

Leadership Styles and Management Techniques of Chiefs of Police in Region IV-A

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ABSTRACT

It is essential that chief of police plays two roles in police organization: a leader and a manager. Careful examination on how police leadership and management shape the structure, practices, and performance is needed in the field of law enforcement. This is an assessment of Philippine National Police (PNP) officers' leadership and management techniques particularly the Chiefs of Police in local cities in Region IV-A or CALABARZON (Cavite, Laguna, Batangas, Rizal, Quezon) Region among the police chiefs themselves, their subordinates, and the community officials. A questionnaire developed by the researcher was used to determine the chief of police leadership style and management techniques. Descriptive statistics such as weighted mean, frequency and percentage were used to obtain the leadership style and management technique of chiefs of police in Region 4-A. While Kruskal Wallis test statistics was used to test the differences among the respondents' assessments on the leadership style and management techniques.

The chiefs of police assessed themselves as transformational leaders who have heart for their subordinates by setting themselves as providers, mentors and supporters. Subordinates and community members see their chiefs of police as transactional leaders who faithfully adhere to standard operating procedure and legitimacy. Among the management techniques, directing is mostly felt by the subordinates in view of the fact that chiefs of police direct their subordinates while setting themselves as an epitome of valor and excellence. A highly significant difference on the leadership styles of police was noted. Likewise, there is a highly significant difference on the management technique of chiefs of police.

A developed framework geared towards improving chief of police leadership style was highlighted in this study.

Keywords: *chief of police leadership style, chief of police management techniques, enhancement program for chief of police leadership styles and management techniques*

INTRODUCTION

Several studies have been conducted to specifically reveal the characteristics that police leaders must possess (Pearson-Goff & Herrington, 2013). Among the characteristics that have been identified, leadership was the most important skill followed by communication and decision making (Dantzker, 1996). Batts, Smoot and Scrivner (2012) define leadership as "the act of moving people, organization, and/or processes to preferred states of being." They add that in policing, leadership means making a change towards an improved and productive police operation. They also define leadership according to policing context which means

"exercising command authority in time of crisis". Leadership entails supervisory style of police leaders which has huge impact on police management (National Institute of Justice, 2003).

In the United States, the National Institute of Justice (2003) presented research findings showing that frontline officers such as sergeants and lieutenants' impact on the behavior of patrol officer; however, impact may vary according to the supervision style of frontline officers. The paper highlighted that "active" supervisory style which means "leading by example" is found to be the most effective style influencing patrol officers. Active style demonstrates the leader could take the risk – if it's safe for Serge then it is safe for me, too. Hence, the police administration could

positively attain its goal with smooth alignment of frontline officers to patrol officers.

In Australia, Sarver and Miller (2014) conducted a study which aimed to determine the relationship between leadership style and demographic profile of police chief. Among the styles, the most preferred and the most effective style noted was transformation style of which leaders had confident, energetic, and open-minded attitude towards police administration.

In the Philippines, Kiunisala, Guiam, and Cabanlit (2004) attempted to describe the crime prevention campaign and leadership styles of police precinct chiefs in General Santos City. As regards leadership style, it was found out that police chiefs were considered consultative type of leaders. Subordinates would prefer to have a leader who consults peers, subordinates, local officials before making a decision.

On the other hand, Hess and Orthmann (2012) introduced management in their book titled *Management and Supervision in Law Enforcement*. They identify management as the process of utilizing resources in order to attain the goal of the organization. In the context of law enforcement management, it is about the process that includes decision making on what goal and objective to do, implementation of a work plan, utilization of resources which are factors that impact on high work efficiency. Management is undertaken by managers.

Based on the definitions, leadership and management are related but two different concepts. The two giants in police leadership and management studies have actually made a distinction between the two. This distinction was first discussed in the now seminal and foundational article by Abraham Zaleznik in 1977. He mentioned that leaders promote change, new approaches, and work to understand people's beliefs to gain their commitment while managers promote stability, exercise authority, and work to get things accomplished. Bennis (1989) elaborated that leaders aim to innovate new practices in an organization, discover new solutions to problems, are people – oriented, give

emphasis on long –term problems, and try to bring down status quo. However, managers according to him, implement current practices in an organization, implement existing solutions to problems, are focused on orders and systems in an organization, give emphasis on short – term problems, and maintain the status quo.

