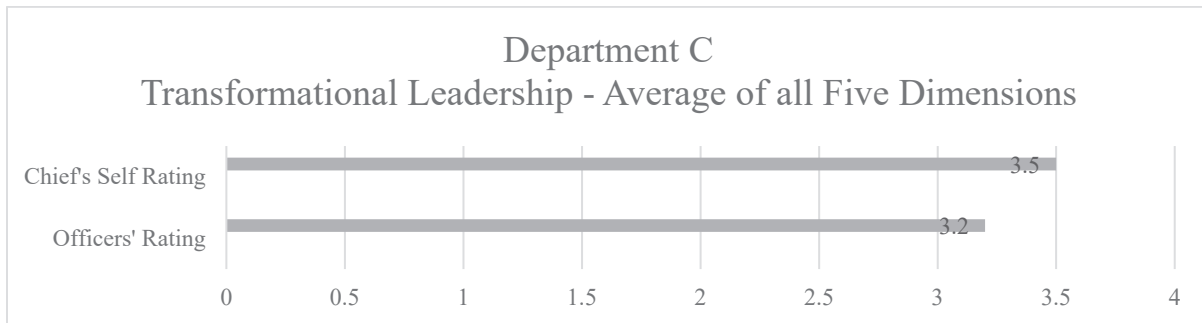
Figure 15: Department C Transformational Leadership–Average of All Five Dimensions
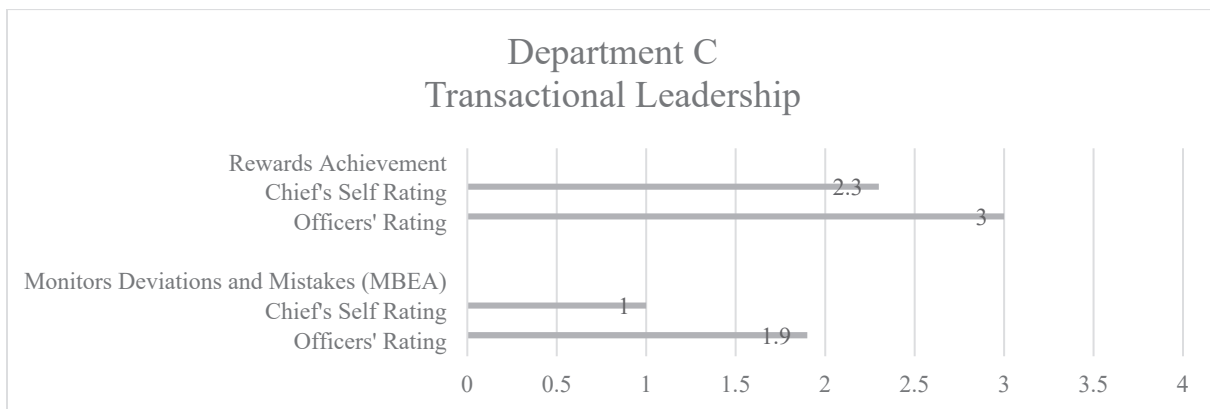
Figure 16: Department C Transactional Leadership Ratings
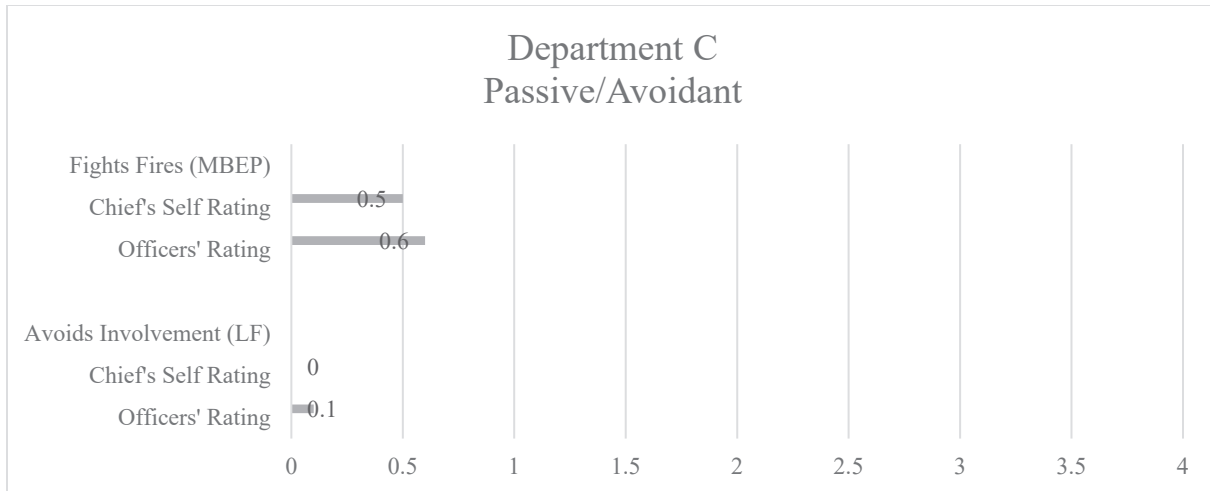
Figure 17: Department C Passive/Avoidant Leadership Ratings

Officers provided a rating of 3.4 for job satisfaction (Figure 18) and 2.9 for extra effort (Figure 19). The chief's self-rating matched the officers' range on job satisfaction but fell into a higher range than the officers' rating on extra effort.

Figure 18: Department C Job Satisfaction Ratings

Figure 19: Department C Extra Effort Ratings

Department D

Table 20: *Department D: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	1.0	2.0	1.07	.258
Idealized Influence: Behaviors	0	4.0	2.78	1.19
Inspirational Motivation	0.8	4.0	3.27	.887
Intellectual Stimulation	1.0	4.0	3.22	.889
Individualized Consideration	0.3	4.0	2.38	1.16
Transactional Leadership				
Contingent Reward	0	4.0	2.77	1.14
Management by Exception: Active	0	4.0	2.77	1.14
Passive/Avoidant Leadership				
Management by Exception: Passive	0	3.7	1.59	.585
Avoids Involvement	0	3.8	1.02	.960

n = 57

Table 21: *Department D: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	0	4.0	2.75	1.22
Generates Extra Effort	0	3.0	.768	.965

n = 57

76

The police chief of Department D scored just below the transformational leadership dimension range but was well within the preferred transactional ranges and passive/avoidant ranges (Figure 20).
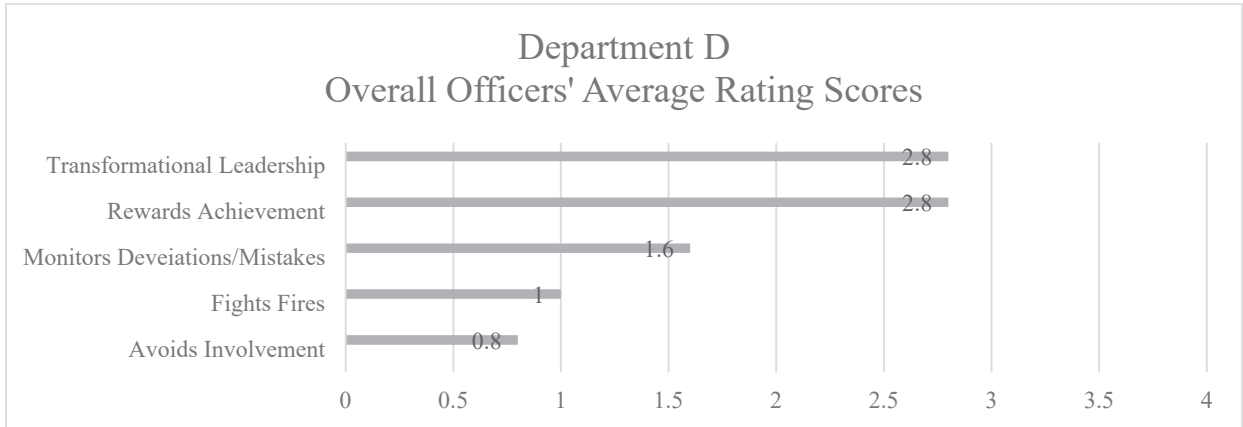
Department D
Overall Officers' Average Rating Scores

Dimension	Score
Transformational Leadership	2.8
Rewards Achievement	2.8
Monitors Deveiations/Mistakes	1.6
Fights Fires	1
Avoids Involvement	0.8

Figure 20: Department D Overall Officers' Average Rating Scores

The chief's self-rating on transformational leadership was near a perfect rating (Figure 21), but the self-rated transactional (Figure 22) and passive/avoidant (Figure 23) ranges matched the officers' ranges.

Department D
Transformational Leadership - Average of All Five Dimensions

Rating	Score
Chief's Self Rating	3.9
Officers' Rating	2.8

*Figure 21: Department D Transformational Leadership-Average of All Five Dimensions*

Figure 22: Department D Transactional Leadership Ratings

Figure 23: Department D Passive/Avoidant Leadership Ratings

The chief provided perfect self-ratings for both officer job satisfaction and extra effort, but the officers provided ratings of 2.7 and 2.4 respectively (Figures 23 & 24).
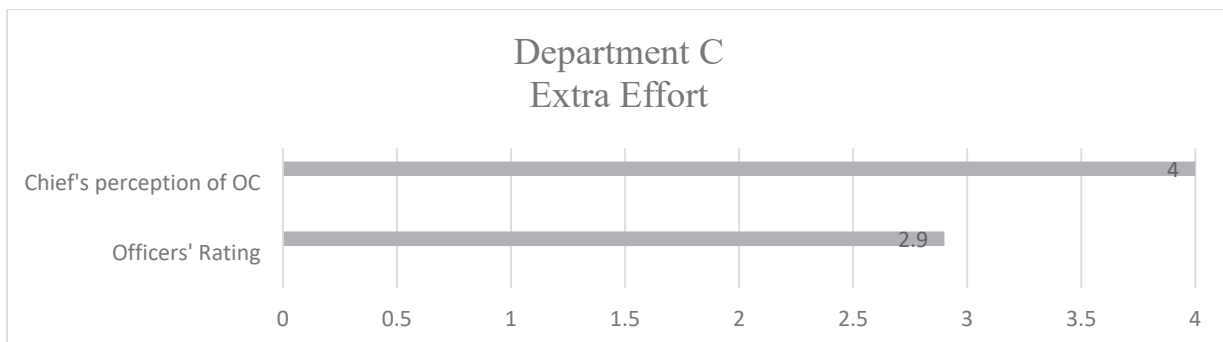

Figure 24: Job Satisfaction Ratings

Figure 25: Extra Effort Ratings

Department E

Table 22: *Department E: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	0	4.0	3.16	.808
Idealized Influence: Behaviors	1.5	4.0	3.25	.584
Inspirational Motivation	0	4.0	3.28	.748
Intellectual Stimulation	0	4.0	2.80.	.888
Individualized Consideration	0	4.0	2.75	.953
Transactional Leadership				
Contingent Reward	0.5	4.0	2.98.	.955
Management by Exception: Active	0	4.0	1.79	.963
Passive Avoidant/ Leadership				
Management by Exception: Passive	0	2.8	.794	.764
Avoids Involvement	0	4.0	.503	.782

n = 40

79

Table 23: *Department E: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	1.0	4.0	3.22	.828
Generates Extra Effort	0	4.0	2.92	.976

