THE LEADERSHIP STYLES OF THE CHIEF OF POLICE

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Abstract: *An organization is a system of relating resources that make possible the accomplishment of specific objectives. In public administration, objectives are statements of what an agency or office is officially expected to perform. This aim bends the organizational operation to their accomplishment thus providing the motive for an effective leadership. Leadership has been identified as an important subject in the field of organizational behaviour. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute "collaborated effort" depends on leadership capability. Leadership style is the manner and approach of providing direction, implementing plans and motivating people. As seen by the subordinates, it includes the total pattern of explicit and implicit actions performed by the leader. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Stodgily (1957), defined leadership as the individual behaviour to guide a group to achieve the common target. Fry (2003), explains leadership as use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development. This undertaking was made to ascertain the present leadership styles of the Chief of Police utilizing his subordinates as respondents. A descriptive design was utilized. Utilizing the data gathered from respondents through the use of a questionnaire, results show that police-respondents are young perceived that the Chief of Police always possesses the leadership qualities of a democratic leader though need to enhance his leadership qualities in areas where subordinates feel some shortfalls.*

Keywords: *leadership, leadership styles, chief of police, subordinates, democratic leader, strategy, leadership behavior, collaborated effort*

STATEMENT OF THE PROBLEM

This study sought to assess the leadership styles of the Chief of Police of Tuguegarao City, Cagayan.

Specifically, it sought to answer the following:

1. What is the profile of the respondent as to:

   a. Age

   b. Sex

   c. Civil Status

   d. Number of years in the service

   e. Rank

2. How do subordinates assess the leadership styles of the Chief of Police?

INTRODUCTION

Leadership has been identified as an important subject in the field of organizational behaviour. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute "collaborated effort" depends on leadership capability. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Stodgily (1957), defined leadership as the individual's behaviour to guide a group to achieve the common target. Fry (2003), explains leadership as use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development. Several reasons indicate that there should be a relationship between leadership style and organizational performance. The first is that today's intensive and dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies (Santora et al., 1999; Venkataraman, 1997). Studies have suggested that effective leadership behaviours can facilitate the improvement of performance when organizations face these new challenges (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997).

Understanding the effects of leadership on performance is also important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management

development and sustained competitive advantage for organizational performance improvement (Avolio, 1999; Lado, Boyd and Wright, 1992; Rowe, 2001). For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Zhu, Chew and Spengler, 2005). Visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Avolio, 1999; McShane and Von Glinow, 2000). Some scholars like Zhu et al. (2005), suggest that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments. Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centred perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo and Dickson, 1996). Some studies have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behaviour to improve organizational performance (Judge, Bono, Ilies, and Gerhardt, 2002; Judge and Piccolo, 2004; Keller, 2006; McGrath and MacMillan, 2000; Meyer and Heppard, 2000; Purcell, Kinnie, Hutchinson and Dickson, 2004; Yukl, 2002). This is because intangible assets such as leadership styles, culture, skill and competence, and motivation are seen increasingly as key sources of strength in those firms that can combine people and processes and organizational performance (Purcell et al., 2004).

Previous studies led the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and financial performance. In general, however, the effects of leadership on organizational performance have not been well studied, according to House and Adyta's review (1997), who criticised leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-performance relationship. Another problem with existing studies on leadership is that the results depend on the level of analysis. House and

Adyta (1997), distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment. Other scholars have also suggested that leaders and their leadership style influence both their subordinates and organizational outcomes (Tarabishy, Solomon, Fernald, and Sashkin, 2005).

Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesised leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

Theories of Leadership Among the various theories of leadership and motivation relating to effective organizational change management, perhaps the most prominent is the transformational-transactional theory of leadership. As explained in Saowalux and Peng (2007), Burns (1978), conceptualizes two factors to differentiate "ordinary" from "extraordinary" leadership: transactional and transformational leadership. Transactional leadership is based on conventional exchange relationship in which followers" compliance (effort, productivity, and loyalty) is exchanged for expected rewards. In contrast, transformational (extraordinary) leaders raise followers" consciousness levels about the importance and value of designated outcomes and ways of achieving them. They also motivate followers to transcend their own immediate self-interest for the sake of the mission and vision of the organization.