In Mastrofski's (2006) paper entitled "Police Organization and Management Issues for the Next Decade", managers and leaders are used interchangeably. In his discussion about issues in police leadership and management, police chief should perform leader and manager. He adds that police chief selection is a crucial decision in police administration. Unlike any type of leaders in a private company or organization that look after profit, police chief has substantial influence towards the performance of the organization. Police chief's role encompasses his ability to change the practices from the predecessors. Mastrofski (2006) insists that it is deemed necessary to conduct studies about police leadership in order to identify their best practices and their contribution specifically during a reform which could happen over time.

It is essential that chief of police plays two roles in police organization; a leader and a manager. Although it is found to be difficult to acquire; these characteristics are both needed to ensure that the organization operates effectively and efficiently.

In the development of different qualities of leadership style, Lewins (1939) categorized and described three types of leadership: transformational, laissez faire and transactional leadership.

In contrast, to achieve the vision and mission of the organization, identification of management techniques is highly important to distinguish. These are: planning, organizing, directing and controlling.

Careful examination on how police leadership and management shape the structure, practices and performance is needed in the field of law enforcement. As Mastrofski (2006) mentions,

“there is not much rigorous research on police leadership”. This observation seems to hold true even in the Philippine context. Apparently, only few studies have been conducted about the police leadership and even fewer studies, if none at all, were conducted about the police leadership and management techniques in the country.

Hence, this study aimed to fill that gap by doing a rigorous analysis of Philippine National Police (PNP) officers’ leadership and management techniques particularly the Chiefs of Police in Region IV-A or CALABARZON (Cavite, Laguna, Batangas, Rizal, Quezon) Region.

METHODOLOGY

Research Design

The quantitative method using the descriptive correlation research design was used in this study. Numerical data were obtained through a survey.

Research Population and Sampling

There were three groups of respondents in this study. The first group of respondents was composed of 19 chiefs of police (commissioned officers) in Region IV-A. The second group of respondents was composed of 160 (non-commissioned officers) selected police officers in Region IV-A. While, the third group of respondents was composed of 135 community members represented by city and barangay officials of Region IV-A.

The first set of respondents was determined through complete enumeration technique. All the 19 chiefs of police in the cities of Region IV-A were included in the study since the researcher wanted to make the data more generalizable among the police officers in the region. The second set of respondents was selected through stratified random sampling to ensure that each province in the region was well represented. The

convenience sampling was utilized in selecting the third set of respondents since the researcher did not have enough resources and time to cover those who live far from the center of the cities in the region. Therefore, only those accessible to the researcher at the time the study was conducted and were considered.

Research Instrument and Validation

The survey questionnaire developed by the researcher was used as the main data gathering tool of this study. This was divided into three parts. The first part inquired on the demographic profile of the respondents. The second part assessed the leadership style of PNP chief of police while the third part determined the management techniques used by the PNP in terms of: planning; organizing; directing and controlling.

The content and construct validity of the said questionnaire were ensured by a psychometrician, three (3) selected police chiefs and two (2) community members. Those who validated the instrument were excluded as respondents of this study. Likewise, the survey questionnaire was found to be highly reliable (125 items; $\alpha = .86$).

Data Gathering Procedure

A formal letter asking permission for the conduct of the study was sent to the Regional Director PRO-CALABARZON. Upon approval, the survey was initiated.

For PNP, the survey was conducted in every city police station in Region IV-A. There were approximately 19 city police stations in the entire CALABARZON broken down as follows: 7 in Cavite; 6 in Laguna; 3 in Batangas; 1 in Rizal; and 2 in Quezon.

For the community, as the third set of respondents, the survey was also conducted in each city of CALABARZON: 7 in Cavite; 6 in Laguna; 3 in Batangas; 1 in Rizal; and 2 in

Quezon.

After the distribution of questionnaire, these were then retrieved and subjected to statistical treatment and evaluation. This was analyzed and interpreted to develop framework for PNP leadership.

Statistical Treatment of Data

The following statistical tools were used in this study:

1. Descriptive statistics such as Weighted Mean, Frequency Distribution, and Percentage were used to obtain data on the chiefs of police leadership style and management technique.
2. The inferential statistics, Kruskal Wallis test, on the other hand, was used to test the differences among the respondents' assessments on the leadership style and management techniques of chief of police in Region IV-A.

RESULTS AND DISCUSSION

Leadership Styles of Chief of Police in the Philippines

Chiefs of police believe that of the three styles of leadership, they identified themselves most as transformative leaders. They have the characteristics of attending the need of subordinate (individualized consideration); giving empathy and support (charismatic leadership); respecting and recognizing individual intellectual contribution (intellectual stimulation); and acting as mentor and coach (inspirational leadership). For Dobby (2004) police chiefs could actually be considered transformational leaders only if they have the characteristics of achieving a high-quality service to community and subordinates; display high personal and professional standards; genuine concern for subordinates well

-being, development and acknowledgment of their work and accomplishment.