n = 40

The officers of Department E provided data that indicates the chief engages in transformational leadership (Figure 27), as well as scoring in the preferred ranges for transactional leadership (Figure 28) and passive/avoidant leadership (Figure 29).
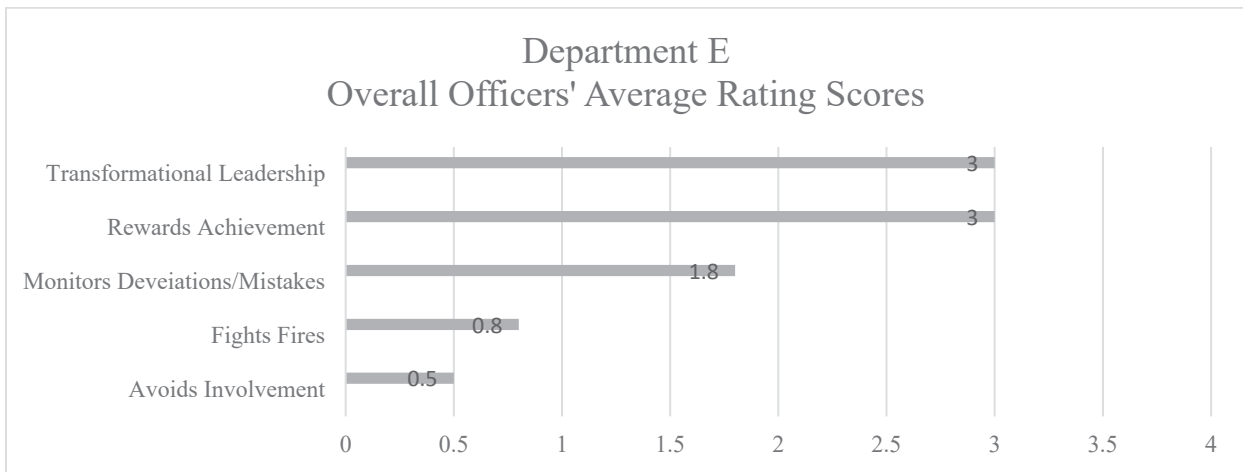
Figure 26: Department E Overall Officers' Average Rating Scores
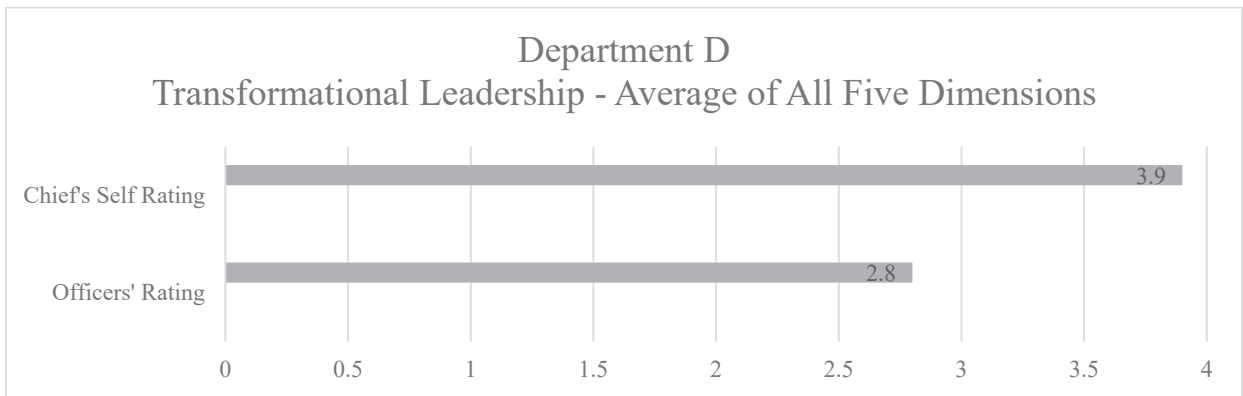

Figure 27: Department E Transformational Leadership-Average of All Five Dimensions
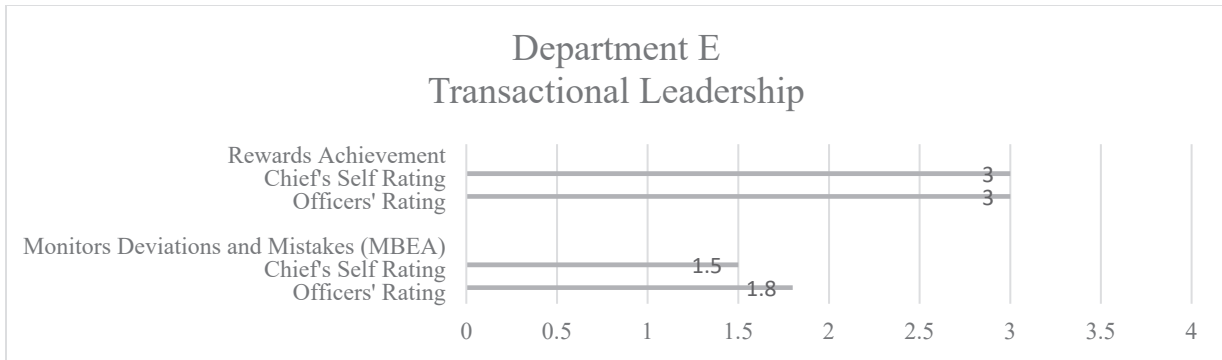
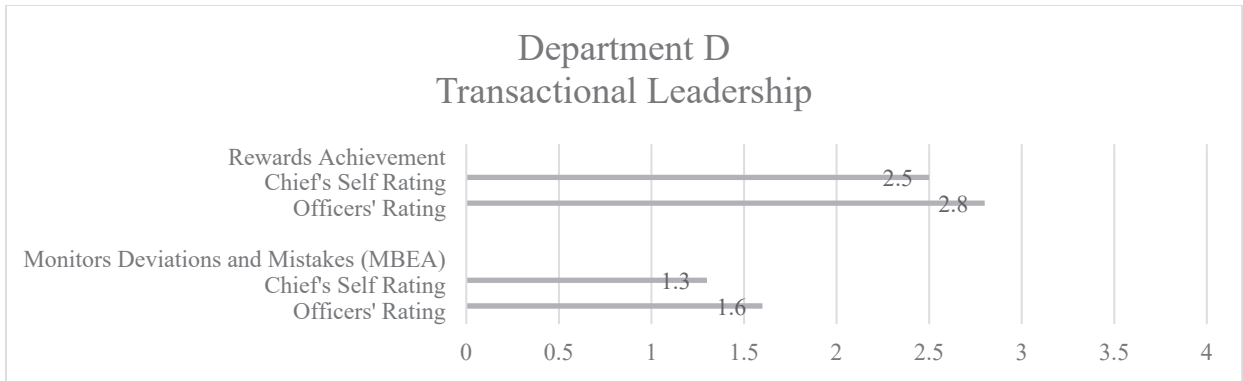*Figure 28: Department E Transactional Leadership Ratings*
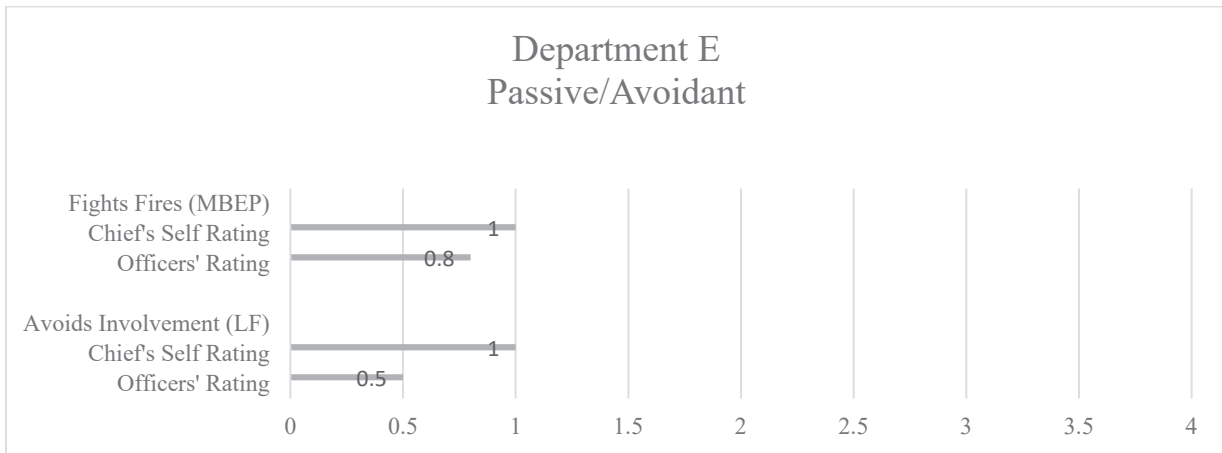
Figure 29: Department E Passive/Avoidant Leadership Ratings

The chief's self-rating on all leadership dimensions fell within the same ranges as the officers, most being very similar in ratings. Data presented indicates officers rated their job satisfaction level at 3.2, while the chief indicated officers would have scored a 3.5 on job satisfaction (Figure 30). The chief's self-rating on officer extra effort was actually less than the 2.9 rating given by officers (Figure 31).

Figure 30: Department E Job Satisfaction Ratings

Figure 31: Department E Extra Effort Ratings
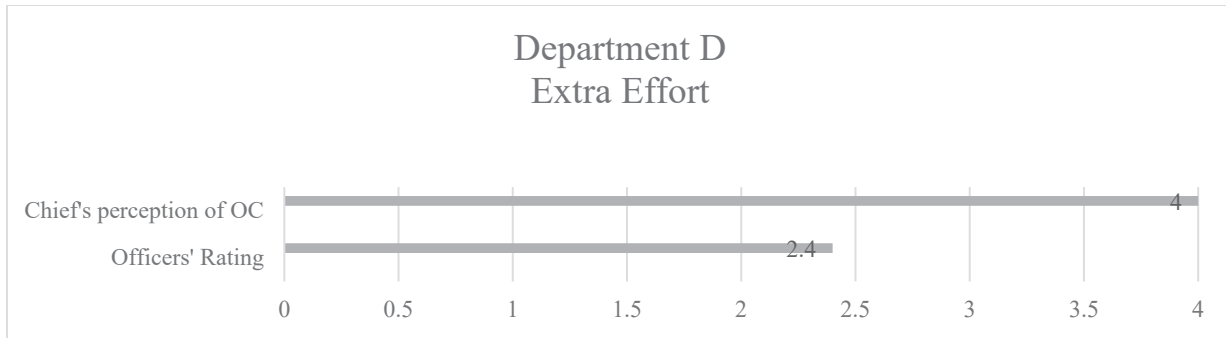
Department F

Table 24: *Department F: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	0.3	4.0	3.42	.705
Idealized Influence: Behaviors	0.3	4.0	3.05	.883
Inspirational Motivation	0	4.0	3.35	.772
Intellectual Stimulation	0	4.0	2.61	1.06
Individualized Consideration	0	4.0	2.60	.937
Transactional Leadership				
Contingent Reward	0	4.0	3.02	.929

82

| | 0 | 4.0 | 1.47 | 1.08 |

Management by Exception: Active	0	4.0	1.47	1.08
Passive/Avoidant Leadership				
Management by Exception: Passive	0	3.0	.725	.779
Avoids Involvement	0	2.5	.212	.530

n = 41

Table 25: *Department F: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	1.0	4.0	3.42	.732
Generates Extra Effort	0	4.0	3.21	.872

n = 41

As seen in Figure 32, police officers' ratings fell within the range of the

transformational leadership dimension, as well as scoring in the top end of the transactional

dimension benchmark. Officer ratings also fell into the preferred passive/avoidant category

ranges.
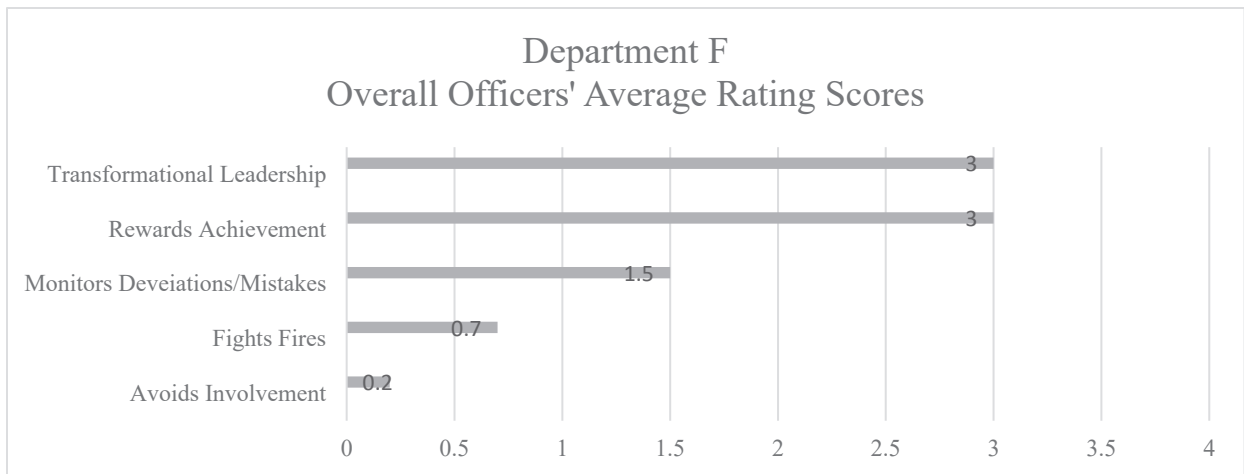
Figure 32: *Department F Overall Officers' Average Rating Scores*

