Effective Leadership Styles to Ensure Organizational Success: Law Enforcement

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Abstract

In the current climate where police officers are continuously under scrutiny, it is imperative to have an organization surrounded by effective leaders. Even with the best leaders in an organization, there is always a chance that some type of scandal that will be under the microscope that will ultimately question how the leaders of the organization allowed things to happen. Leadership is essential within any law enforcement organization. As junior officers are selected and promoted through the ranks, new and younger officers enter the field of policing. These officers need to be trained and educated on many facets of the job and one that should not be overlooked is leadership training. There are certain attributes and skills needed to ensure that the right officers are selected to ensure the success of the organization for the future generations. This project examines leadership styles along with leadership traits that are effective within the previous generations, current generations and future generations of policing. In order to understand how the different traits and styles are effective with each generation, a literature review was conducted covering those areas as well as the different types of generations and what created them. An examination of effective and ineffective leadership styles and traits will help highlight the necessary skills to be an effective leader.

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Section I: Introduction

Effective Leadership Styles to Ensure Organizational Success

As law enforcement continues to evolve and generations come and go from the profession, selecting the right officers to become leaders in an organization is becoming a priority in the modern police department. This is just one of many problems facing the field of law enforcement. Having effective leadership throughout the organization can help prevent officers making decisions that have a negative impact on those that they serve, the public, and the organization as a whole. Departments often lack of a positive leadership, behaviors, skills, and abilities of first line patrol supervisors (Hughes & Morgan, 2010). This is caused by the first line supervisors relying on outdated management methodologies to guide them and fail to embrace innovation or change in facing new issues within today's ever-changing society (Batts, Smoot, & Scrivner, 2012). In order to avoid continuing down the road where poor leadership is the norm, the officers that plan on moving up through the ranks need to understand the basics on leadership and the variety of styles that can be utilized.

Purpose of Study

This study seeks to address what leadership style or styles are effective in modern day policing where a large population of the law enforcement community is made of Generation X's and Generation Y's (Jha & Nanda, 2017). While understanding what the effective style or styles are, it is important to understand what the different traits are of an effective and ineffective leader. As agencies look to promote within, they must be able to identify those traits that correlate with effective and ineffective leadership. In knowing these traits, it can assist in selecting those to promote and those that need to further their leadership training until they are capable of filling those leadership roles. By increasing the leadership effectiveness within the

organization, there should be a cause and effect with the recruitment and retention, which is another problem area within the law enforcement field (Wilson, 2010).

Significance

Being able to prepare an organization for the future should be one of the priorities of the command staff as they look to finalize their career (Brown & Eisenhardt, 1997). Those leaders that properly prepare and train their subordinates to become better officers and better leaders, show that they care about the organization (Salas et. al, 2012). These leaders prove this by passing on the skills and knowledge to the next generation of officers thus continuing effective leadership that can be passed on over time. This study is significant because it will provide the command staff of the organization with data that shows them the various styles of leadership and how, if properly applied, they can have a positive affect the organization. This study can also show how effective leadership styles can help enhance the work environment within an organization, this increasing recruitment and retention.

According to numerous sources, police departments often miss the mark in the area of leadership development (IACP, 2012; Schafer, 2008; Schafer, 2010). By being able to identify specific traits that through data has proven to be effective or ineffective, will allow command staff members to properly select those individuals and send them to the appropriate training to further their leadership skills and capabilities that will help better the organization. This research can also assist the younger generations of law enforcement by identifying their individual styles and this can give them some insight into whether they can be an effective leader. By exposing to these officers the different styles of leadership young into their career, they can start implementing these styles into their everyday life which will help them succeed as they move through their careers (Larsson et. al, 2006).

Section II: Literature Review

Introduction

This literature review is a look at the many aspects of leadership. Every generation is different of course and it is important to be able to understand how each generation functions based off what that population of the generation experienced (Vincent, 2005). This ranges from political climate, military actions, industrial and technological advances, and a variety of other impacts.

From understanding the different generations, we explore the three dominate styles of leadership used within law enforcement (Schafer, 2010). These three styles, like generations, are different in many facets but have significant impacts in how organizations are structured (Covin& Slevin, 1988). It is important to recognize that just because there are three dominating styles used in law enforcement doesn't mean that these are the only three styles that are used.