Interestingly, their subordinates and the community members could attest much to this perceived leadership style of the chiefs of police. Both felt that the chiefs of police may be supportive in moral aspect and are respectful of individual contribution for the team but would like to get followed according to their own ideas.

This seems to reflect what Grint (2005) argues for the need to have a social interaction between the police chiefs and their subordinates in its truest sense. Grint suggests that it is not enough for the leaders to have emotional intelligence and charisma, but more so, they must be able to be truly welcoming of the subordinates' ideas.

Also, the perception of both the subordinates and the community members verifies what Tourish (1998) argues about the danger of a transformational leader. He claims that this type of leadership puts too much power on the leaders and makes the subordinates passive readily to commit themselves without demur.

All of these points are focused on the drawbacks of transformational leadership style. In fact, Bass (1990) as cited by Cockroft (2014), claimed that transformational leadership is flawed. He added that while it aims to improve the overall police culture, it is not an appropriate solution for every organization. Cockroft (2014), likewise, said that "there is a need to acknowledge that policing covers a wide range of roles within increasingly complex organizational environments" (p.16). Therefore, that one form of leadership will be universal across different organizations is improbable.

The chiefs of police, apparently, have a recognition of this. In fact, though they claim that they are transformational leaders, they still think, that at the same time they are also laissez faire and transactional leaders.

Chiefs of police also perceived themselves as laissez faire leaders. They believe in freedom of

choice for the employees, leaving them alone so they can do as they want (Goodnight, 2011). But, subordinates and community officials suggest that the chiefs did not totally allow subordinates to work without their guidance. There may be cases that chiefs designated duties which would allow the subordinates to work independently, but in most cases the chief would still be in around barking orders to them as they do their jobs.

Chiefs of police likewise, assessed themselves as transactional leaders who rewards or disciplines the subordinates depending on the adequacy of the follower's performance (Franco & Matos, 2015).

Chiefs of police described themselves as leaders that focused more on reward than punishment (contingent reward). Similarly, both subordinates and community official were in the same vein of their chiefs' leadership style. They also confirmed that the chiefs were characterized by legitimacy which means performances must be based on standard operating procedures (active management by exception).

It is important to note that all groups revealed that chiefs of police may not be characterized as a transactional leaders dubbed "fault-finder" (passive management). Both subordinates and the community members claim that the subordinates do not get punished when their performance quality or quantity falls below production standards. Thereby making their mistakes and shortcomings unchecked.

Management Techniques of Chiefs of Police in Philippines

Chiefs of police perceived that they highly observe planning in their management technique. This refers to the "what", "how", and "when" of performance. It is making a decision in the present about the future objectives (Pal, 2011). It also covers evaluation and feedback from the stakeholders.

Both their subordinates and the community members do seem to agree this chief of police claim. However, both think that chiefs of police do not recognize the significance of the feedback of subordinates and other stakeholders who are involved in the implementation of plans that much.

Murphy and Drodge (2004) argue that when the leaders make their subordinates feel that they matter, the quality of their performance and service to the community improve drastically. Therefore, leaders must make a conscious effort to ensure that their subordinates perceive them positively.

On the other hand, neglecting the public's engagement in the achievement of the organizational goals is detrimental (Currie & Lockett, 2007). They argue that only when the public are fully involved that they get to fully commit themselves to the attainment of these goals. This implies the need for the leaders to also make the community members feel that they have a bearing on the organization.

Another management technique apparently used by the chiefs of police is organizing. It is the function of management that involves developing an organizational structure and allocating human resources to ensure the accomplishment of objectives (Pal, 2011). They claim that they would rely on a subordinate who they knew could do well their assigned task. The findings of the present study confirm Gottschalk and Glomseth's (2012) conclusions that police leaders identified themselves as more personnel leaders and their actual practices revealed that they are more of a resource allocator. Such management entails making decisions about who should do what and when.

However, both the subordinates and the community members, likewise, could not attest much to this. The subordinates think that the chiefs of police do not place the right individual at the right job most of the time. While the community members think that chiefs of police rarely delegate authority to subordinates.

Moreover, directing as a management technique is mostly claimed to be used by the chiefs of police themselves. Directing is the function of leading the subordinates to perform efficiently and contribute their optimum to the achievement of organizational objectives (Pal, 2011).