The chief's self-ratings scored within all leadership benchmarks, except in the rewards

achievement transactional dimension, which rated higher than the preferred range (Figure 34).
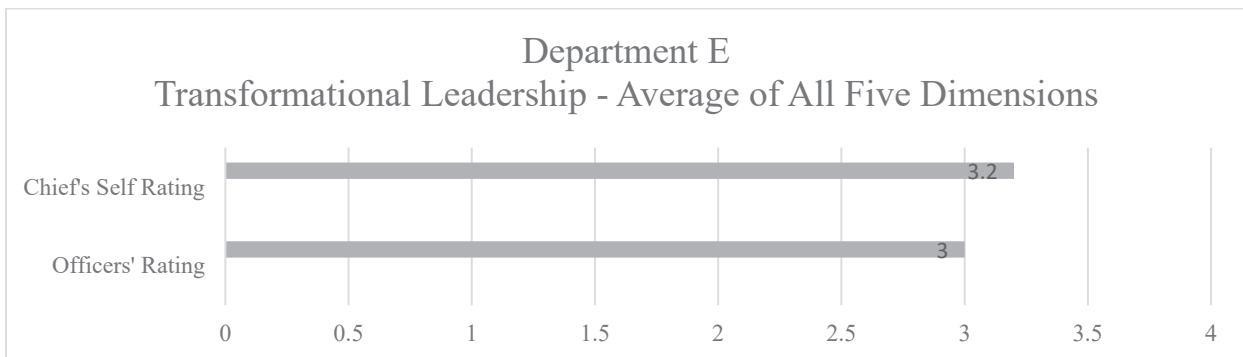
Figure 33: Department F Transformational Leadership – Average of All Five Dimensions
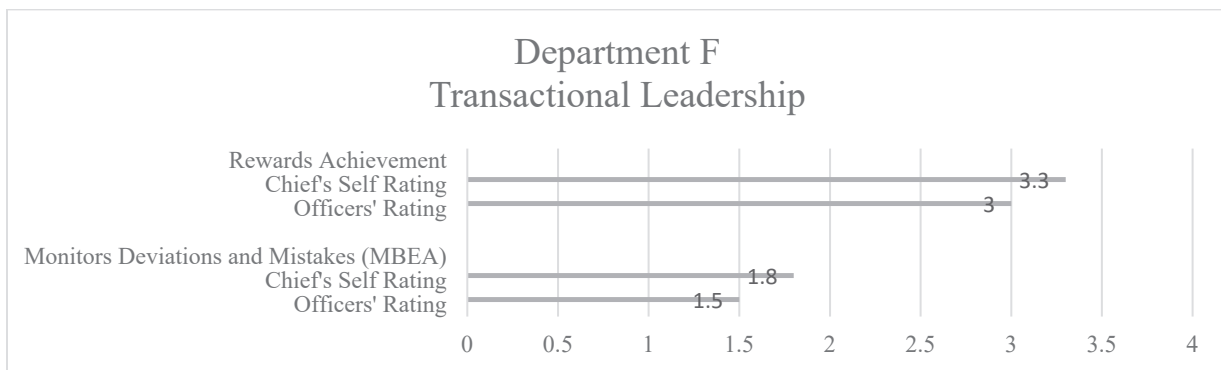


Figure 34: Department F Transactional Leadership Ratings

Figure 35: Department F Passive/Avoidant Leadership Ratings

Officers' level of job satisfaction and extra effort were both rated high, and the chief's self-rating on perceived officer organizational commitment actually was less than the officer ratings (Figures 36 & 37).

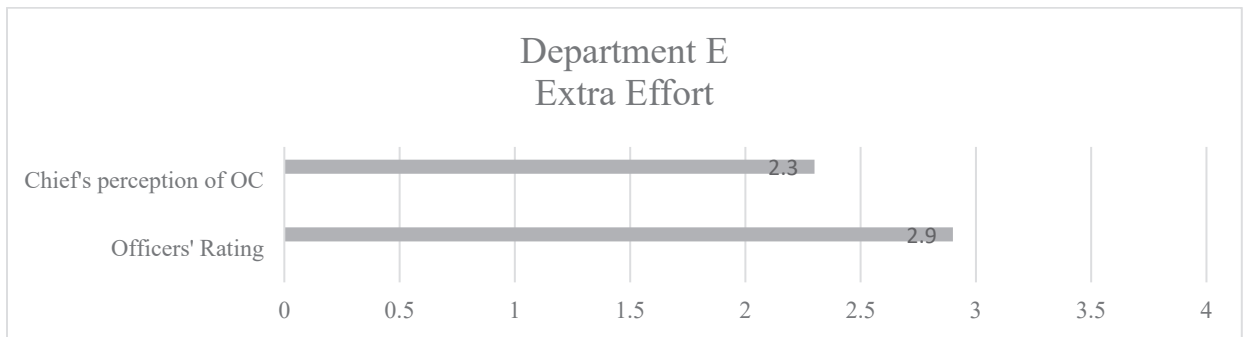*Figure 36: Department F Job Satisfaction Ratings*

Figure 37: Department F Extra Effort Ratings

Department G

Table 26: *Department G: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	1.8	4.0	3.52	.557
Idealized Influence: Behaviors	2.3	4.0	3.71	.422
Inspirational Motivation	1.8	4.0	3.68	.477
Intellectual Stimulation	0.3	4.0	3.05	.815
Individualized Consideration	0.5	4.0	3.04	.839
Transactional Leadership				

85

Contingent Reward	1.3	4.0	3.31	.750
Management by Exception: Active	1.0	4.0	2.00	.880
Passive/Avoidant Leadership				
Management by Exception: Passive	0	4.0	.550	.825
Avoids Involvement	0	4.0	.380	.796

n = 40

Table 27: *Department G: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	0.5	4.0	3.56	.709
Generates Extra Effort	1.3	4.0	3.40	.699

n = 40

Officers from Department G that were surveyed rated their chief as a transformational chief and also indicated the chief scored in the preferred ranges for transactional and passive/avoidant leadership dimensions (Figure 38).
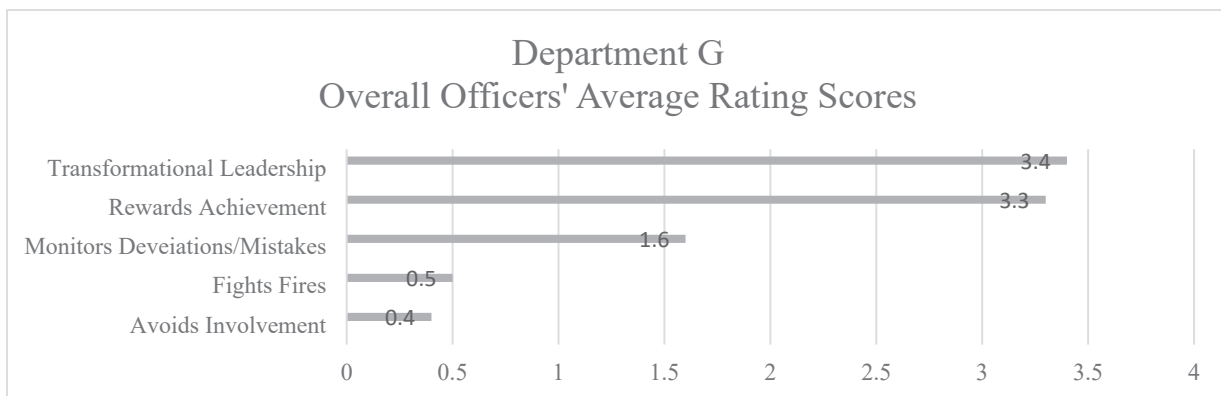
Figure 38: *Department G Overall Officers' Average Rating Scores*

The chief's self-ratings on all three leadership dimensions scored similarly to those ratings provided by officers (Figures 38, 39 & 40).
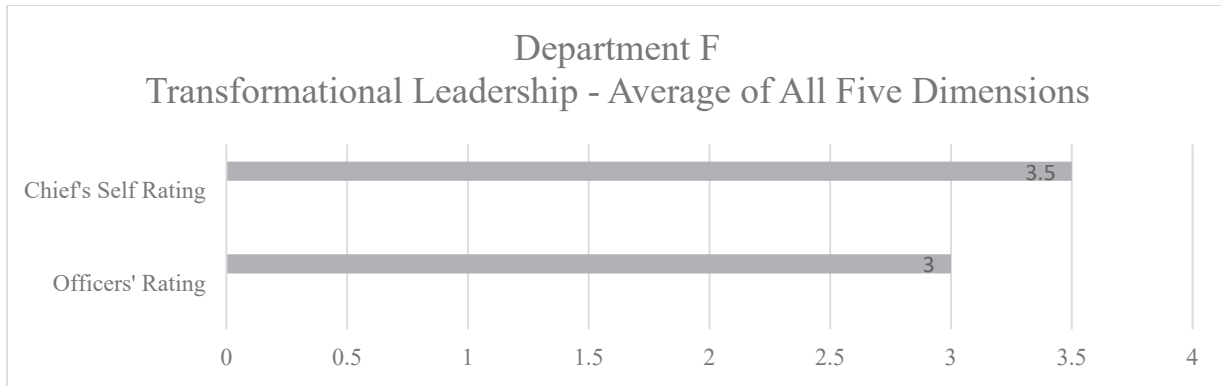
*Figure 39: Department G Transformational Leadership- Average of All Five Dimensions*
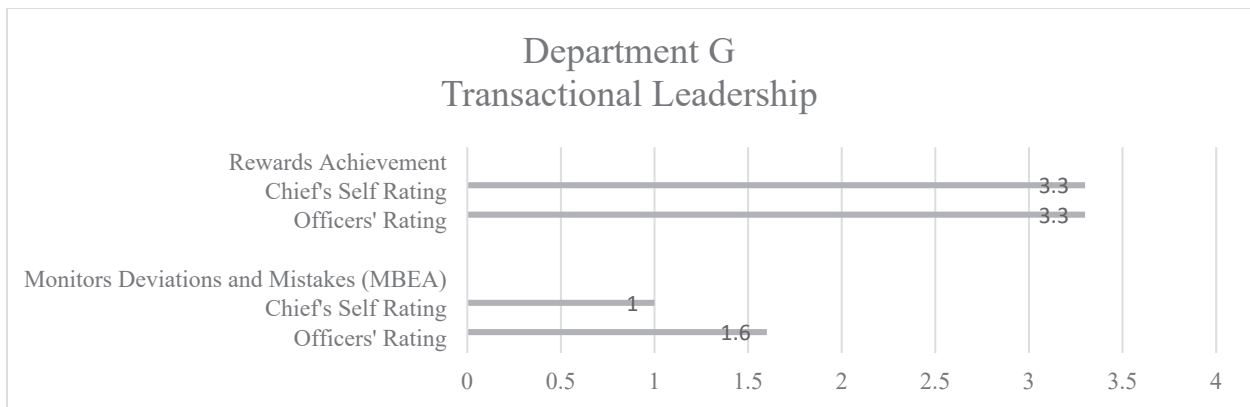
Figure 40: Department G Transactional Leadership Ratings
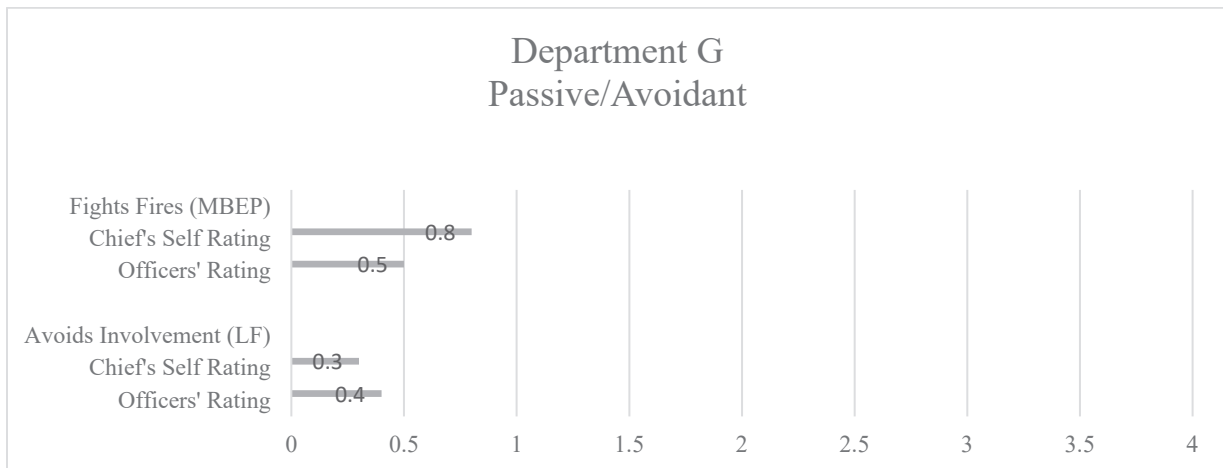
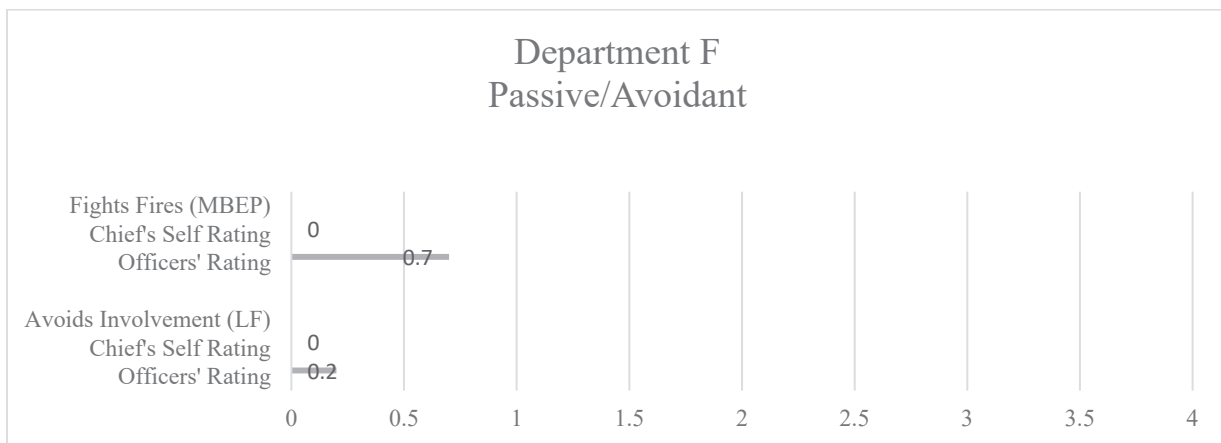*Figure 41: Department G Passive/Avoidant Leadership Ratings*

Officer job satisfaction and organizational commitment ratings were both found to be high based on their survey responses. The chief provided even higher ratings in both categories (Figures 42 & 43).