Such total engagement (emotional, intellectual and moral) encourages followers to develop and perform beyond expectations (Burns, 1978; Bass, 1985). Burns (1978), observes that transformational leadership involves the process of influencing major changes in organizational attitudes in order to achieve the organization's objectives and strategies. Bass (1985), observed that transactional leaders work their organizational cultures following existing rules and procedures, while transformational leaders change their cultures based on a new vision and a revision of shared assumptions, values and norms. When an organization must adapt to changes in technology, its leadership is a critical factor in its successful change.

Leaders play a critical role in helping groups, organizations or societies achieve their goals. However, leaders are not the only determinants of group or organizational performance.

The skill, motivation and the ability of the group members and the effect of environmental factors will also play a role. Nor is group performance the only the measure of a manager's effectiveness. The employee satisfaction for instance, can also be a result of a manager's leadership capability. Ultimately, however, managers and other leaders are judged by how well the goals of the group or organization they are leading have been achieved.

According to Stogdill (2008), in his survey of leadership theories and research, he has pointed out that 'there are almost as many different definitions of leadership as there are persons who have attempted to define the concept.' To him, leadership is defined as the process of directing and influencing the task-related activities of group members. Leadership involves other people, unequal distribution of power among leaders and group members and can influence their followers or subordinates in addition to being able to give their followers or subordinates legitimate directions. In other words, leaders not only can tell their subordinates what to do but also can influence how or in what manner the subordinates carry out leader's instructions. Ghiselli (2005) pointed out that effective leadership did not depend on a particular set of traits but on how well the leader's traits matched the requirements of the situation he or she was facing. Apparently, leadership behaviors that were appropriate in one situation were not necessarily appropriate in another.

Likert's leadership system (2005), pointed out four systems. In System 1, the leaders make all work-related decisions and order their subordinates to carry them out. Standards and methods of performance are also rigidly set by the manager. Failure to meet the manager's goals results in threats or punishment. The leaders feel little trust or confidence in subordinates, and subordinates, in turn, fear the leaders and fell that they have little in common with them. System 2 is "benevolent authoritative." Leaders still issue orders, but subordinates have some freedom to comment on those orders. Subordinates are also given some flexibility to carry out their task but within carefully prescribed limits and procedures. Subordinates who meet or exceed the leader's goals maybe rewarded. In general, leaders have a condescending attitude toward their subordinates, and subordinates are cautious when dealing with their manners. System 3 management can be called "consultative". Managers set goals and issue general orders after discussing them with subordinates. Subordinates can make their own decisions about how to carry out their tasks, since only

broad, major decisions are made by high-level managers. Rewards, rather than the threat of punishments, are used to motivate subordinates. Subordinates fell free to discuss most work related matters   with their managers, who, in turn feel that to a large extent subordinates can be trusted to carry out their tasks properly. System 4 management is participative. According to Likert, this style is most favoured management style. Goals are set and work related decisions are made by the group. If leaders formally reach a decision, they do so after incorporating the suggestions and opinions of the group members. Thus, the goal they set or the decision they reach may not always be the one they personally favour. To motivate subordinates, leaders not only use economic rewards but also try to give their subordinates feelings do worth and importance. Performance standards exist to permit self-appraised by subordinates, rather than to provide managers with a tool to control subordinates. Interaction between managers and subordinates is frank, friendly and trusting. Generally, a democratic, supportive and high goal-setting leadership style will be effective in most situations. In terms of effective leadership, researchers would show that this issue remains unresolved on the following grounds: 1) leadership style vary with situations; and 2) leadership styles are too general or ambiguous to guide managerial actions (Tannenbaum and Schmidt, 2006).

How a leader leads will primarily be influenced by his or her background, knowledge, values and experience. A manager who strongly values individual freedom may allow subordinates to deal of independence in carrying out job tasks. Conversely a leader who believes that the needs of the individual must come second to the needs of the organization may take a much more directive role in his or her subordinate's activities.

Characteristics of subordinates also must be considered before leaders can choose an appropriate leadership style. According to Tannenbaum and Schmidt, a leader can allow greater participation and freedom under the following conditions: (1) When subordinates crave independence and freedom of action, (2) When they want to have decision-making responsibility, (3) When they identify with the organization's goals, (4) When they are knowledgeable and experienced enough to deal with the problem efficiently, and (5) When their experience with previous bosses leads them to expect participative management.