Both their subordinates and community members have a reservation regarding the chiefs of police claim that they practice directing by setting as a good example. The subordinates claim that chiefs of police do absolutely oversee the work performance of subordinates. Meanwhile, the community members have an observation that chiefs of police tend to give direction based on what has been planned and organized. Johnson (2017) study "leading by example" described that supervisor may have an impact on work of their subordinates by having direct participation to their subordinates' activities. With this, chief may not only lead them to accomplish task and attain organizational objectives but also supervises individual subordinate's performance.

Finally, controlling as a management technique seems to be popular among police chiefs as well. "Controlling is done by "ensuring that the divisional, departmental, sectional and individual performances are consistent with the predetermined objectives and goals" (Pal, 2011).

However, both the subordinates and the community members were not fully resolved with the idea that the chiefs of police absolutely employ controlling as a management technique. The subordinates claim that the chiefs of police tend to be lenient as they do not bother to discover reasons/causes of deviation from their organization's goal most of the time. Community members, on the other hand, claim that chiefs of police do not absolutely control any deviation from the plan.

Proposed Framework

It is important that PNP would have series of enhancement trainings to chiefs of police for them to acquire positive characteristics of different leadership and management styles that

would be relevant in their subordinates and community. In order to acquire good leadership and management style, this study conceptualizes a paradigm that PNP may use during their leadership training and team building.

As seen in Figure 1, the primary style that the chiefs of police should employ among their subordinates and community is the transactional leadership style. These types of leaders faithfully follow vision, mission, principles and doctrines of the organization. As a result, subordinates and community would do the same as they wholeheartedly accept all the decisions which adhere to the doctrines of the organization. Furthermore, a transactional leader would have a system called contingent reward wherein rewards are given for carrying out well a task. Contingent reward may be in the form of promotion, bonus and increment. With this practice, it opens a type of leadership which motivates the subordinates to achieve higher level of performance. Transactional type follows transformational type. Transformational type of leaders that motivate subordinates and community members through praise. It has four components such as 1) charismatic leadership; 2) inspirational motivation; 3) intellectual stimulation; and 4) individualized consideration. Chiefs of police may possess any of the four components. They can be charismatic leaders who are emulated by subordinates and community because of their good deeds. They can also be leaders who serve as inspiration to subordinates and community through arousing them to attain the shared goals of PNP. Another side of transformational leaders are those who can stimulate creativity and resourcefulness of the subordinates and community. In addition, another good point of transformational leaders are those who act as coach and mentor which focused on discovering the best abilities of the subordinates. The last type of leadership which is not much recommended in any organization is called laissez-faire leadership. However, this paper still takes on the positive effect of this type of leadership. It must be executed wisely through mutual discussion among the police chiefs, their subordinates, and the community members.

Chiefs of police may gradually release their subordinates and the community members by offering them additional task whereby beginning to function as pseudo-managers in a participatory manner or with police chief intervention. As laissez-faire leaders, chiefs of police must guide, counsel, direct, instruct and share job information to train their subordinates and the community members to reveal their best abilities. In addition, gradual release should be followed by documented decision-making capabilities of the pseudo-managers to prove their true ability. Once they are fully trained and are proven to give sound decision, subordinates and community

members may be empowered to make decision but within the agreed boundaries cited in the standard operating procedure of the organization. This means that the cycle goes back to transactional type of leaders; thus, subordinates and community members will be acquiring the same structure of leadership style as portrayed by the chiefs of police.

This proposed paradigm is reflective of what Hersey, Blanchard, and Johnson (2000) said, "leaders do not have just one style of leadership, but rather have many varying styles".