Department G
Job Satsifaction

Chief's Perception of Officer JS — 4
Officers' Rating — 3.6

(x-axis: 0, 0.5, 1, 1.5, 2, 2.5, 3, 3.5, 4)

Figure 42: Department G Job Satisfaction Ratings

Department G
Extra Effort

Chief's Perception of OC — 3.7
Officers' Rating — 3.4
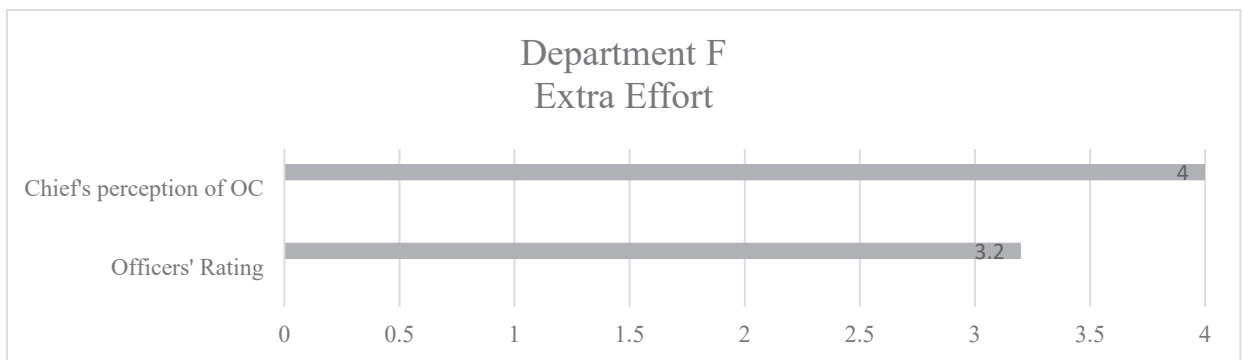
(x-axis: 0, 0.5, 1, 1.5, 2, 2.5, 3, 3.5, 4)
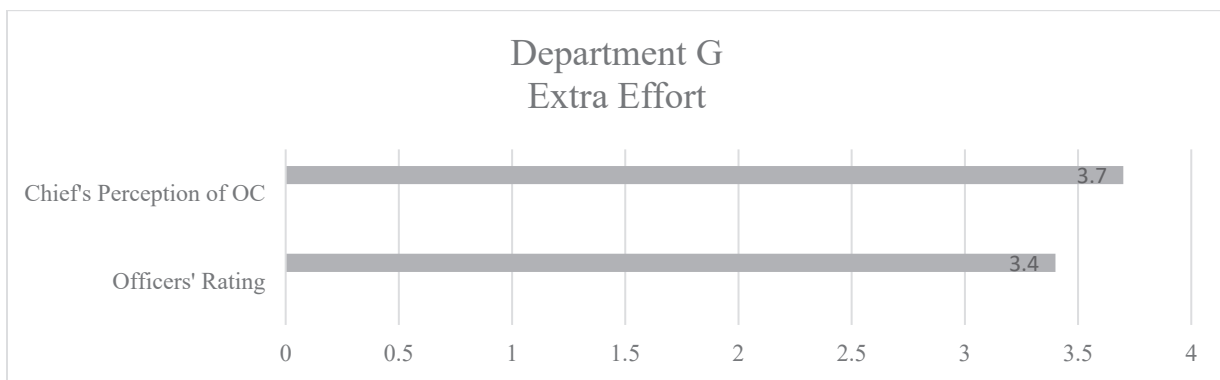
Figure 43: Department G Extra Effort Ratings

Department H

Table 28: *Department H: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	0	4.0	2.68	1.06
Idealized Influence: Behaviors	0.8	4.0	3.29	.747
Inspirational Motivation	0.8	4.0	3.36	.786
Intellectual Stimulation	0	4.0	2.23.	1.14
Individualized Consideration	0.3	4.0	2.18	1.03
Transactional Leadership				

Contingent Reward	0	4.0	2.37	1.07
Management by Exception: Active	0	3.5	1.73	.939
Passive/Avoidant Leadership				
Management by Exception: Passive	0	3.5	1.36	.978
Avoids Involvement	0	4.0	.968	1.11

n = 29

Table 29:*Department H: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	0	4.0	2.57	1.18
Generates Extra Effort	0	4.0	2.26	1.42

n = 29

The police chief of Department H was rated as a transactional leader by officers. Officers also rated the chief higher than the preferred range for the passive avoidant category of fights fires (Figure 44).
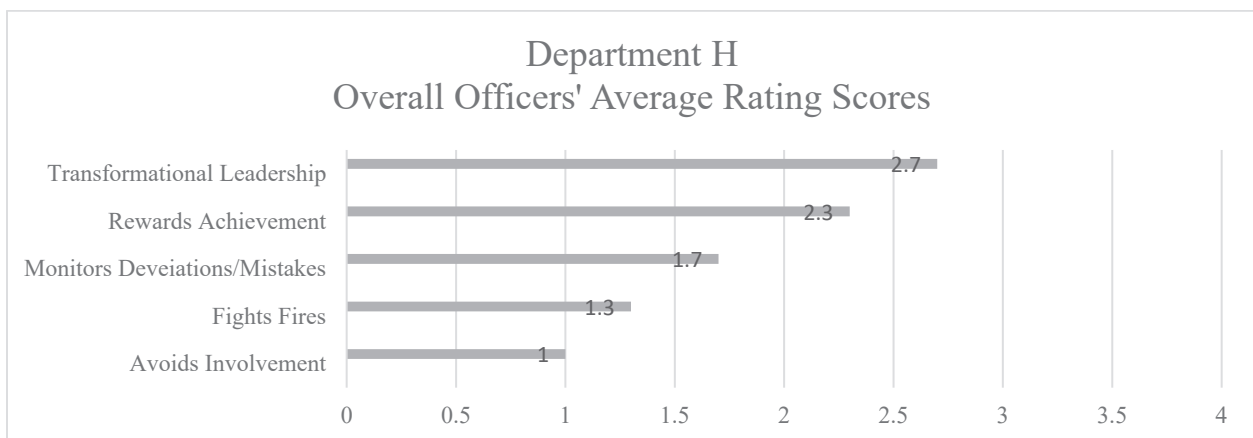
Figure 44: Department H Overall Officers' Average Rating Scores

The chief's self-rating on the transformational leadership dimension was an entire point higher than the officers' ratings (Figure 45).

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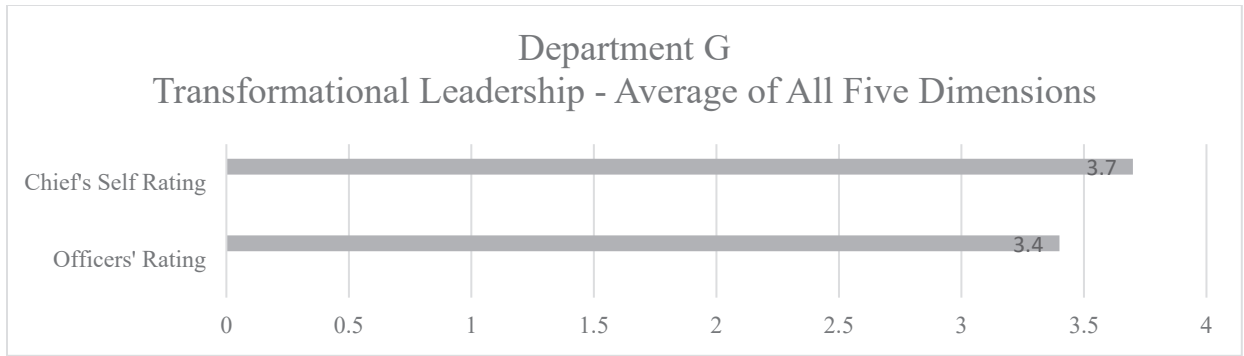*Figure 45: Department H Transformational Leadership – Average of All Five Dimensions*
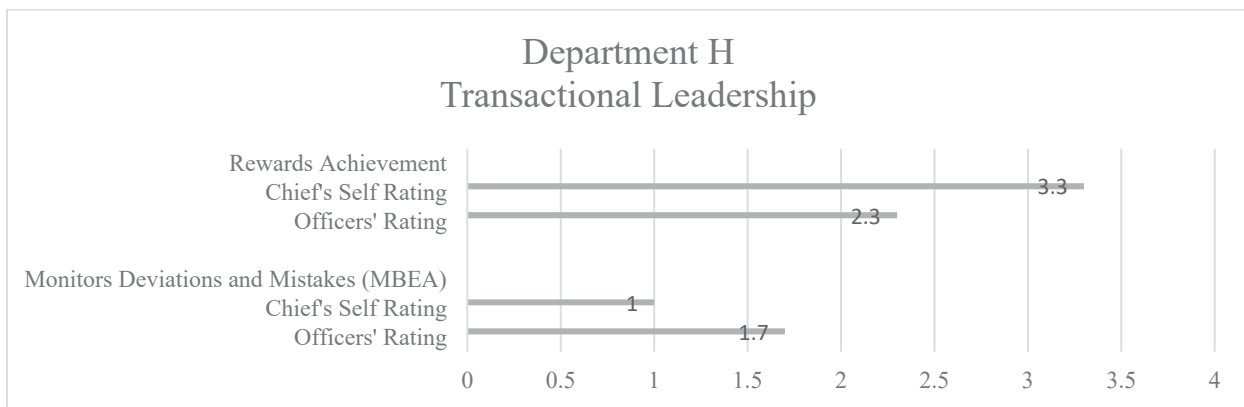
Figure 46: Department H Transactional Leadership Ratings
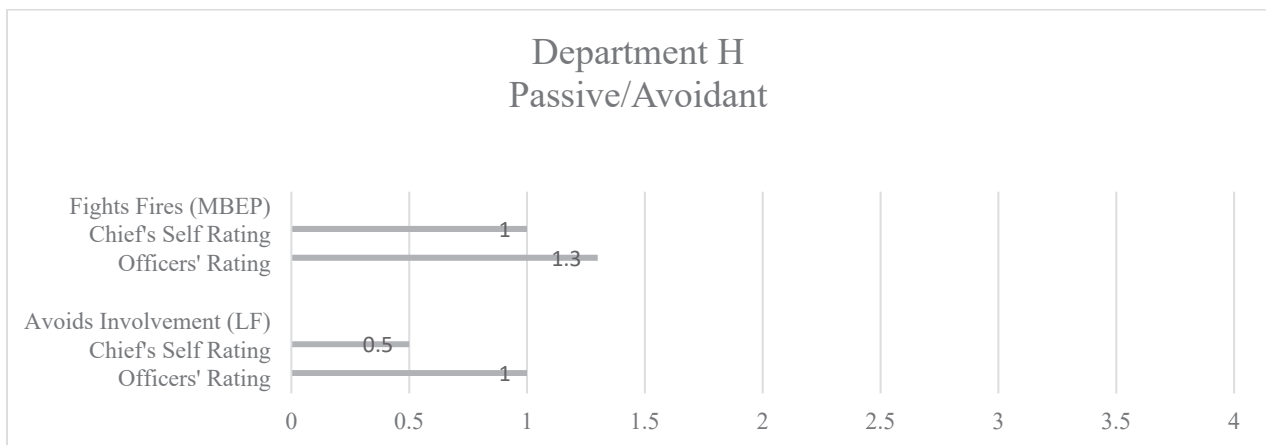
Figure 47: Department H Passive/Avoidant Leadership Ratings