Law enforcement has a lot of internal struggles that stem from leadership (Bistline, 2016). One area of focus is the retention and recruitment effects of leadership (Haeberle & Christmas, 2006). Leadership has many impacts on an organization and understanding how it affects the retention and recruitment aspect can help shape an organization from increasing the retention and recruitment rate (Oladapo, 2014). Lastly, a look into the theories will help to identify what the best approach is to leadership in law enforcement. Here we look at emotional intelligence theory, authentic leadership theory, and transformational theory and its importance.

Generations in Law Enforcement

Currently, there are multiple generations within law enforcement. Generally, the senior levels of the organization are baby boomers while the mid-career are the Gen X's (Gibson et al 2010). 35% of the population of law enforcement are the Gen Y's, otherwise known as

millennials (Cain, 2020). With each different generation there are a variety of life experiences and skill sets achieved. Each one of them can been intertwined to create a healthy culture within the workplace as well as ensuring the organization will grow through time.

The baby boomers, 1946-1964, were named for the significant rise in birth rates post-World War II and includes nearly 76 million Americans. They were influenced by some of the most significant event that affected the United States. This included military conflicts, civil rights movements, assassinations of prominent figures, civil unrest, and anti-war protests (Cain 2020). Due to the Vietnam war and other military conflicts. Nearly 40% of baby boomers served in the military, but only 25% of baby boomers earned a bachelor's degree (Fry & Patten, 2018). Baby boomers in the workplace tend to be more loyal, highly competitive, goal-oriented, and seek promotion and success despite personal sacrifices (Cain 2020). Kapoor and Solomon (2011) explained that due to their familiarity with household and workplace hierarchies and military background, "baby boomers live to work and tend to respect authority and hierarchy in the workplace" (p. 309).

Kapoor and Solomon (2011) characterized baby boomers as hard workers who are committed to their career and "have a strong desire to be respected and recognized for the dues they have paid" (p. 212). Venter (2017) wrote, the most notable difference between baby boomers and younger generations is their use of technology; millennials are referred to as digital natives because of their familiarity with technology and boomers are called digital immigrants because of their lack of familiarity with technology. Over time, most recently during the COVID-19 pandemic, everyone was forced to rely on technology in order to conduct regular business, thus forcing baby boomers who have not used the technological advancements to become more adapt to these tools (Morris, 2021). Baby boomers, who occupy high ranking

leadership roles in many law enforcement organizations, possess a unique opportunity to grow their agency by embracing the new generations of law enforcement officers (Cain, 2020).

Gen Xers are those that were born between 1965-1980, and make up the smallest population of law enforcement. Generation Xers were influenced by several historical, cultural, and economic events such as the Watergate scandal, the Iran hostage crisis, the fall of the Berlin Wall, the Challenger disaster, Operation Desert Storm, the rise of Music Television (MTV), the energy crisis, an economic recession, and corporate layoffs (Arrington & Dwyer, 2018; Kapoor & Solomon, 2011). Unlike their predecessors, Generation Xers were exposed to new technology such as personal computers (Arrington & Dwyer, 2018). During this time frame they observed the opposite of the baby boomers as more Gen Xers attended more college and fewer served in the military. This could be partially due to the end of the Vietnam Conflict and the end of the military draft.

Gen Xers tend to be skeptical of authority and dislike bureaucracy, rigid rules, and hierarchal organizational structures but are loyal to their direct supervisor and generally exceed expectations (Arrington & Dwyer, 2018). It was during this time frame where they observed less dedication to the organization but more focus on furthering their own careers, which vastly differed from the baby boomers (Cain 2020). Kapoor and Solomon (2011) found that the priorities of members of Generation X shifted from the baby boomers' live-to-work ideal and instead they focused on creating a work and life balance viewing "employment as a contract, whereby loyalty is irrelevant" (p. 312). Currently, Generation X members occupy various leadership roles and rank and file positions within law enforcement organizations and possess exceptional attributes that can benefit the future of law enforcement such as, integrity, self-awareness, courage, respect, empathy, and gratitude. (Cain 2020)

The Generation X cohort tends to thrive in a work setting that affords them the opportunity to promote socially-important interactions with supportive colleagues (Benson & Brown, 2011; Wallace, 2006). A shift in workplaces to become less hierarchical and less formal has forced the relationships between employers and employees to become increasingly short-termed and transactional. Generation Xers prefer a leadership style that is fair, competent, and straightforward. The Xers believe in bringing the "masses to the decision-making process" (Salahuddin, 2010, p.4).