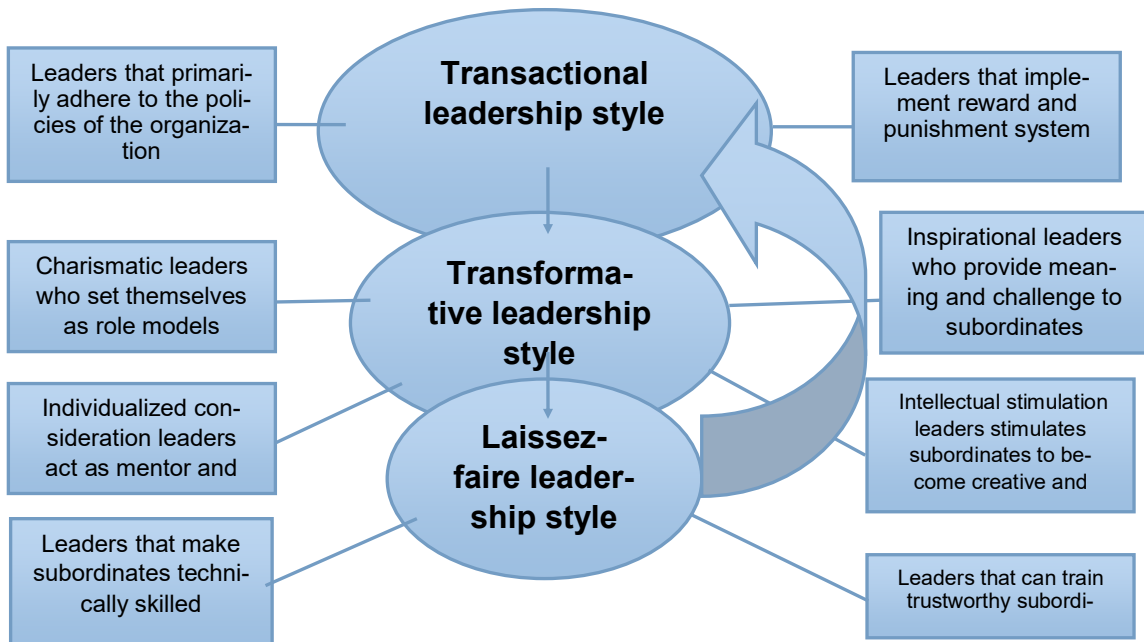


Figure 1. Proposed Framework for Leadership Styles

CONCLUSION

Chiefs of police are aware of the positive influence of being transformational leaders. As much as they would prefer to be judged as leaders who “inspire and intellectually stimulate their followers” (p48.), as this is one characteristic of transformational leader according to Masal (2014), both subordinates and community view police chiefs as leaders that are not open-minded to accept others’ ideas. It is noteworthy that among the three leadership styles, chiefs of police view themselves with the characteristics of transformational leaders, but this kind of leadership is not applicable in every situation. With this, leadership style varies according to what is needed: for transactional, chiefs of police value more of rewards than punishment and they claim that they follow religiously the standard operating procedure; and for laissez faire, there are times that subordinates impose a decision, but this is rarely practiced.

Chiefs of police follow a directing management style which may make the subordinates to function at their best; however, subordinates see chiefs of police as unaware of their deviance resulting in low capability of the chiefs to control the subordinates’ shortcomings.

The sophisticated roles of chiefs of police implicate the need of a solid ground on leadership and management. In every single role, there is one specific and appropriate action that they should execute. With this, there is no single style that should be possessed by police chiefs but various styles which is practiced that is reflective of their trainings and experiences.

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Table 1. Mean Analysis of Transformational Leadership Style of Police Chief in Region IV-A

Statement	Police Chief	Verbal Response	Verbal Interpretation	Subordinate	Verbal Response	Verbal Interpretation	Community	Verbal Response	Verbal Interpretation
The Chief of Police...	Mean Score			Mean Score			Mean Score		
1. Attends to the needs of subordinates.	4.83	Strongly Agree	Very High	4.10	Agree	High	4.29	Strongly Agree	Very High
2. Acts as mentor to subordinates.	4.67	Strongly Agree	Very High	4.10	Agree	High	4.25	Strongly Agree	Very High
3. Coaches subordinates on how to do their job efficiently and effectively.	4.67	Strongly Agree	Very High	4.16	Agree	High	4.23	Strongly Agree	Very High
4. Considers unexpected situations as opportunities to learn.	4.58	Strongly Agree	Very High	4.12	Agree	High	4.17	Agree	High
5. Gives empathy and support to the subordinates.	4.83	Strongly Agree	Very High	4.17	Agree	High	4.25	Strongly Agree	Very High
6. Keeps the communication open.	4.75	Strongly Agree	Very High	4.15	Agree	High	4.25	Strongly Agree	Very High
7. Respects and recognizes individual contribution for the team.	4.75	Strongly Agree	Very High	4.18	Agree	High	4.21	Strongly Agree	Very High
8. Contributes in the creation of culture of aspirations for self-development and intrinsic motivation to the task among his/her subordinates.	4.50	Strongly Agree	Very High	4.12	Agree	High	4.10	Agree	High
9. Solicits subordinates' ideas.	4.58	Strongly Agree	Very High	4.08	Agree	High	4.05	Agree	High
10. Encourages creativity of the subordinates.	4.67	Strongly Agree	Very High	4.11	Agree	High	4.07	Agree	High
TOTAL	4.68	Strongly Agree	Very High	4.13	Agree	High	4.19	Agree	High

Legend

1.00 – 1.79	Strongly Disagree	Very Low
1.80 – 2.59	Disagree	Low
2.60 – 3.39	Undecided	Uncertain
3.40 – 4.19	Agree	High
4.20 – 5.00	Strongly Agree	Very High