Officer data indicated a job satisfaction rate of 2.6 (Figure 48) and 2.3 for extra effort (Figure 49). The chief's rating on these two leadership outcomes were significantly higher than the officer ratings.
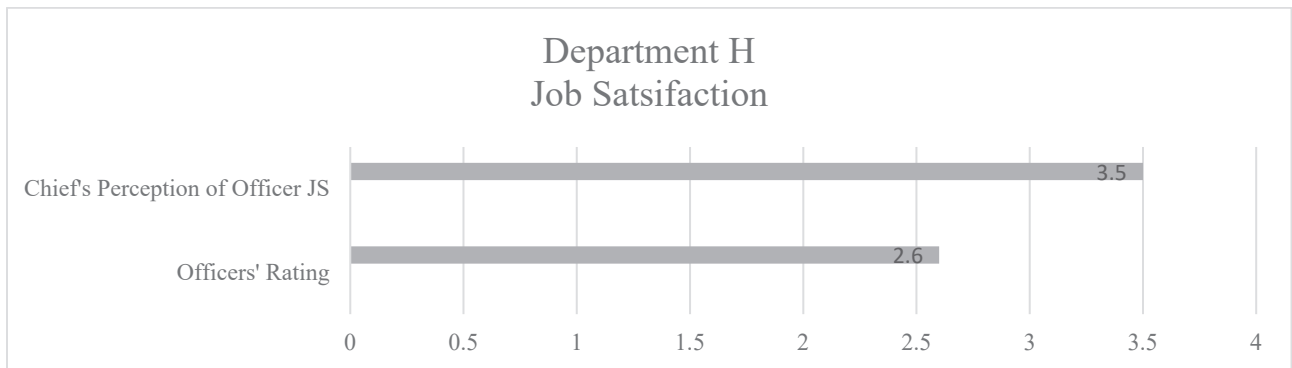
Figure 48: Department H Job Satisfaction Ratings
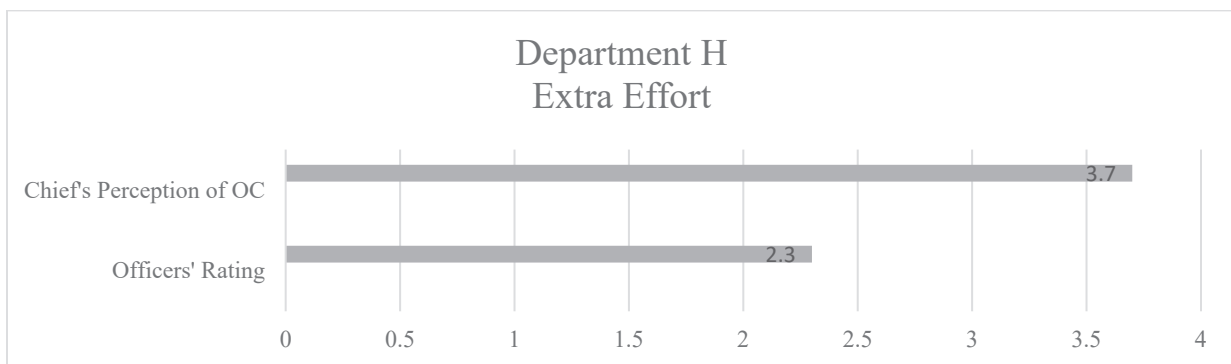
Figure 49: Department H Extra Effort Ratings

Department I

Table 30: *Department I: Descriptive Statistics of Police Chief's Leadership Dimensions as Rated by Officers*

Leadership Dimension	Minimum	Maximum	Mean	SD
Transformational Leadership				
Idealized Influence: Attributed	1.0	4.0	3.46	.668
Idealized Influence: Behaviors	2.8	4.0	3.63	.437
Inspirational Motivation	2.3	4.0	3.58	.490
Intellectual Stimulation	1.5	4.0	2.96	.750
Individualized Consideration	1.3	4.0	2.94	.691
Transactional Leadership				

	Minimum	Maximum	Mean	SD
Contingent Reward	1.3	4.0	2.99	.739
Management by Exception: Active	0	4.0	2.18	.894
Passive/Avoidant Leadership				
Management by Exception: Passive	0	3.0	.607	.697
Avoids Involvement	0	1.5	.172	.407

n = 29

Table 31: *Department I: Descriptive Statistics of Officers' Level of Job Satisfaction and Extra Effort*

Leadership Outcome	Minimum	Maximum	Mean	SD
Generates Satisfaction	1.0	4.0	3.35	.599
Generates Extra Effort	1.0	4.0	3.10	.866

n = 29

Department I officers' data indicated they view their chief as a transformational leader

with an overall rating of 3.3. The chief 's rating was a little above the recommended range for

Monitor's Deviations/Mistakes, but all other ratings were within the recommended ranges

(Figure 50).

Department I
Overall Officers' Average Rating Scores

Transformational Leadership	3.3
Rewards Achievement	3
Monitors Deveiations/Mistakes	2.2
Fights Fires	0.6
Avoids Involvement	0.2
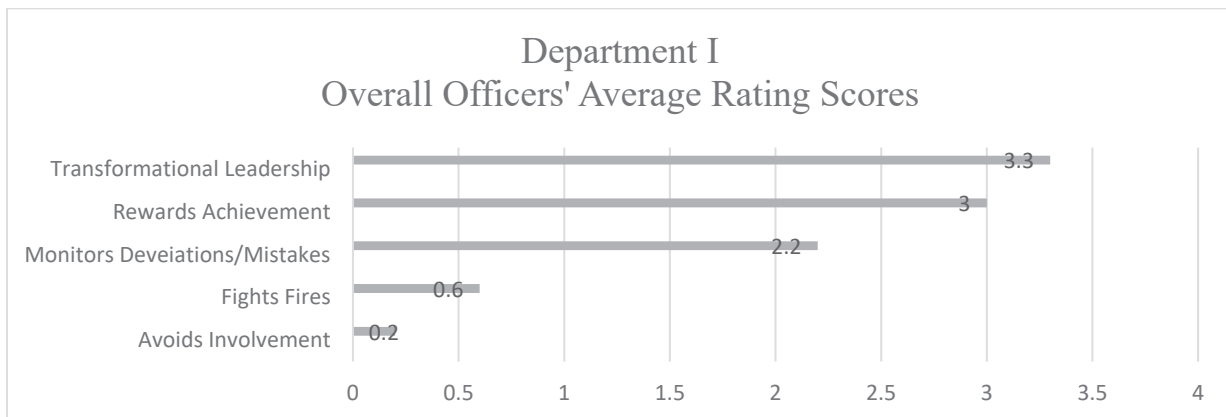
Figure 50: *Department I Overall Officers' Average Ratings Scores*

All of the chief's self-ratings on leadership dimensions closely paralleled those given by the officers (Figures 51, 52 & 53).

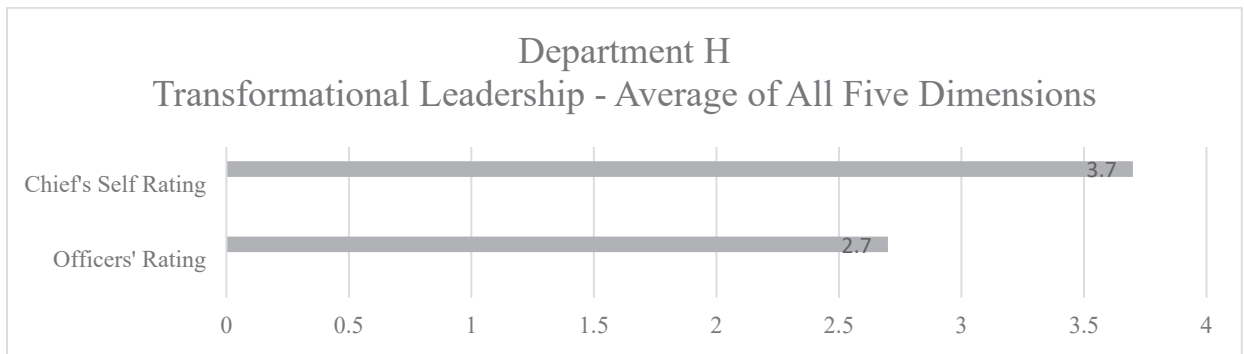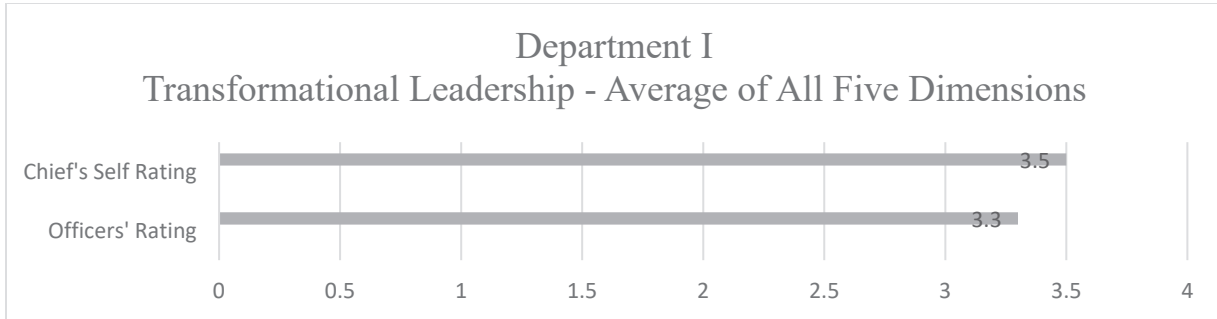*Figure 51: Department I Transformational Leadership–Average of All Five Dimensions*
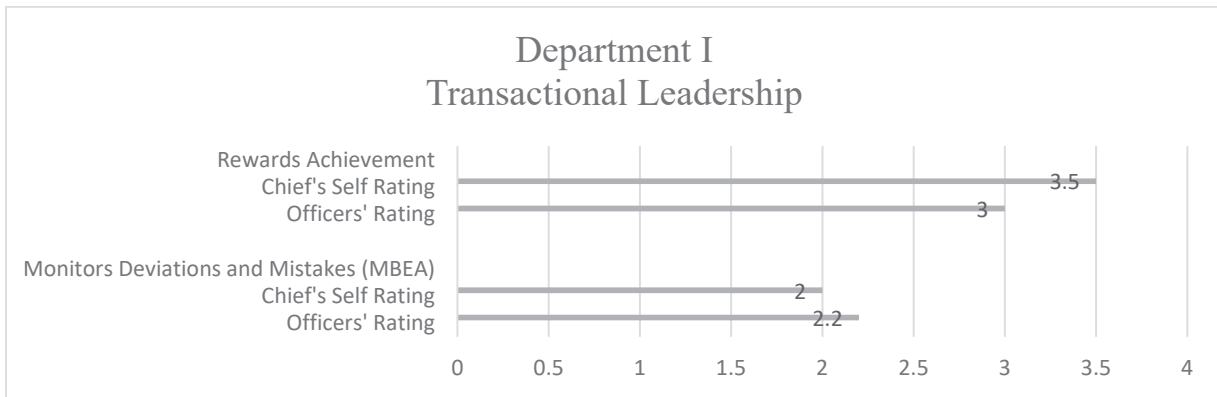
Figure 52:Transactional Leadership Ratings
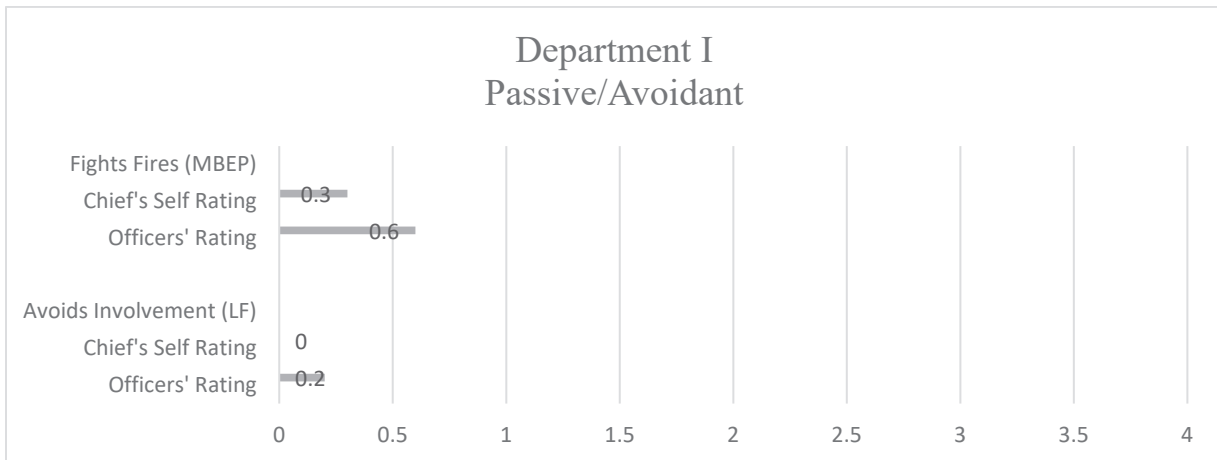
Figure 53: Passive/Avoidant Leadership Ratings

The officers' survey responses indicated a high level of job satisfaction and extra effort (Figures 54 & 55).