Millennials, born between 1981-1996, are members of the youngest generation in law enforcement and represent 35% of the total workforce but unlike their predecessors, many have little interest in a career in law enforcement (Cain 2020). Millennials were influenced by several historical, cultural, and economic events like the terrorist attacks on September 11, 2001, the Great Recession, increased awareness about the environment, racism, LGBTQ rights, the explosion of communication technology, and the expansion of the internet (Arrington & Dwyer, 2018). Millennials are considered "digital natives because they have grown up experiencing digital technology and have known it all of their lives" (Venter, 2017, p. 498). They communicate with their friends almost exclusively via texting and social media websites and are accustomed to receiving immediate feedback (Kapoor & Solomon, 2011). Socially, millennials were monitored and entertained constantly by their overprotective parents and frequently praised for their specialness (Venter, 2017). Although the war on terror took up nearly the entire generation, fewer millennials than baby boomers and Generation Xers served in the military, but more millennials attended college; approximately 39% earned at least a bachelor's degree (Fry & Patten, 2018).

Members of the millennial generation, also known as the Gen Y's, possess different workplace goals, values, preferences, and expectations compared to the members of the baby boomer generation and Generation X (Cain 2020). According to Kapoor & Solomon (2011) millennials desire to "promote a sense of purpose or make a difference" (p. 313) in their career. Millennials are confident in their abilities, but they are not independent workers, they prefer direction from supervisors and working on teams (Kapoor & Solomon, 2011). A correlation to lack of military service can be observed in the lack of understanding the concept of organizational hierarchy, like a chain-of-command (Redmond et al., 2015). Millennials prefer an active role in decision making in the workplace (Kapoor & Solomon, 2011). Kapoor & Solomon (2011) explained, "One of the most interesting characteristics of millennials is their expectation of having the ability to contribute to decisions in their workplace, brought about by their active role in family decision making" (p. 312). Due to their early and constant exposure to technology, millennials gather and process information differently than previous generations and expect instantaneous results (Kapoor & Solomon, 2011; Venter, 2017). This expectation transfers to the workplace, in that millennial's "crave immediate feedback about their performance and timely recognition of their contributions" (Naim & Lenka, 2018, p. 433). Millennials are ambitious, expecting career development through training and educational opportunities to continuously enhance their knowledge base and remain marketable (Naim & Lenka, 2018).

The Generation Y is self-absorbed, self-reliant, and has a strong sense of independence and autonomy (Williams & Page, 2011). Further, Generation Y individuals are described as image-driven and they make personal statements of their own accomplishments, as they are highly motivated towards their perceptions of success. Leadership for Generation Y is similar to that of Generation X. However, scholars in the field tend to recommend an emphasis on

continuous and instant feedback, as this generation expects instant and timely feedback on work that they do (Al-Asfour, 2014). It is recommended that leaders be honest with their employees, clearly identify boundaries, offer them mentoring programs, communicate clearly, be clear about expectations, offer them learning opportunities, and provide timely constructive feedback (Al-Asfour, 2014). While these recommendations should be used with all generations, Allen (2004) suggested that they are highly encouraged with Generation Y as they admire leaders with these characteristics and values.

Leadership Styles in Law Enforcement

Law enforcement organizations have been affected over time with different leadership styles used by management. In today's era of law enforcement, there are three dominating styles of leadership: authoritarian leadership, transactional leadership, and transformational leadership (Thomas, 2021). Each of these styles have their own effectiveness. On the other hand, there are areas that have a negative effect on an organization based on the style used. In this paper. I will discuss how the different leadership styles can affect an organization.

The most generic and recognizable style of these three that are used is the authoritarian leadership (Thomas, 2021). This leader is one who possess all the control and will seldom, if ever, rely on subordinates for input and decision making. As a result, creativity diminishes and innovation within the organization is unlikely (Guo et al., 2018). This is a typical command and control type of relationship between the leaders and subordinates found within most law enforcement departments (Thomas, 2021). Generally, this relationship is recognized between the chief and everyone below them. A good way for a subordinate to tell if this is the style that their superior uses, would be to see if they distance themselves from the subordinate. Authoritarian leaders like to keep a strict boundary between themselves and the subordinates in order to

maintain absolute power (Thomas, 2021). An authoritarian leader is described as having four main personality characteristics: leadership/dominance, achievement-oriented, interpersonal conflict, and verbal hostility leading to decreased work performance, negative organizational outcomes, and higher levels of depression, anxiety, and depression amongst employees (Pyc, 2017). As employees work under authoritarian leaders, they began to experience fear and defensive silence that typically resulted in reduced work efforts (Guo et al., 2018). In comparison to authoritarian leaders, transactional leaders tended to negotiate with their employees to satisfy a particular goal (Thomas, 2021)