When these conditions are missing, leaders may have to lean toward the authoritarian style. They can, however, vary their behavior once their subordinates gain self-confidence in

working with them. Finally, in choosing an appropriate leadership style, a leader must reckon on various situation forces, the organizational climate, and the specific work group, the nature of the group's tasks, the pressure of time and even environmental factors which may affect organization member's attitude towards authority. Most leaders will move toward or another leadership style in conformity with the type of behavior favoured by the organization hierarchy. If top management emphasizes human relation skills, the manager will incline toward an employee-centered style. If the decisive take–charge style seems favoured, the leader will lead to be task-related then employee-oriented. The specific work group will also affect the choice of style: a group that works well together may respond more to a free and open atmosphere than to close supervision. The same hold true for a group confident or its ability to solve problems as a unit. But if a work group is too large or too widely dispersed geographically, a participative management style may be difficult to use. The nature of the problem and time pressures are other situational factors that may influence to choice of leadership styles. Similarly, in situation where quick decisions are essential even democratic leaders may prevent to an authoritative leadership style. The manager's values, background, and experience will affect his or her choice of leadership style. A manager who has had success in exercising little supervision, for, example, or who values the self-fulfilment needs of subordinates may adopt a democratic style of leadership, a leader who distrust subordinates or who simply likes to manage all work activities directly may adopt a more authoritarian role. The forces that influence the leadership style to be used include (1) Amount of time available, (2) Who has the information – the boss, the subordinates or both, (3) How well subordinates are trained and how well they know the task, (4) Internal conflicts, (5) Stress levels, (6) Type of task, such as structured, unstructured, complicated or simple, and (7) Laws or established procedures, such as training plans are relation In general, leaders develop the leadership style with which they are more comfortable. (http://giudes.wsj.com).

STATISTICAL TOOLS

The information and data that were gathered through the different techniques were organized, tabulated and collated for better analysis and interpretation.

1. To interpret the data, the personal profile, the frequency and percentage distribution was used. The formula for computing percentage is given below:

$$\text{Percentage} = \frac{\text{Responses}}{\text{Number of Responses}} \times 100$$

2. Weighted mean was used to assess the perception of the respondents on the leadership styles of the Chief of Police.

Table 1.1

Frequency and Percentage Distribution of the Respondents Profile Relative to Age

Age	Frequency	Percentage
26 – 30 years old	30	46.86
31 – 35 years old	16	25.00
36 – 40 years old	14	21.88
41 – 45 years old	2	3.12
46 – 50 years old	2	3.12
Total	64	100.00
Mean Age=38.8 SD= 6.8		

Table 1 reflects the profile of the respondents relative to age. As reflected in the table, 30 or 46.86 percent fall within the age bracket of 26-30 years of age followed by 16 or 25.00 percent within the age ranging 31-35 years of age. Fourteen or 21.88 percent of the police force fall within the age bracket of 36-40. The age bracket of 41-45 and 46-50 have the equal number of 2 police force or 3.12 percent. The mean age 38.8 further implies that the respondents are in their late 30's which manifests that they are still young, energetic, full of vigour and very active in the performance of their functions as peace keepers.

Table 1.2:

Frequency and Percentage Distribution of the Respondents Profile Relative to Sex

Sex	Frequency	Percentage
Female	14	21.88
Male	50	78. 12
Total	64	100.00

As revealed in table 1.2 on the respondents profile relative to sex, majority of the respondent are males with a frequency of 50 or 78.12 percent while only 14 or 21.88 percent are females. This result shows that profession of arms is still dominated by males.

Table 1.3:

Frequency and Percentage Distribution of the Respondents Profile Relative to Civil Status

Grade Level	Frequency	Percentage
Single	10	15.63
Married	54	84.37
Total	64	100.00

As shown in the table 1.33, majority of the respondents are married with a frequency of 54 or 84.37 percent with only 10 police forces who are single. It can be inferred that aside from their roles as married persons, such a status never hinders their performance of duty as peace keepers.