Figure 54: Department I Job Satisfaction Ratings
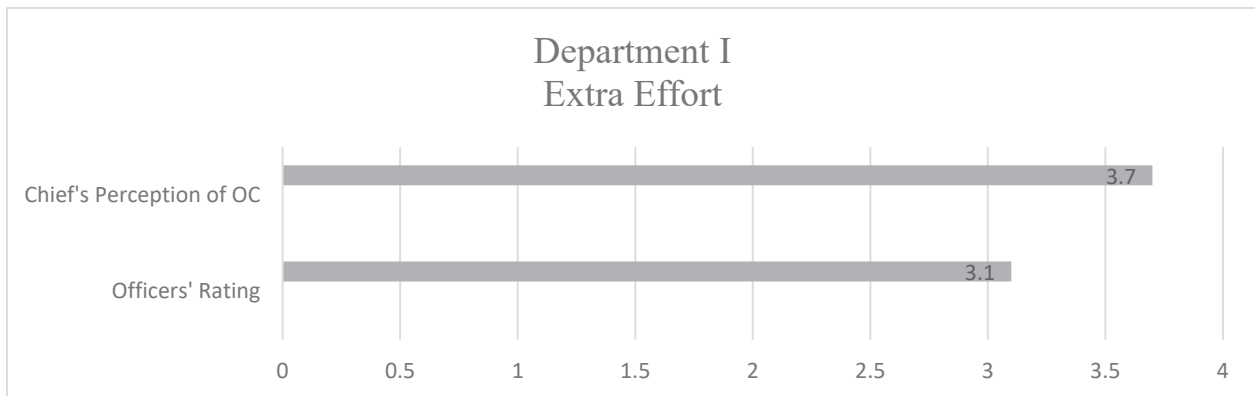
Figure 55: Extra Effort Ratings

Research Questions/Hypotheses Analyzed

The four research and the associated hypotheses and null hypotheses being examined in this research are:

1) What leadership styles do North Metro Atlanta police chiefs perceive they implement in their police departments: transformational, transactional or passive/avoidant?

    H1 – In a comparison of North Metro Atlanta police chiefs' self-perceived leadership characteristics, transformational leadership style will be the predominant style observed.

H_0 – In a comparison of North Metro Atlanta police chiefs' self-perceived leadership traits, no clear self-perceived leadership style was observed among police chiefs in the North Metro Atlanta area.

2) What leadership styles do North Metro Atlanta police chiefs implement in their police departments: transformational, transactional or passive/avoidant?

$H2$ – In a comparison of North Metro Atlanta police chiefs' leadership style as perceived by police chiefs' subordinate officers, transactional leadership style/trait will be the predominant leadership style observed.

H_0 – In a comparison of North Metro Atlanta police chiefs' leadership style as perceived by police chiefs' subordinate officers, no clear leadership style/trait emerged to be predominant.

3) What leadership style among North Metro Atlanta police chiefs results in a higher level of job satisfaction: transformational, transactional or passive/avoidant?

$H3$ – In a comparison of North Metro Atlanta police officers, those who worked for chiefs exhibiting a transformational leadership style are more likely to express a higher level of job satisfaction.

H_0 – In a comparison of North Metro Atlanta police officers, no relationship is found between their police chief's leadership style and their level of job satisfaction.

4) What leadership style among North Metro Atlanta police chiefs results in a higher level of organizational commitment: transformational, transactional or passive/avoidant?

H4 – In a comparison of North Metro Atlanta police officers, those who worked

for chiefs exhibiting a transformational leadership style are more likely to express

a higher level of organizational commitment.

H_0 – In a comparison of North Metro Atlanta police officers, no relationship is

found between their police chief's leadership style and their level of

organizational commitment.

Research Question/Hypothesis One: What leadership styles do North Metro Atlanta police chiefs perceive they implement in their police departments: transformational, transactional or passive/avoidant? Data collected from the police chief responses indicates all nine perceived their strongest leadership dimension as transformational. The highest self-rating was 3.9 while the lowest was 3.2. The mean was 3.54 with a standard deviation of .265. The top two self-ratings, 3.8 and 3.9, were given by chiefs that were not identified as transformational leaders by their officers.

As seen on Table 10, when examining the chief's self-ratings on each specific transformational dimension, the highest mean of 3.73 was attributed to the idealized influence (behaviors) dimension and had a standard deviation of 2.60. The lowest mean was 3.14, which was attributed to idealized influence (attributed) and had a standard deviation of .643. For all five transformational categories, only one chief gave a self-rating below the transformational benchmark range of 3.0-4.0. That one chief provided a self-rating of 1.8 in the idealized influence (attributed) dimension of leadership. Chiefs that were rated as transformational leaders by their officers had self-ratings that measured closer to the officer ratings than chiefs that were rated as non-transformational leaders by their officers. There was a difference of 1.5 between the average of chief's self-ratings and average of officer ratings of transformational chiefs. The

difference between the average of chief's self-ratings and officer ratings of non-transformational chiefs was 4.8.

Research Question/Hypothesis Two: What leadership styles do North Metro Atlanta police chiefs implement in their police departments: transformational, transactional or passive/avoidant? Based on data derived from officer survey responses, five chiefs were rated as having transformational leadership as their strongest leadership dimension. Two chiefs were rated strongest in transactional leadership and two were rated as a passive/avoidant leader. The highest transformational score was 3.4, and two chiefs tied for the lowest transformational score of 3.0.

As seen on Table 11, the highest mean of the five transformational dimensions was 3.31, with a standard deviation of .793, and was attributed to inspirational motivation. The lowest mean of these five dimensions was 2.56, with a standard deviation of 1.04, and was attributed to individualized consideration The two transactional leadership dimensions, contingent reward and management by exception (active), had means of 2.82 and 1.73, respectively. They both also had standard deviations of 1.03 and 1.05, respectively. The passive/avoidant dimensions of management by exception (passive) and avoids involvement, had respective means of .882 and .581 as well as respective standard deviations of .887 and .895.

Research Question/Hypothesis Three: What leadership style among North Metro Atlanta police chiefs results in a higher level of job satisfaction: transformational, transactional or passive/avoidant? Table 13 shows the overall mean for job satisfaction as 3.03 with a standard deviation of 1.07. The range of scores given by officers on job satisfaction related questions was 0 to 4.0.

Specific department data on officer job satisfaction demonstrated a strong and positive correlation between transformational leadership and job satisfaction. The highest job satisfaction rating was found in department G, with a score of 3.6. The chief of that department was rated by officers as a transformational leader and scored the highest overall with a transformational score of 3.4. This was the only department that reached the research validated benchmark of 3.5 for job satisfaction. The other four chiefs identified as transformational leaders had officers report a level of job satisfaction between 3.2 and 3.4.

The two lowest job satisfaction ratings among officers were associated with the police chiefs of Department A and B, with respective scores of 2.5 and 1.9. Department A and B were the two departments with a leader that was identified by officers as a passive/avoidant leader. The other two departments, which were identified by officers as being led by transactional leaders, had job satisfaction ratings of 2.6 to 2.7.

Table 32 indicates there was a strong and direct correlation between officer job satisfaction and each transformational leadership dimension. Correlation coefficient scores ranged from .710 to .837, with idealized influence (attributed) having the strongest relationship at .837. These correlations indicate that the more police chiefs implement transformational leadership dimensions, the more officer job satisfaction increases. Contingent reward also had a strong and direct correlation with officer job satisfaction with a significance level of .738. However, the other transactional dimension of Management By Exception (Active), had a weak and positive relationship with a correlation coefficient score of .020.

Both passive/avoidant leadership dimensions had weak and negative relationships with officer job satisfaction with scores of -.539 for Management by Exception (Passive) and -.655

for Laissez-faire/Avoids Involvement. This data indicates that the more the chiefs engage in these two leadership dimensions, the more the level of job satisfaction for officers diminishes. This data indicates that transformational leadership results in the highest level of job satisfaction.

Table 32: *Correlation Analysis Between Leadership Dimensions and Officer Job Satisfaction*

Leadership Dimension	r	sig
Transformational Leadership		
Idealized Influence: Attributed	.837*	.000
Idealized Influence: Behaviors	.688*	.000
Inspirational Motivation	.735*	.000
Intellectual Stimulation	.710*	.000
Individualized Consideration	.764*	.000
Transactional Leadership		
Contingent Reward	.738*	.000
Management by Exception: Active	.020*	.373
Passive/Avoidant Leadership		
Management by Exception: Passive	-.539*	.000
Avoids Involvement	-.655*	.000

n = 286
Note: r = Pearson Correlation Coefficient, sig = significance (one-tailed test)

Research Question/Hypothesis Four: What leadership style among North Metro Atlanta police chiefs results in a higher level of extra effort: transformational, transactional or passive/avoidant? The descriptive statistics provided in Table 13 indicate an overall mean of

2.75 for officer extra effort, with a standard deviation of 1.19. The range of scores provided by officers on questions related to extra effort was 0 to 4.0.

The correlation between officer extra effort and police chief leadership dimensions parallel the job satisfaction statistics. The highest extra effort score of 3.4 was provided by officers who worked for the chief of Department G. The Department G chief was rated with the highest transformational leadership dimension rating of 3.4. The range of extra effort scores among officers working for transformational leaders ranged from 2.9 to 3.4. None of the departments met the research validated benchmark of 3.5 for officer extra effort. The two extra effort scores among officers working for chiefs identified as transactional chiefs were 2.3 to 2.4. The two lowest officer extra effort ratings by officers were 2.1 and 1.5. These ratings were provided by officers who worked for Department A and B, which were led by chiefs that were rated as passive/avoidant leaders.

Table 33 indicates there was a strong and direct correlation between officer extra effort and each transformational leadership dimension. Like correlation coefficient scores with officer job satisfaction, the highest score for extra effort was .840 and was attributed to idealized influence (attributed). The overall ranges of scores for transformational leadership dimensions were .702 to .840. These correlation coefficient scores indicate officer extra effort increases the more police chiefs implement transformational leadership practices.

The contingent reward dimension of transactional leadership also scored high enough to indicate a strong and positive relationship with officer job satisfaction. That coefficient score of .770 was much higher than the other transactional dimension of management by exception (active), which had a score of .079 and indicates a very weak, positive relationship with extra effort.

With scores of -.508 and -.620, both passive/avoidant leadership dimensions had a

weak and negative relationship with officer extra effort. This means that the more police

chiefs engage in management by exception (passive) and avoid involvement dimensions, the

more officer extra effort decreases.

Table 33: *Correlation Analysis Between Leadership Dimensions and Officer Extra Effort*

Leadership Dimension	r	sig
Transformational Leadership		
Idealized Influence: Attributed	.840*	.000
Idealized Influence: Behaviors	.702*	.000
Inspirational Motivation	.748*	.000
Intellectual Stimulation	.766*	.000
Individualized Consideration	.811*	.000
Transactional Leadership		
Contingent Reward	.770*	.000
Management by Exception: Active	.079*	.098
Passive/Avoidant Leadership		
Management by Exception: Passive	-.508*	.000
Avoids Involvement	-.620	.000

n = 286
Note: r = Pearson Correlation Coefficient, sig = significance (one-tailed test)

Chapter V

Discussion

Leadership greatly impacts the level of success in any organization. The effectiveness of leadership plays a tremendous role in whether an organization's mission is achieved and if established goals are met (Zeb, et el, 2015). Intentionality must exist in order for leaders to successfully lead an organization. Accomplished leaders typically are innovative and able to effectively influence subordinates toward success (Garcia-Morales, et el, 2008). These leadership principles are no different for police executives leading law enforcement organizations. Although there are some substantial differences in leading departments that are historically structured as a para-military organization, the core tenets of leading a successful department are much the same.

The purpose of this research was to examine the leadership styles of police chiefs in the North Metro Atlanta region, examining whether they are engaging in transformational, transactional or passive/avoidant styles of leadership. A part of this research also included determining what type of leadership style chiefs believed they engaged in as executive leaders in their departments. Additionally, this research was used to determine which style of leadership practiced by these police chiefs' results in a higher level of job satisfaction and extra effort among police officers.

The Multifactor Leadership Questionnaire (MLQ 5x) was the survey tool used to collect data from each of the participating departments. This survey instrument was created to assess transformational, transactional and passive/avoidant leadership dimensions. The instrument includes 45 items that are based on nine leadership factors and three leadership outcomes. The

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instrument consists of five scales which are based on characteristics of transformational leadership, two scales for transactional leadership and two scales for passive leadership. The survey is designed as a 360-degree tool that assesses the leader through a self-assessment as well as a thorough assessment by subordinates (Muenjohn & Armstrong, 2008). Survey results demonstrated whether a chief's strongest leadership dimension is transformational, transactional or passive avoidant.