Of the three most dominating styles used, the current leadership style widely used in modern policing is the transactional style (Sarver & Miller, 2014). Transactional leaders tend to be the first line supervisors, otherwise known as Sergeants. They tend to work with their subordinates to establish goals; however, they have no issue punishing their employees when those goals are not met (Epitropaki, 2005). In other words, the better that one performs, the better that one is treated/awarded. If you fail to meet these goals, expect to be reprimanded. A transactional leader has more of a "give and take" relationship with the subordinate (Thomas, 2021). Unlike authoritarian leaders, transactional leaders are focused on individuals instead of on the organizational goals. Bass (1985) discussed the three components of transactional leadership as a contingent reward, active management by exception, and passive management by exception. The contingent reward aspect requires a prior agreement for a particular job to be done within a time limit in exchange for a reward to be given, while active management by exception includes intense supervision with corrective actions, and passive management by exception involves management only interfering with employees when mistakes or errors occur (Bass & Riggio, 2006). McCleskey noted "transactional leadership traits only focus on short term goals that stress

performance and do not promote long term, overall success for the organization" (McCleskey, 2014 pg. 117).

A transformational leader uses motivation to pull subordinate towards meeting goals of the subordinate through the use of establishing a common vision (Thomas, 2021). Transformational leaders motivate followers to reach their goals while aligning with the mission and vision of the organization, all while growing and exceeding their own expectations. "Gottschalk moved forward to discuss not only should leaders inspire to motivate their subordinates, but they also should be a role model for their employees, as this will determine the culture and the efficacy of the organization" (Thomas, 2021). According to the NCAAP (2021), a lot of the culture in the modern-day policing comes from how they organization are led. When the culture of the organization is consistent, goals will be met as everyone is striving towards the same mission (Massey, 2015). Transformational leadership has been positively correlated with employee outcomes such as job satisfaction, low turnover, and employee commitment, as well as social identification (Thomas 2021). This style, overall, positively impacts individual and organizational performance in a way that allows the organization to outperform those led by transactional leaders (Birasnav, 2013). Transformational leadership can be linked to the success of certain organizations. Those organizations that tend to see the opposite results while trying to incorporate transformational style may need to examine the culture of the workplace. By examining the culture, you will then be able to determine how committed the subordinates may be to this style being implemented (Block, 2003).

Transformational Leadership Theory

James MacGregor Burns (1978), first introduced the concept of transformational leadership in his descriptive research on political leaders. Burns distinguished between ordinary

(transactional) leaders, who exchanged tangible rewards for the work and loyalty of followers, and extraordinary (transformational) leaders who engaged with followers, focused on higher order intrinsic needs, and raised consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved (Barnett, McCormick & Conners, 2001). As time went by, the idea of transformational leadership was developed further by Bernard Bass, who disputed Burns' conception of transactional and transformational leadership as opposites on a continuum. He suggested instead that they are separate concepts and that good leaders demonstrate characteristics of both (Judge & Piccolo, 2004, p. 755).

A transformational leader uses their charisma to engage others and establish connections that increase the level of employees' motivation. A transformational leader considers the needs of their staff members and figures out what motivates them. Such a leader will personalize their approach with an understanding of the greater good and by prioritizing information given to them by members. A transformational leader develops a vision of the future intended to excite and inspire followers. Ideally, transformation leaders create valuable and positive change in their followers with the end goal of teaching them to become leaders (Edge, 2017). This theory focuses on a "people-centered approach" that aims to inspire, empower and motivate one's team (Fritsvold, 2022)

In the world of law enforcement, an executive leader who uses the transformational leadership style will not only motivate others, including those in the community in which they serve, but also fulfill their needs (Campbell, 2011). Schaefer (2010) stated that the transformational leader is concerned with improving performance, which again includes the community and agency, and looks to see that all reach their full potential. The law enforcement executive stimulates creativity and innovation while creating a supportive climate through active

listening. This is important not just to those followers within their own organization, but within the community (Denton, 2020).

The risk of poor decisions at the operational level requires strong leadership in which managers not only understand the risk but also are willing and able to bear the weight of this risk (Villiers, 2003). Due to the history of law enforcement using a militaristic approach of leadership, it is hard for the culture within law enforcement to allow transactional leadership to be implemented (Villers, 2003). For years law enforcement used the autocratic style of leadership, which relies on following policy and procedures. In the modern era, policing requires the skills to use discretion (McCartney, 2017).