Table 2. Mean Analysis of Laissez Faire Leadership Style of Police Chief in Region IV-A

Statement The Chief of Police...	Police Chief Mean Score	Verbal Response	Verbal Interpre- tation	Subor- dinate Mean Score	Verbal Response	Verbal Interpre- tation	Comm- -unity Mean Score	Verbal Response	Verbal Interpre- tation
11. Consensus of the group is sought for a major decision.	4.58	Strongly Agree	Very High	4.09	Agree	High	4.13	Agree	High
12. Allows his/her employees to set priorities without his/her guidance.	4.33	Strongly Agree	Very High	3.84	Agree	High	3.97	Agree	High
13. Likes to share his/her leadership power with the subordinate.	4.45	Strongly Agree	Very High	4.10	Agree	High	4.13	Agree	High
14. Just like him/her, the employees can lead by themselves.	4.25	Strongly Agree	Very High	4.06	Agree	High	4.03	Agree	High
15. Allows subordinates to carry out decisions to do their job.	4.33	Strongly Agree	Very High	3.79	Agree	High	3.93	Agree	High
16. Delegates tasks in order to implement a new procedure or process.	4.33	Strongly Agree	Very High	4.11	Agree	High	4.10	Agree	High
17. Allows independence to subordinates as they do their work.	4.25	Strongly Agree	Very High	3.97	Agree	High	3.98	Agree	High
18. Allows subordinates to appraise their own work.	4.33	Strongly Agree	Very High	3.92	Agree	High	3.97	Agree	High
19. Puts little input to subordinates in doing their function.	4.33	Strongly Agree	Very High	3.78	Agree	High	4.14	Agree	High
20. Leaves subordinates alone.	4.08	Agree	High	3.23	Undecided	Uncertain	3.21	Undecided	Uncertain
TOTAL	4.33	Strongly Agree	Very High	3.89	Agree	High	3.96	Agree	High

Table 3. Mean Analysis of Transactional Leadership Style of Police Chief in Region IV-A

Statement	Police Chief	Verbal Response	Verbal Interpretation	Subordinate	Verbal Response	Verbal Interpretation	Community	Verbal Response	Verbal Interpretation
The Chief of Police...	Mean Score			Mean Score			Mean Score		
21. Rewards subordinates for an accomplishment of assigned task and punish them if otherwise.	4.75	Strongly Agree	Very High	4.07	Agree	High	3.66	Agree	High
22. Finds routine work comfortable.	4.50	Strongly Agree	Very High	3.97	Agree	High	3.84	Agree	High
23. Pays attention to subordinates' work to find faults and deviations.	4.17	Agree	High	3.51	Agree	High	3.71	Agree	High
24. Focuses on his/her supervisory role.	4.33	Strongly Agree	Very High	3.95	Agree	High	4.08	Agree	High
25. Gives more emphasis with processes rather than forward-thinking ideas.	4.42	Strongly Agree	Very High	3.80	Agree	High	3.81	Agree	High
26. Gives reward when the set goals are accomplished on-time or ahead of time.	4.58	Strongly Agree	Very High	3.95	Agree	High	3.67	Agree	High
27. Works based on standard operating procedure.	4.25	Strongly Agree	Very High	4.16	Agree	High	4.17	Agree	High
28. Punishes subordinates when performance quality or quantity falls below production standards.	4.17	Agree	High	3.53	Agree	High	3.48	Agree	High
29. Ensures that subordinates work based on written standard policies and procedures.	4.42	Strongly Agree	Very High	4.13	Agree	High	4.11	Agree	High
30. Focuses on the successful achievement of goal one at a time.	4.50	Strongly Agree	Very High	4.07	Agree	High	4.05	Agree	High
TOTAL	4.41	Strongly Agree	Very High	3.91	Agree	High	3.86	Agree	High