Research Questions

1) What leadership styles do North Metro Atlanta police chiefs perceive they implement in their police departments: transformational, transactional or passive/avoidant?

2) What leadership styles do North Metro Atlanta police chiefs implement in their police departments: transformational, transactional or passive/avoidant?

3) What leadership style among North Metro Atlanta police chiefs results in a higher level of job satisfaction: transformational, transactional or passive/avoidant?

4) What leadership style among North Metro Atlanta police chiefs results in a higher level of extra effort: transformational, transactional or passive/avoidant?

Findings and Conclusions: Specific Departments

Department A: This department had the highest participation rate of all departments with 92% of the officers participating in the survey. The chief of Department A provided a transformational leadership self-rating of 3.1 while officers indicated the chief's strongest leadership dimension is passive/avoidant. Both passive/avoidant dimensions exceeded the recommended 0 to 1.0 rating range, and the officer rating for the dimension of monitors deviations and mistakes was scored at 2.3, which is a higher than the recommended range of 1.0

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to 2.0. Officers provided a job satisfaction rating of 2.5 and extra effort score of 2.1. Both of these scores were the second lowest among the nine departments. The highest leadership dimension mean was 2.58 and was attributed to the transformational dimensions of inspirational motivation.

Department B: The chief of Department B was also rated by officers as a passive/avoidant leader with scores of 1.3 and 1.8 on passive/avoidant dimensions. The chief provided a transformational self-rating of 3.8 while officers rated the chief on transformational dimensions at 1.9. The Department B chief was the highest passive/avoidant rated among all other chiefs, and Department B officers scored the lowest job satisfaction and extra effort ratings of all departments with respective scores of 1.9 and 1.5. The highest leadership dimension mean was attributed to the transformational dimension of inspirational motivation, with a mean of 2.51.

Department C: Officers of Department C indicated their chief is a transformational leader with an overall transformational score of 3.2. All other officer ratings for transactional and passive/avoidant dimensions fell within the recommended ratings. The chief's self-rating was a 3.5 for transformational leadership. Survey responses by Department C officers indicated a job satisfaction score of 3.4, which tied for the second-highest job satisfaction rating among all departments. The officer rating for extra effort was 2.9. The highest mean of 3.55 was connected to the transformational dimension of inspirational motivation.

Department D: The chief of Department D demonstrated a self-rating on transformational leadership at 3.9. Officers rated the chief as a transactional leader with a score of 2.8. All of the other officer ratings for transactional and passive/avoidant leadership dimensions fell within the recommended ranges. Department D officers had a job satisfaction rate of 2.7 and an

organizational rate of 2.4. The highest mean of 3.27 was attributed to the transformational

leadership dimension of inspirational motivation.

Department E: Officers working for Department E rated their chief as a transformational

leader with a score of 3.0. The chief's self-rating was just above the officer rating with a score

of 3.2. The job satisfaction rating provided by officers was 3.2, and the extra effort rating for

officers was 2.9. The highest mean for all leadership dimensions was 3.28 and was attributed to

the transformational dimension of inspirational motivation.

Department F: The chief of Department F provided a self-rating of 3.5 on the

transformational dimensions. Officer ratings indicate they agreed that the chief's strongest

leadership dimension is transformational with a rating of 3.0. The job satisfaction rating of 3.4

was tied for second highest among all nine departments. The rating of 3.2 for extra effort was

also the second-highest score among all nine departments. Inspirational motivation received the

highest mean of all dimensions at 3.35.

Department G: With an officer rating of 3.4, the chief of Department G was rated with

the highest transformational leadership score among all nine chiefs. Officers' survey data also

resulted in the highest job satisfaction and extra effort scores of 3.6 and 3.4 respectively. The

score of 3.6 for job satisfaction is the only score among the nine departments to reach the

validated benchmark of 3.5 or above. The transformational leadership dimension of idealized

influence (behaviors) had the highest mean of 3.71.

Department H: The chief was rated as a transactional leader by officers, with a

transformational rating of 2.7 and ratings of 2.3 and 1.7 for the transactional dimensions of

contingent reward and management by exception (active). Officers rated their job satisfaction at

a score of 2.6 and an extra effort rating of 2.3. The highest mean was attributed to the

transformational dimension of inspirational motivation at 3.37.

Department I: The chief of Department I was rated as a transformational leader by

officers, with a score of 3.3, The chief's self-rating was a 3.5. The rating for job satisfaction

was 3.3 and 3.1 for extra effort. The highest mean was attributed to the transformational

leadership dimension of idealized influence (behaviors) at 3.63.

Findings and Conclusions: Overall

Nine police chiefs accepted an invitation to participate in this research project. Each chief

was emailed a link to the MLQ 5x self-rating survey. A total of 657 officers were invited to

participate based on the officer rosters provided by the nine participating police chiefs, and each

chief provided the email addresses for their officers. Those email addresses were entered into the

MLQ 5x project database by the researcher, and each officer received an individual email with a

link to the officer survey. A total of 286 officers chose to participate, which is a participation

rate of 44%. The highest participation rate by a department was 92%, and the lowest was 27%.

The smallest department in this study had a total of 13 officers, and the largest had a total of 147

officers. Only two departments had a number of officers that exceeded 100.

The highest leadership dimension mean based on data derived by the self-rating police

chief survey was 3.73 and was attributed to idealized influence (behaviors). The highest mean

based on data derived from officer ratings was 3.32 and was attributed to inspirational

motivation. When looking at each department specifically, officers in seven of the nine

departments had the highest leadership rating mean attributed to inspirational motivation, and the

other two were attributed to idealized influence (behaviors). The two highest-rated

transformational chiefs had the leadership dimension of idealized influence (behaviors) as their

highest means. The idealized influence (behaviors) dimension is attributed to a leadership style that emphasizes the importance of having a strong sense of purpose and creates a sense of mission for the organization. Additionally, leaders that are strong in this dimension serve as role models to followers and are respected, admired and trusted by subordinates (Bass & Riggio, 2006).

Research question one centered around the self-perceived leadership style of the participating police chiefs. The hypothesis and null hypothesis related to this research question was:

> H1 – In a comparison of North Metro Atlanta police chiefs' self-perceived leadership characteristics, transformational leadership style will be the predominant style observed.
>
> H_0 – In a comparison of North Metro Atlanta police chiefs' self-perceived leadership traits, no clear self-perceived leadership style was observed among police chiefs in the North Metro Atlanta area.

The data collected from the self-rater surveys indicated all nine chiefs believed their strongest leadership dimension was transformational. Overall transformational self-rating scores ranged from 3.1 to 3.9, with a mean of 3.54.   Every transformational dimension self-rating score was higher than the ratings provided by each chief's officers. All of the chiefs also rated themselves in the preferred ranges of transactional and passive/avoidant leadership dimensions.

Research question two examined what leadership style, if any, was predominate among police chiefs based on data derived from officer surveys. The hypothesis and null hypothesis related to this research question was:

H2 – In a comparison of North Metro Atlanta police chiefs' leadership style as

perceived by police chiefs' subordinate officers, transactional leadership

style/trait will be the predominant leadership style observed.

H0 – In a comparison of North Metro Atlanta police chiefs' leadership style as

perceived by police chiefs' subordinate officers, no clear leadership style/trait

emerged to be predominant.

Data resulting from surveys administered to participating officers indicated transformational

leadership was identified as the predominant leadership style for police chiefs in this research.

There were five police chiefs identified by officers as transformational, two identified as

transactional and two identified as passive/avoidant.

The third research question examined if there was a positive correlation between

transformational leadership and job satisfaction. The hypothesis and null hypothesis for research

question three was:

H3 – In a comparison of North Metro Atlanta police officers, those who worked

for chiefs exhibiting a transformational leadership style are more likely to express

a higher level of job satisfaction.

H0 – In a comparison of North Metro Atlanta police officers, no relationship is

found between their police chief's leadership style and their level of job

satisfaction.

Officer survey results provided a clear indication of a positive correlation between

transformational leadership and job satisfaction. The Pearson Correlation Coefficient

significance test showed all five transformational categories as having a strong, positive effect on

the level of job satisfaction experienced by officers. The more police chiefs engage in

transformational leadership dimensions, the higher the level of officer job satisfaction. It was discovered that the same strong, positive correlation exists with the transactional dimension of contingent reward and job satisfaction. The analysis also indicated that both passive/avoidant categories had a weak, negative correlation with job satisfaction. The more police chiefs engage in these two leadership dimensions, the more officer job satisfaction decreases.

The final research question examined if there is a correlation between transformational leadership and extra effort. The hypothesis and null hypothesis for research question four was:

> H4 – In a comparison of North Metro Atlanta police officers, those who worked for chiefs exhibiting a transformational leadership style are more likely to express a higher level of extra effort.

> H_0 - In a comparison of North Metro Atlanta police officers, no relationship is found between their police chief's leadership style and their level of extra effort.

As with job satisfaction, data derived from officer surveys indicated a strong, positive correlation between transformational leadership and organizational commitment. Based on the Pearson Correlation Coefficient significance test, all five transformational categories have a strong, positive effect on the level of extra effort produced by officers. The more police chiefs engage in transformational leadership dimensions, the stronger the commitment of the officer is to his or her department. That same strong, positive correlation also exists with the transactional dimension of contingent reward. Regarding passive/avoidant dimensions, the data indicated a weak, negative correlation between extra effort and both leadership categories. The more police chiefs engage in passive/avoidant dimensions, the greater the decrease in officer extra effort.

Study Limitations

There were several limitations related to measuring the level of job satisfaction and extra effort of police officers. Although leadership has a strong correlation with subordinate satisfaction and their level of extra effort and commitment to the organization, several other variables can impact satisfaction and commitment, especially among police officers. Variables like the level of community support, the level of support from the governing body, resource availability, organizational demographics and personal demographics are all potential variables that impact job satisfaction and extra effort. These variables were not addressed when surveying police officers. This research cannot eliminate other variables related to the impact on officer job satisfaction and extra effort. There are other variables that were not studied that could impact these leadership outcomes.

All North Metro Atlanta municipalities with police departments were chosen to be invited to participate in this study. Although there is some variety, these police departments share similarities related to department size, officer pay, officer benefits, and working conditions. This could potentially limit the diversity of responses received in this study.

Twenty-four police chiefs were invited to complete the MLQ 5x survey. Each chief was also asked for permission to have their officers participate in the leadership assessment portion of the MLQ 5x, also measuring their level of job satisfaction and extra effort. Because of the necessity of having the chiefs and their officers participate in two distinct survey processes, this could have impacted the number of chiefs and officers that accepted the invitation to participate. The use of cross-sectional surveys for the police officers did not address specific and complex issues related to each individual department. The entire survey was administered online, which could have created a concern among officers that the survey was not fully anonymous. Because

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each officer's name and email address had to be entered into the Mind Garden survey database, some chiefs were hesitant to participate because of the need to release this information in spite of being assured all names and emails would not be released and eventually be totally deleted after the research was completed.

Study Assumptions

Each of the police departments being invited to participate came from similar jurisdictions. Although there are some differences in population, economic and commercial demographics, officers working in these cities share many similarities regarding work conditions. Even with some discrepancies, it is assumed that police officer job satisfaction and extra effort are impacted by similar variables which could increase the validity of the research.

Also, it was assumed that the officers being surveyed have a strong understanding of the nuances of the profession and can answer questions that correlate specifically with job satisfaction and commitment to police work and the leadership style of a police chief. The survey was anonymous, which was clearly communicated to all the officers that participated. The police chiefs were able to get the overall results of the survey but were not be able to identify responses made by specific officers. Based on this research approach, it is assumed that officers provided honest responses on the survey.

Implications of Findings

There is a strong correlation between organizational success and leadership. Successful companies, non-profit organizations and governmental entities are led by people that understand the tenants of leading people toward meeting the mission or goals of an organization (Zeb, et el, 2015). Effective and influential leaders also grasp the importance of creating and maintaining a healthy and productive culture. A leader that emphasizes the health of an organization focuses

on creating an environment that is conducive to being employee centered. A combination of adhering to established organizational values and emphasizing the value of employees will lead to success (Avolio & Bass, 1999).

Previous research has shown that implementing transformational leadership is a highly effective approach to developing and maintaining a healthy culture. Leaders that engage in a transformational leadership style are more apt to motivate subordinates to work toward the greater goals of the organization. Police chiefs and executives are able to create a mission, vision and values that provide a framework for a police officer to work within while building a healthy culture. Police officers tend to connect strongly with transformational leaders (Murphy, 2007).

There is a strong correlation between the level of employee job satisfaction and organizational leadership (Choi Sang, et al., 2016). Research has established that job satisfaction is an excellent indicator of how well an employee will perform. Leaders that implement an employee-centered style of leadership create a higher level of satisfaction of employees (Macdonald, et al., 2019). A similar correlation exists between transformational leadership and organizational commitment. Research has demonstrated that police chiefs that engage in a transformational leadership approach create a higher level of extra organizational commitment compared to chiefs that engaged in transactional or passive/avoidant leadership (Sarver & Miller, 2014). This research also clearly established a direct, positive correlation between transformational leadership and job satisfaction and extra effort.