Transformational leadership is conducive to discretionary policing and, in its purest form, empowers subordinates to make moral decisions that are reflective of the organization (Bass, 1990). The result of such effective leadership is a subordinate who, when confronted with operational decisions, will be able to make the same decisions that his or her leader would make. In this way, a transformational leader is a "developer of people and a builder of teams who inspire their followers to act and make decisions" (Bass, 1990, p.54). Bass (1990) further describes those that possess such qualities as being naturally gifted and suggests that one is either born with the trait or not, which renders them a valuable commodity

Laissez-Faire Leadership Theory

Laissez-faire leadership, also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions (Cherry, 2022). Researchers have found that this is generally the leadership style that leads to the lowest productivity among group members (Anbazhagan, 2014). To help make laissez-faire leadership more effective, leaders can check in on work performance and give regular feedback

(Amanchukwu, 2015). This approach to leadership requires a great deal of trust (Anbazhagan, 2014). Leaders need to feel confident that the members of their group possess the skills, knowledge, and follow-through to complete a project without being micromanaged (Cherry, 2022). There are a number of advantages to this style to include: encourages personal growth, encourages innovation, and allows for faster decision-making (Gaille, 2018). This style is particularly effective in situations where group members are more knowledgeable than the group's leader (Al-Malki, 2018). The laissez-faire style allows them to demonstrate their deep knowledge and skill surrounding that particular subject. There are also a number of disadvantages to the laisse-faire style and this includes: downplaying the role of the leader on the team, reduces the cohesiveness of the group, and allows leaders to avoid leadership (Gaille, 2018).

A leader who possessed a laissez-faire leadership style reflected behaviors of a hands-off approach, remaining disconnected from the groups and individuals within the organization, relinquishing leadership responsibilities, and avoiding decision-making (Campbell, 2011). Typically, the laissez-faire leadership style exhibited in leaders whose members were experienced and skilled in the field (Miller, 2020). The subordinates needed little to no guidance and were able to make responsible, on-spot decisions, with minimal leadership contact. Due to the ability to make individual decisions without the aid of those in leadership positions, one may assume that leaders in law enforcement would have characteristics of laissez-faire leadership style, but data does not confirm the assertion (Sickles, 2015).

This is a passive/avoidant leader behavior or non-transactional. The leader fails to lead; abdicates the responsibility of a leader, overall, leadership is not attempted (Antonakis et al., 2003; Bass & Avolio, 1990; Morreale, 2002). Laissez-faire style leaders emphasize a hands-off

approach and are rarely involved in decision-making and offering any guidance and direction (Morreale, 2002).

Alternate Styles of Leadership

In recent and current times, there can be found a major distrust in policing. Due to this, the scholars have looked past the old standard of leadership in law enforcement such as the transactional style. A style that appeals to police administration due to the number of qualities that they prefer is the authentic style (Fritsvold & Bio, 2022). Authentic leadership has been described as a pattern of leadership behaviors that draw upon and encourages positive psychological capacities while promoting an ethical climate in the workplace, that fosters greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency within the partnership between leaders and their followers to promote positive self-development (Lopez et al , 2015). This style of leadership has been shown to influence commitment, extra effort, perceived effectiveness, job satisfaction, and organizational culture (Lopez et al., 2015). Authentic leaders are believed to foster positive self-development in both themselves and their followers to drive health and wellbeing within the organizations it is practiced (Braun & Peus, 2018).

Research regarding authentic leadership is minimal, it points to the leader behaving and acting in ways that meet or exceed their own ethical, moral, and values-based beliefs without being someone they are not (Khurana, 2010; Kolditz, 2007). Researchers who have studied authenticity seem to agree that traits and behaviors are specific and inherent to the nature of an authentic leader (Avey et al, 2011; Caza, Bagozzi et al 2010). Authenticity seems to go beyond specific individual traits and behaviors and is more about who the individual is or what they are, thus gaining better followers as people see you for who you are and not someone who is trying to

be someone they aren't (Kolditz, 2007). The concept of authentic leadership is not specifically

focused on individual traits and behaviors but rather on leaders who are deemed "authentic" do

appear to perform and behave in some distinct and different ways than other types of people,

especially those in leadership roles (Kolditz, 2007). Principles that revolved around the authentic

leader were generally agreed upon by philosophers as principles of trustworthiness, respect, and

caring to the interpersonal relation of a leader to follower (Bastille, 2016). Leaders who

effectively use authentic leadership traits generally have a more positive impact on their

followers. Bastille (2016) writes that "they also improve cognitive aspects of positivity

throughout the agency as well increasing levels of hope, self-efficacy, optimism, and resilience".