Table 4. Mean Analysis of Management in Terms of Planning

Statement The Chief of Police...	Police Chief Mean Score	Verbal Response	Verbal Interpre- tation	Subor- dinate Mean Score	Verbal Response	Verbal Interpre- tation	Comm- unity Mean Score	Verbal Response	Verbal Interpre- tation
1. Uses organizational vision as his/her guide in the planning stage.	4.75	Strongly Agree	Very High	4.22	Strongly Agree	Very High	4.17	Agree	High
2. During planning, he/she is able to formulate courses of action in the attainment of organizational vision and mission.	4.50	Strongly Agree	Very High	4.11	Agree	High	4.09	Agree	High
3. Employs systematic approach in setting goals and objectives.	4.42	Strongly Agree	Very High	4.16	Agree	High	4.10	Agree	High
4. Makes sure that the organizational objectives are stated in a clear, precise and unambiguous language.	4.67	Strongly Agree	Very High	4.17	Agree	High	4.08	Agree	High
5. Ensures that the objectives he/she set are specific, measureable, attainable, realistic and time bounded.	4.58	Strongly Agree	Very High	4.18	Agree	High	4.11	Agree	High
6. Makes sure that subordinates who will be involved in the implementation of program / project fully understands the plan and their functions so that they will become motivated and interested in its execution.	4.67	Strongly Agree	Very High	4.14	Agree	High	4.13	Agree	High
7. Ensures that there is a plan of evaluation in the implementation of programs.	4.75	Strongly Agree	Very High	4.15	Agree	High	4.04	Agree	High
8. Recognizes the significance of the feedback of subordinates and other stakeholders who are involved in the implementation of plans.	4.50	Strongly Agree	Very High	4.05	Agree	High	4.07	Agree	High
9. Utilizes planning to help him/her predict the hindrances in the attainment of vision, mission, goals and objectives.	4.75	Strongly Agree	Very High	4.10	Agree	High	4.11	Agree	High
10. See to it that the best alternative course of action is formulated.	4.50	Strongly Agree	Very High	4.12	Agree	High	4.07	Agree	High
TOTAL	4.61	Strongly Agree	Very High	4.14	Agree	High	4.10	Agree	High

Table 5. Mean Analysis of Management in terms of Organizing

Statement	Police Chief	Verbal Response	Verbal Interpretation	Subordinate	Verbal Response	Verbal Interpretation	Community	Verbal Response	Verbal Interpretation
The Chief of Police...	Mean Score			Mean Score			Mean Score		
1. Identifies / specifies all necessary activities that should be performed by subordinate.	4.50	Strongly Agree	Very High	4.12	Agree	High	4.19	Agree	High
2. Places the right individual at the right job.	4.67	Strongly Agree	Very High	4.03	Agree	High	4.16	Agree	High
3. Delegates authority to middle level managers.	4.42	Strongly Agree	Very High	4.07	Agree	High	3.80	Agree	High
4. Middle level managers give emphasis on human resource management to give competitive advantage to the organization.	4.42	Strongly Agree	Very High	4.07	Agree	High	4.02	Agree	High
5. Makes each individual aware of their position, from whom they have to take orders and to whom they are accountable for.	4.50	Strongly Agree	Very High	4.14	Agree	High	4.07	Agree	High
6. Provides clear job description for each kind of work or assignment.	4.67	Strongly Agree	Very High	4.11	Agree	High	4.17	Agree	High
7. Makes sure that there is a system or procedure for recruitment, selection, placement, training and development of all the staff.	4.50	Strongly Agree	Very High	4.16	Agree	High	4.14	Agree	High
8. Ensures that employees who are assigned to work on specific task and those employees who entail variety of works are proportioned.	4.50	Strongly Agree	Very High	4.09	Agree	High	4.08	Agree	High
9. Combines and groups similar and related activities into units or departments for immediate response of action.	4.42	Strongly Agree	Very High	4.06	Agree	High	4.14	Agree	High
10. Assures the establishment of smooth interaction among various groups toward the achievement of organizational goals.	4.58	Strongly Agree	Very High	4.10	Agree	High	4.12	Agree	High
TOTAL	4.52	Strongly Agree	Very High	4.10	Agree	High	4.09	Agree	High

Table 6. Mean Analysis of Management in Terms of Directing

Statement The Chief of Police...	Police Chief Mean Score	Verbal Response	Verbal Interpre- tation	Subor- dinate Mean Score	Verbal Response	Verbal Interpre- tation	Comm- unity Mean Score	Verbal Response	Verbal Interpre- tation
1. Demonstrates sense of integrity and honesty in the workplace.	4.67	Strongly Agree	Very High	4.16	Agree	High	4.23	Strongly Agree	Very High
2. Set as a good example to all subordinates.	4.92	Strongly Agree	Very High	4.17	Agree	High	4.16	Agree	High
3. Provides guidance and inspiration to subordinates.	4.75	Strongly Agree	Very High	4.16	Agree	High	4.14	Agree	High
4. Gives direction based on what has been planned and organized.	4.58	Strongly Agree	Very High	4.16	Agree	High	4.05	Agree	High
5. Initiates action.	4.75	Strongly Agree	Very High	4.16	Agree	High	4.13	Agree	High
6. Gives clear instruction to subordinates.	4.83	Strongly Agree	Very High	4.16	Agree	High	4.15	Agree	High
7. Setting of direction brings plan into action.	4.42	Strongly Agree	Very High	4.13	Agree	High	4.16	Agree	High
8. Effective and persuasive communication styles encourage subordinates' high performance.	4.58	Strongly Agree	Very High	4.15	Agree	High	4.09	Agree	High
9. Oversees the work performance of subordinates.	4.58	Strongly Agree	Very High	4.09	Agree	High	4.13	Agree	High
10. Consistent and positive attitude towards work influences subordinates to do the same.	4.58	Strongly Agree	Very High	4.13	Agree	High	4.07	Agree	High
TOTAL	4.67	Strongly Agree	Very High	4.15	Agree	High	4.13	Agree	High