Table 1.4

Frequency and Percentage Distribution of the Respondents Profile Relative to Number of Years in Service

Number of Years in Service	Frequency	Percentage
7--8	10	15.63
9--10	30	46.87
11--12	8	12.50
13--14	10	15.63
15--16	6	9.37
Total	64	100.00

Data in Table 1.4 show that most of the respondents with a frequency of 30 or 46.87 percent have been in the service from 9-10 years with only 6 or 9.37 percent who have been in the service from 15 to 16 years. The data imply that the respondents are quite new in the service which manifest of their vigour and active performance of their duty and would take them long to serve before they will retire from service.

Table 1.5

Frequency and Percentage Distribution of the Respondents Profile Relative to Rank

Number of Years in Service	Frequency	Percentage
PO1	16	25.00
PO2	24	37.50
PO3	8	12.50
SPO1	10	15.63
SPO2	2	3.12
SPO3	2	3.12
SPO4	2	3.12
Total	64	100

Table 1.5 shows that 24 or 37.50 percent belong to the rank of PO 2 while the lowest frequency of 2 or 3.12 percent belong to the rank of senior police officer. This data imply that the respondents are still quite new in the service which manifest of their active performance of their duty and the vigour to serve the community.

Table 2.1:

Weighted Mean Descriptive Scale on the Respondents' Perception on the Leadership Styles of the Chief of Police

Item	Weighted Mean	Descriptive Scale
Has control over all decisions and little input from group members	2.64	Always
Rarely accept advice from followers	2.78	Always
He makes all the decisions	2.75	Always
Dictates all the work methods and processes	2.82	Always
He rarely trusts group members' decisions and important task.	2.83	Always
Takes charge of the group, assign tasks to different members and establish solid deadlines for projects to be finished	2.80	Always
Allows members of the group to focus on performing specific tasks without worrying about making complex decisions	2.80	Always
Lacks creative solutions to problems	2.56	Always
Overlooks the knowledge and expertise that group members might bring to the situations	2.76	Always
Creates an atmosphere where ideas more freely amongst the group and are discussed openly	2.78	Always
Facilitates conversation, encouraging people to share their ideas, then synthesizing all the available information into the best possible decision	2.84	Always
He encourages creativity and appreciates to good work.	2.83	Always
Offers a great deal of flexibility to adapt to better ways to doing things.	3.0	Always
Brings the best out of an experience and professional team	2.80	Always
Consults subordinates to explore the possibilities in dealing with organizational activities and problems	2.88	Always
Committed and dedicated	2.78	Always
Decisions made are communicated openly to the subordinates	2.84	Always
Delegates authority to capable experts	2.89	Always
Maximizes the leadership qualities of staff	2.87	Always
Praises accomplishment and reward successes	2.86	Always
Offers constructive criticisms when necessary	2.87	Always
Allows staff to solve problems and manage challenges	2.96	Always

Knows when to step in and lead during crises	2.87	Always
Provides tools and resources needed	2.84	Always
Power is handed once to followers but take the responsibility for the group decision and action	3.0	Always
Overall Weighted Mean	**2.82**	**Always**

On the leadership capabilities of the Chief of Police, all the respondents perceived that the Chief of Police "always" possesses the leadership qualities as revealed in Table 2.1. Majority of the respondents revealed that the COP is flexible and most of the delegate his power to the qualified staff when on official business with equal weighted mean of 3.0. The overall mean of 2.82 further shows that all the subordinates perceived that the Chief of Police "always" possesses the leadership qualities of a good leader, hence, perceived by the respondents as a democratic leader

CONCLUSION AND RECOMMENDATIONS

As the findings of this research undertaking reveal that the police-respondents are young, energetic and full of vigour, male dominated, married, have been in the service for quite a number of years and most of them occupy the rank from PO1 to PO3, majority perceived that the Chief of Police always possesses the leadership qualities of a democratic leader, the researchers conclude that the Chief of Police is a leader who open to suggestions and flexible in terms of decision-making. Though the findings of this research undertaking is favourable to the Chief of Police as to his capacity of leading the agency, the researchers find it necessary that the Chief of Police should enhance his leadership qualities in areas where subordinates feel some shortfalls such as being creative in giving solutions to problems and device a mechanism for greater subordinates' input as far as decisions making is concerned.

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