These leaders who show they that care and instill positivity in their people can help build trust,

mutual respect, and loyalty (Kolditz, 2007).

   As most organizations, politics interfere to some degree in law enforcement. The

command staff within an organization need to be more politically savvy than the lower levels of

the organization. Purposeful leadership is an approach to align police leadership and emergency

services closer to the current political environment (Yarlagadda et al., 2017). Purposeful

leadership builds off principles of the authentic leadership model to create an encompassing

model of leadership that can be relevant for future police administrations, given the recent call

for a greater awareness of the needs of different stakeholders in police agencies and a call for a

greater moral stance on the part of seasoned officers (Yarlagadda et al., 2017). Police leaders

need to create and encourage a workplace environment and criminal justice system that is fair

and ethical, to achieve positive outcomes for all stakeholders (Yarlagadda et al., 2017).

Yarlagadda conducted interviews, focus groups, and quantitative surveys to collect data to study

the attitudes associated with purposeful leadership. The results showed that purposeful leadership

was associated with higher levels of employee well-being and lower turnover intentions

(Yarlagadda et al., 2017). Purposeful leadership can help foster organizational commitment,

which will lead to an increase in motivation, job satisfaction, and job retention (Kastner 2019).

When looking at the different generations and the type of leadership desired, the Gen Y's

(millennials) generally need a supportive style. Hoover and Mader conducted a survey to help

identify what officers preferences were for leadership styles (Schafer, 2018). The survey data

that was collected from police officers suggest a preference for supportive and participatory

leadership styles and tentative evidence supports that police executives might by similarly open-

minded in employing non-traditional systems (Hoover and Mader, 1990). "Supportive leadership

contains principles that are more effective at fostering organizational commitment than

transactional leadership" (Kastner 2019). Supportive leadership is defined as having leaders that

enable staff to feel supported to work effectively, productively, and appropriately (Muller et al.,

2009). Supportive leadership occurs when leaders show concern and take account of their

employees' needs and preferences when making decisions (Rafferty & Griffin, 2006). Police

officers need to know that they are trusted to perform their duties appropriately. By

implementing a supportive leadership style, this can greatly improve their organization and those

officers will know that their superiors are supportive of them through difficult situations

(Rafferty & Griffin, 2006). Research has shown that employees in fields that experience a large

amount of occupational stress have benefited from emotional support from supervisors (Rafferty

& Griffin, 2006). Acknowledging the needs of the employees fosters an employee's perception

of fitting into the relationship. This leads to a greater sense of organizational commitment and

alignment with the company's goals, which encourages the employee to stay employed with the

organization (Kastner 2020).

Conclusion

As generations continue to enter the law enforcement field, different perspectives on how leadership styles need should be evaluated and updated. With the different events that these generations will experience, looking at how past generations were led could be the answer. It is possible to continue a leadership style from one generation to the next as there is always some slight overlap between generations. With the various leadership style being used in law enforcement there are only a few dominate styles. Each of these styles have a time and place to be implemented but understanding the generation that is being led can help the leader be effective.

With the effective styles there come the ineffective styles. In the case of law enforcement, the laissez-faire is that style. In law enforcement, there are a number of things that are continuously changing. Due to this, a hands-off leadership approach may not be best suitable for the front line supervisor (Sergeants). With the command level (Chiefs and Captains) the laissez-faire is an option and at times is acceptable. Understanding each and every component of what it takes to effectively leader can ensure organizational success.

Section III: Methodology

Methods

In order to conduct this research, this paper will utilize case studies, secondary research, and statistics to discover the most effective styles of leadership in the law enforcement field. I will use qualitative and quantitative date to answer my research question. The hopes of this research will be to identify what the preferred leadership styles are for the majority of the population of law enforcement officers. In knowing what the preferred styles are, a study of the effective and ineffective traits will be conducted to identify which individuals would be the best

fit for an organization. Once it is established which style is needed to be an effective leader, how will this correlate with one of the biggest hurdles in law enforcement today, recruitment and retention. To conclude this study, the data collected will be used to make recommendations to adjust or change the law enforcement workplace to enhance its organizations to better themselves.