Unfortunately, police chiefs are not often aware their leadership approach is not conducive to creating a healthy and successful culture. Chiefs and executive leaders that have only been exposed to a para-military approach of management as they rose through the ranks

have a limited view of how effective leadership should look. Unless they have been exposed to the importance of implementing transformational dimensions of leadership, their scope of leadership ability and cultural development may be very narrow.

As seen in this research, police chiefs may feel they are providing an effective leadership style that resonates with their subordinates and inspires job satisfaction and extra effort. All nine police chiefs in this study rated themselves as strong, transformational leaders. However, four of those nine chiefs were not identified as leaders implementing transformational leadership by the officers that work for them. Even some of those chiefs that were categorized by officers as transformational leaders had self-ratings that were higher than the ratings provided by their officers. The data presented indicates a disconnect between the police chief's perception of themselves as leaders and the perception of leadership from the officer's perspective. Ultimately, the officer's perspective is what is most important as it correlates with his or her level of job satisfaction and organizational commitment.

This research also supported the theory that transformational leadership results in a higher level of job satisfaction and organizational commitment. The data derived from the MLQ 5x survey demonstrated a strong, positive relationship with transformational leadership and these two leadership outcomes. Conversely, the data indicated a weak, negative relationship between passive/avoidant leadership and satisfaction and extra effort.

The data in this study and in previous research demonstrates the positive impact of transformational leadership on officers and the department as a whole. Higher levels of job satisfaction and organizational commitment will result in a higher level of productivity and organizational success, which is important for the officers, but especially important for the communities being served by those officers. Regardless of what style of leadership comes

naturally to a police chief, creating an intentionality toward implementing transformational leadership dimensions in the day to day operations of a police department will greatly enhance the possibility of creating and maintaining a healthy police culture. This implementation will ultimately benefit department leaders, subordinates and the communities being served by local law enforcement.

For leaders that are not currently practicing transformational tenets in the management of their departments, there must be a level of situational awareness by those chiefs that will not only create a recognition of what needs to be changed, but a willingness to seek out the tools needed to make those changes. Police chiefs can manage departments utilizing other leadership styles adequately, but chiefs that want to be successful in leading a successful department must be willing to take ownership of improvements that are needed in their leadership approach. As seen with the MLQ 5x, 360 surveys are an excellent tool for leaders to ascertain what leadership style they are implementing, and the direct outcomes associated with those identified leadership styles.

City managers/administrators and other governmental hiring authorities should also understand the implications of this research project as well as previous research on the effectiveness of transformational leadership. Decisions makers overseeing the hiring or promoting of police chiefs should be well versed in placing men and women in these executive roles that understand the importance of creating and maintaining a healthy culture. Ideally, candidates for the position have demonstrated at least some of the dimensions of transformational leadership in their previous positions. There is never a 100% guarantee of success when hiring or promoting police chiefs, but there is a greater chance of a positive impact on an organization and community when leaders that demonstrate transformational tendencies are chosen to lead a police department.

Future Research Recommendations

The outcomes of this research combined with previous research demonstrates the value associated with transformational leadership. Three recommendations of further research related to police leadership and its impact on both departments and communities are:

1) In this study, all nine police chiefs rated themselves as strong, transformational leaders. Four of the nine fell short of being identified as transformational leaders by their officers. Also, the data derived from the chief self-ratings and officer ratings show a disconnect in the chief's view of officer job satisfaction and commitment and the actual level of satisfaction and commitment as presented by the officers. Research is needed to identify how state and local leadership academies and other law enforcement training institutions can lead police chiefs in implementing 360 surveys and utilizing more innovative leadership training related to transformational leadership.

There is a need to train police executives on the meaning of transformational leadership and practical approaches on implementing that style of leadership in police departments. Research is needed on how to create and implement a more effective approach of training new police chiefs on ways to effectively build a healthy culture, regardless of the size or location of their department. Having this type of training and leadership development as a foundation for their leadership approach will create a higher likelihood of long-term success.

2) One of the greatest challenges for local law enforcement agencies is the recruiting, hiring and retaining of police officers. Departments across the United States are facing significant manpower shortages due to a variety of reasons. This issue also emphasizes the importance of creating a culture that is not only conducive to attracting quality candidates but retaining current officers as well. Although there are aspects of this issue that reach well beyond what local police

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chiefs and city leaders can do to improve hiring and retention, research is needed to examine the direct impact, if any, transformational leadership has on the hiring and retention of police officers. The positive impact of a healthy culture described in this research would likely impact hiring and retaining police officers, but specific research is needed to examine if this correlation exists.

3) Because of the necessity of police departments intentionally working toward community engagement and building trust with the citizens being served, research should be conducted on what type of police chief leadership style is most likely to lead a department in an ongoing community engagement style of policing. Although the dimensions of transformational leadership would likely inspire officers to engage in a type of policing that is centered around connecting and serving the community at the highest level possible, research specifically centered on the correlation between police chief leadership styles and community engagement would be extremely beneficial for law enforcement and government leaders.

Overview of Chapters

Chapter One-Introduction: This chapter provided the rationale for researching leadership styles among North Metro Atlanta police chiefs. Police executive leadership is vital in ensuring police departments provide effective service and community engagement necessary in local municipalities. Leadership also correlates with the level of job satisfaction and organizational commitment among police officers, which impacts the level of service and a police department's ability to retain quality officers. Research is needed in the North Metro Atlanta area to ensure police chiefs are engaging in a leadership style that is most conducive to creating a higher level of officer job satisfaction and stronger organizational commitment.

Chapter Two–Literature Review: The research of effective leadership styles among North Metro Atlanta police chiefs was predicated upon a great deal of previous and current literature on

the topics of leadership, police leadership, officer job satisfaction and organizational commitment. This chapter detailed Bass' Leadership Theory, which is the foundation of transformational leadership in previous and current research, as well as this research. Ultimately, the literature review provided a critical review of theory and research on this topic, establishing the foundation on which research, including the current one, is based.

Chapter Three–Description of Methodology: In this chapter, the method of research was defined and explained. Quantitative data was obtained through the use of a survey. This survey was utilized to measure each police chief's self-perception of leadership, their leadership style as identified by their subordinates and the level of job satisfaction and extra effort of police officers in each department. Survey data was used to determine what was the most frequently observed style of leadership in the study population of police chiefs. This research method was also used to determine if transformational leadership resulted in a higher rate of job satisfaction and extra effort among police officers.

Chapter Four–Analysis of Data: The purpose of this chapter was to describe the analysis of data, description of findings and exploration of the practical implications of the findings. The data collected from the research was analyzed in a comprehensive manner. Appropriate statistical analysis was conducted, and each research question was directly addressed based on this analysis. Once the data was collected and tabulated, the statistical test Pearson's Correlation Coefficient, cross-tabulation and frequency tables were all used to analyze the statistical relevance of the data collected. The analysis determined whether the research hypotheses were supported by the data or not and shed light on the research questions addressed in this project.

Chapter Five–Discussion of Findings: The research questions, literature review and statistical analysis were all summarized in this chapter, elaborating on the meaning of the

findings. Study assumptions were summarized along with the acknowledgment of study

limitations. Implications of findings and recommendations for future research were also offered.

This chapter provided an appropriate conclusion to the entire research project.

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Appendix A

IRB Exemption Form

Institutional Review Board (IRB)
For the Protection of Human Research Participants

PROTOCOL EXEMPTION REPORT

Protocol Number:	03834-2019	**Responsible Researcher:**	Mr. John Robison
Supervising Faculty:	Dr. Rudy Prine		
Project Title:	*Study of North Metro Atlanta Police Chief's Leadership Styles.*		

INSTITUTIONAL REVIEW BOARD DETERMINATION:

This research protocol is **Exempt** from Institutional Review Board (IRB) oversight under Exemption **Category 2**. Your research study may begin immediately. If the nature of the research project changes such that exemption criteria may no longer apply, please consult with the IRB Administrator (irb@valdosta.edu) before continuing your research.

ADDITIONAL COMMENTS:

- *Upon completion of the research study all data (surveys, data list, email correspondence & address lists, etc.) must be securely maintained (locked file cabinet, password protected computer, etc.) and accessible only by the researchers for a minimum of 3 years.*

- ☒ *If this box is checked, please submit any documents you revise to the IRB Administrator at irb@valdosta.edu to ensure an updated record of your exemption*.

Appendix B

Mind Garden Permission Letter

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Appendix C

Survey Letter – Police Chiefs

Dear Chief,

You are being asked to participate in a survey research project entitled *"Study of North Metro-Atlanta Police Chief's Leadership Styles",* which is being conducted by John Robison*,* a student at Valdosta State University. The purpose of the study is to examine if North Metro-Atlanta Police Chiefs engage in a transformational, transactional or laissez-faire style of leadership, and the impact of each leadership style on police officer job satisfaction and organizational commitment. You will receive no direct benefits from participating in this research study. However, your responses may help us learn more about which leadership style being implemented by police chiefs is most likely to result in a higher level of police officer job satisfaction and organizational commitment*.* Also, I am willing to share the data collected from your survey, as well as data collected from the survey your officers complete. The published research will not have identifying department names. Each department in the research will be labeled with a letter., i.e. Department A, Department B, etc. The surveys completed by your officers will be completely anonymous. There are no foreseeable risks involved in participating in this study other than those encountered in day-to-day life. Participation should take approximately 15 minutes for you to complete.

Your participation is voluntary. You may choose not to take the survey, to stop responding at any time, or to skip any questions that you do not want to answer. Participants must be at least 18 years of age to participate in this study. Your completion of the survey serves as your voluntary agreement to participate in this research project and your certification that you are 18 or older. You may print a copy of this statement for your records.

Questions regarding the purpose or procedures of the research should be directed to John Robison at jfrobison@valdosta.edu. This study has been exempted from Institutional Review Board (IRB) review in accordance with Federal regulations. The IRB, a university committee established by Federal law, is responsible for protecting the rights and welfare of research participants. If you have concerns or questions about your rights as a research participant, you may contact the IRB Administrator at 229-253-2947 or irb@valdosta.edu.

Appendix D

Survey Letter – Police Officers

Dear officer,

You are being asked to participate in a survey research project entitled *"Study of North Metro-Atlanta Police Chief's Leadership Styles",* which is being conducted by John Robison*,* a student at Valdosta State University. The purpose of the study is to examine if North Metro-Atlanta Police Chiefs engage in a transformational, transactional or laissez-faire style of leadership, and the impact of each leadership style police officer job satisfaction and organizational commitment. You will receive no direct benefits from participating in this research study. However, your responses may help us learn more about which leadership style being implemented by police chiefs is most likely to result in a higher level of police officer job satisfaction and organizational commitment**.** There are no foreseeable risks involved in participating in this study other than those encountered in day-to-day life. Participation should take approximately 20 minutes for each Chief to complete, and 20 minutes for each officer to complete. This survey is anonymous**.** No one, including the researcher, will be able to associate your responses with your identity. Your participation is voluntary. You may choose not to take the survey, to stop responding at any time, or to skip any questions that you do not want to answer. Participants must be at least 18 years of age to participate in this study. Your completion of the survey serves as your voluntary agreement to participate in this research project and your certification that you are 18 or older. You may print a copy of this statement for your records.

Questions regarding the purpose or procedures of the research should be directed to John Robison at jfrobison@valdosta.edu. This study has been exempted from Institutional Review Board (IRB) review in accordance with Federal regulations. The IRB, a university committee established by Federal law, is responsible for protecting the rights and welfare of research participants. If you have concerns or questions about your rights as a research participant, you may contact the IRB Administrator at 229-253-2947 or irb@valdosta.edu.

Appendix E

Follow Up Letter – Police Chiefs

Good afternoon, everyone.

It has taken a little longer to "build" the survey than anticipated. The proprietary rights to the instrument I am using is owned by one research firm, and I have had to work with them on getting this set up. Once thing that I discovered is each officer being invited from each agency has to have their email address manually entered in can't send one group email to everyone). That is usually done by the agency's leader (you). However, I will take care of doing that if I can simply get you to cut and paste and email me the addresses of all of your officers (all certified officers – all ranks). I apologize for having to do this, but it is a must and I am hoping it will be a very simple task for you to complete.

Assuming I get all of these this week, I will hopefully launch the survey next week. You will get another email from me when it is ready to roll with very simple instructions and a link to your portion of the survey.

Again, I cannot thank you enough for your help. I do appreciate your willingness to take this extra step for me so I can get all officers entered in. As soon as it is completed, I will be happy to share specific results about your department, as well as the overall data from all departments combined.

Thanks!