Table 7. Mean Analysis of Management in Terms of Controlling

Statement	Police Chief	Verbal Response	Verbal Interpretation	Subordinate	Verbal Response	Verbal Interpretation	Community	Verbal Response	Verbal Interpretation
The Chief of Police...	Mean Score			Mean Score			Mean Score		
1. Periodically assesses the performance of subordinates.	4.67	Strongly Agree	Very High	4.11	Agree	High	4.08	Agree	High
2. Ensures that everything went out as planned.	4.67	Strongly Agree	Very High	4.07	Agree	High	4.05	Agree	High
3. Makes sure that organizational resources are utilized efficiently and effectively.	4.67	Strongly Agree	Very High	4.04	Agree	High	4.02	Agree	High
4. Ensure that every individual under his/her control is performing his/her job according to the standards set for a given task.	4.58	Strongly Agree	Very High	4.12	Agree	High	4.05	Agree	High
5. Controls any deviation from the plan.	4.58	Strongly Agree	Very High	4.04	Agree	High	3.92	Agree	High
6. Discovers the reasons / causes if there is any deviation.	4.58	Strongly Agree	Very High	4.03	Agree	High	4.01	Agree	High
7. Formulates corrective actions for such deviation.	4.58	Strongly Agree	Very High	4.10	Agree	High	3.95	Agree	High
8. Makes follow-up of an aspect or activity if necessary.	4.75	Strongly Agree	Very High	4.09	Agree	High	4.04	Agree	High
9. Open to changes and opinion of other.	4.83	Strongly Agree	Very High	4.05	Agree	High	4.01	Agree	High
10. Commends the effectiveness of subordinates work.	4.67	Strongly Agree	Very High	4.06	Agree	High	4.05	Agree	High
TOTAL	4.66	Strongly Agree	Very High	4.07	Agree	High	4.02	Agree	High

Table 8. Differences on the Assessment of Chiefs of Police, Subordinates and Community on Leadership Style of Chiefs of Police

Leadership Styles	Groups	Mean	Mean Rank	Kruskal Wallis Test Statistics	P-value	Interpretation	Decision
Transformational	Police	4.13	141.83 b	12.258	.002	Highly Significant	Rejected
	Chief of Police	4.68	230.46 a				
	Community	4.19	155.68 b				
Laissez-Faire	Police	3.89	142.88 b	10.283	.006	Highly Significant	Rejected
	Chief of Police	4.33	225.08 a				
	Community	3.96	152.57 b				
Transactional	Police	3.91	150.12 b	12.316	.002	Highly Significant	Rejected
	Chief of Police	4.41	230.58 a				
	Community	3.86	140.36 b				

Means followed by a common letters are not significant at 5% level

Table 9. Differences on the Assessment of Chiefs of Police, Subordinates and Community on Management Techniques of Chiefs of Police

Management Techniques	Groups	Mean	Mean Rank	Kruskal Wallis Test Statistics	P-value	Interpretation	Decision
Planning	Police Chief	4.61	221.00 a	10.559	.005	Highly Significant	Rejected
	Subordinates	4.14	145.92 b				
	Community	4.10	140.46 b				
Organizing	Police Chief	4.52	226.13 a	10.111	.006	Highly Significant	Rejected
	Subordinates	4.10	146.06 b				
	Community	4.09	147.68 b				
Directing	Police Chief	4.67	230.96 a	11.771	.003	Highly Significant	Rejected
	Subordinates	4.15	146.08 b				
	Community	4.13	146.08 b				
Controlling	Police Chief	4.66	241.71 a	15.464	.000	Highly Significant	Rejected
	Subordinates	4.07	148.86 b				
	Community	4.02	141.92 b				
Total	Police Chief	4.62	239.42 a	13.611	.001	Highly Significant	Rejected
	Subordinates	4.12	147.36 b				
	Community	4.09	145.01 b				

Means followed by a common letters are not significant at 5% level