Section IV: Theoretical Framework

Data

John Decker, (2018) conducted research on the leadership styles preferred by law enforcement. Decker sent out a survey to five New Jersey based police agency who took part in the requested study. The study compared five different police departments and their preferred style between the three different styles: Transformational, Transactional, and Laisse-Faire. Of the 166 valid questionnaires, 96.4% (160) were completed by male respondents, 3.6% (6) were completed by female respondents; all respondents disclosed their gender. The small majority of respondents were under 40 years of age, representing 53% of the population sample. In relation to police experience, a majority of the officers (44%) had at least 10 years, but less than 20 years, of law enforcement experience, with 50% of respondents serving in a patrol-based capacity and 29.5% in a supervisory position at or above the rank of sergeant (Decker, 2018). The results of these surveys based on the demographics just listed are as follows:

	Dept A	Dept B	Dept C	Dept D	Dept E
Transformational	2.58	3.04	2.85	1.71	1.58
Transactional	1.78	1.71	1.78	1.84	1.88
Laisse-Faire	1.05	0.42	0.43	1.48	1.18

Based on this study conducted by Decker, it was determined that the preferred leadership style for these five different agencies was transformational leadership and the least desired style

was laisse-faire. Two of the departments preferred transactional over transformational but not by much. These two outliers also determined that laisse-faire was still the least desired. Based on the nine dimensions of the Full Range Leadership model, the mean score for the inspirational motivation (IM) scale as reported by police officer participants was the highest at 3.06. The lowest mean score was for the laissez-faire leadership scale at .819. In addition, the mean for the five-dimensions of transformational leadership behaviors was 2.57, with a standard deviation of 1.001, and the mean for the three-dimensions of transactional leadership behaviors was 1.78, with a standard deviation of 0.978 (Decker, 2018).

Joseph Russell (2017) conducted a meta-analysis regarding leadership models impacting police organizations. Russell used two scholarly articles and three dissertations (Durić, 2011; Gozubenli, 2009; Kubala, 2013; Morreale, 2002; Sarver & Miller, 2014) to calculate the effect sizes for transactional, transformational, and laissez-faire leadership styles and perception of leader effectiveness. In these studies, there were a total of 1,189 police participants used in the sample for the transactional and laissez-faire leadership styles and 1,186 officer respondents for the transformational leader style. The results of these studies to determine the effectiveness of each leadership styles were as follows:

Style	# of Studies	Sample Size	Point Estimate	95% Lower	95% Upper
Transactional	6	1,189	0.196	0.108	0.285
Transformational	6	1,186	0.695	0.505	0.821
Laisse-Faire	6	1,189	-0.524	-0.701	-0.286

Transactional Effectiveness: The point estimate or true effect size is 0.196 for the transactional leadership style and perception of leader effectiveness. This is an indication that the transactional leadership style has a positive relationship with the perception of leader

effectiveness but is weakly correlated. In addition, there is a 95% chance that the true effect size parameter could be as low 0.108 or as high as 0.285 (Russell, 2017).

Transformational Effectiveness: The point estimate or true effect size is 0.695 for the transformational leadership style. This indicates that the transformational leadership style has a positive relationship and strongly correlates with the perception of leader effectiveness. In addition, there is a 95% chance that the true effect size parameter could be as low as 0.505 or as high as 0.821, which is considered a wide interval (Russell, 2017)

Laisse-Faire Effectiveness: The point estimate or true effect size for the laissez-faire leadership style is –0.524. This is indicative that the laissez-faire leadership style has a negative relationship and is very lowly correlated with the perception of leader effectiveness. In addition, there is a 95% chance that the true effect size parameter could be as low as –0.701 or as high as –0.286 (Russell, 2017).

Based off of Russell's analysis like Deckers, it is determined that the effective leadership style is transformational.

Section V: Analysis and Conclusion

Analysis

This study examined and quantitatively tested the relationship between the leadership styles of transformational, transactional, and laissez-faire. In analyzing the correlational relationships between transformational, transactional, and laissez-faire leadership styles, some leadership style factors were confirmed. It was confirmed that the transactional leadership style had a positive relationship and moderately correlated with extra effort as rated by both police leaders and subordinate officers. In addition, there was even less support for the transactional leadership style when correlated with perception of leader effectiveness and subordinate

satisfaction with the leader (Alarcon, 2005; Durić, 2011; Gozubenli, 2009; Kubala, 2013; Morreale, 2002; Ozbaran, 2010). The other key leadership factor that was confirmed (Densten, 2003) was that top-ranked police leaders lightly supported the laissez-faire leadership style even though it was weakly correlated with extra effort. This study also confirmed that the transformational leadership style was highly correlated with the perception of leader effectiveness, extra effort, and subordinate satisfaction with the leader (Alarcon, 2005; Durić, 2011; Gozubenli, 2009; Kubala, 2013; Morreale & Ortmeier, 2004; Ozbaran, 2010).

Through literature, it was determined that different generations do in fact prefer their separate styles of leadership. Occasionally you will find that individuals that are on the fence on which generation they fall in, tend to share the same preferred leadership style as the new or previous generation. Arsenault (2004) referred to these individuals born on the edge of two generations as "tweeners" (p.125). The majority of the Baby Boomer generation has shown that they are workaholics and driven by their career goals (Williams & Page, 2011). Al-Asfour and Lettau (2014), stated that approaching Baby Boomers with respect for their achievements, challenging them to contribute to a team in an attempt to solve organizational problems and involving them in organizational change initiatives are techniques that can work. This is in line with a more participative leadership style. Gen Xers slightly differ than their predecessors. Gen X workers tend to prefer leadership styles that are comparatively more autocratic, directive, task oriented and transactional. Finally, Gen Yers need to feel included. This is a stark contract compared to Gen Xers who prefer that direct autocratic style. Gen Y needs to receive feedback right away. This is in line with a more transformational style of leadership. Having those clear open communications available with their supervisor helps them succeed.

Recommendations

Leading multi-generational organizations requires leaders to use different leadership styles. The academic literature suggests that leaders need to "adjust" their style of leading in order to become more effective leaders. Adjustments are recommended as long as it does not lead to favoritism or discrimination of employees based on their generational cohort. Adjusting leadership styles and strategies to lead each group requires the leaders to understand the multiple generations currently in the workforce. It should be noted that those generations that somewhat mirror one another that the leadership style used with the that generation could be applicable to the other.

The best option for leaders may be to use a transactional leadership style. While this is not the preferred style for any generation, it includes aspects of each of the preferred leadership styles and is easiest to relate across generations (Currans, 2018). While transactional leadership can be a good fit when dealing with multiple generations, it does have advantages and disadvantages. Advantages include clearly defined rewards and penalties, the ability to achieve short-term goals quickly and clear structure. On the flip side, creativity is limited because goals and objectives are already set and it may not be the best fit for organizations where initiative is encouraged.

Leaders should work with everyone within their organization to better understand their needs. Conducted anonymous surveys to collect this information is a viable option. Senior leaders also should develop new and innovative methods of training and developing new leaders to lead multi-generational organizations. With the data indicating that specific styles are preferred and effective, then these need to be incorporated into the organization. With proven data that the laisse-faire style is counter-productive and ineffective, then any leader who relies on this style should seek further training. Supervisor-level training courses at the first-line level

(sergeants), command staff (lieutenants/captains), and executive (deputy chief/chief/sheriff) should be developed and implemented with a focus on the behaviors identified within transformational leadership as well as the transactional dimension, contingent reward. Organizations, in the end, have one ultimate goal: to maximize productivity of their employees in order to meet the needs of the organization for the benefit of stakeholders and stockholders. Leadership does not just fall on one person but all those within the organization. As police officers, the stakeholders look to you as a leader just based off the uniform you wear.

Limitations

Due to minimal data being collected, the data utilized is limited to only that was found from research. Some areas of the study were somewhat generalized areas of focus, not all research conducted revolved around law enforcement and data that was collected may be more relevant to the public sector. Even in this case, leadership in the public sector can be relevant in the law enforcement realm although not all of it. This study also relies on theories based on the different styles and traits found in current leaders, thus any recommendations made will need to be further researched to validate these theories.

Conclusion

Schafer (2010) explained that effective leaders using effective leadership styles have been elusive in some law enforcement agencies. Part of this elusiveness stems from the nature of the law enforcement agencies across the United States (Schafer, 2010). These agencies are relatively small and have few standards for structure or operations (Schafer, 2010). Schafer (2010) explained that these agencies tend to have no formalized development plan for current or even future leaders. Reaves (2010) explained that 50% of the law enforcement agencies in the United States employ 10 or fewer sworn law enforcement officers. Effective organizations have

leaders that are able to engage and motivate their followers. Andreescu and Vito (2010) explained that these effective leaders are able to get the most out of their followers.

Every department has their own identity and these need to align with the people that they serve. As time continues to move forward, generations of law enforcement officers will be pushed out of the picture. If police leaders are effectively leading the department, then it may help them to develop and align their identity with the department. By incorporating effective leadership styles such as authentic leadership and transformational leadership, this can ensure organizational success on all levels. Moving away from a strict democratic style can help build that level of trust needed within an organization. Empowering the officers to make decisions and take initiative is essential in promoting motivation and job satisfaction. As law enforcement is facing some of the lowest recruitment and retention levels, it's essential for today's leaders to find a police leadership style that works best for their entire organization.

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