

THE MANAGEMENT STYLE OF POLICE OFFICERS

Vanessa S. Togado, MSCRIM

Northern Negros State College of Science and Technology, Sagay City, Philippines

Abstract:

This descriptive study was conducted to determine the level of effectiveness of Management Style of Police Commission and Police Non-Commission Officers in the District 2 of Negros Occidental. The respondents of the study were the 43 Police Commission and Police Non-Commission Officers from District 2 of Negros Occidental. The data gathering instrument used was the researcher made duly validated questionnaire. The statistical tools used were the mean and standard deviation for descriptive statistics; and the t test, Kruskal- Wallis test and Chi square for inferential statistics. The level of significance was set at 0.05 alpha. The findings revealed that the level of effectiveness in the management style of Police Commission and Police Non-Commission Officers was excellent as perceived by the entire group; however, the rank of SPO3, PCINSP, and PSUPT perceived that their level of effectiveness in the management style of Police Commission and Police Non-Commission Officers was very good. It also revealed that there was no significant difference in the level of effectiveness in the management style of Police Commission and Police Non-Commission officer when classified as to Sex, Educational Attainment and Rank.

Key words: *Management style, Police commission officer, Police Non-commission officer,*

Introduction

Management involves far more than just telling others what to do. Nowadays, management has become an important part of the society. The role of management is to assist the organization to make the best use of its resource to achieve its goal. Base on the aim of management, one of the theorists Henri Fayol proposed the four necessary management functions: planning, organizing, leading, and controlling the tools managers use to achieve these goals (Jones 2006).

Wilson, (1970) the most influential writer on police management and former superintendent of the Chicago police department. Wilson's popular textbook on police

administration reinforced classic managerial principle; span of control (having a limited number of subordinates per supervisor or manager), an unambiguous hierarchy (so everybody knows to whom they must report) and centralization of command (in which decisions are made at the top and flow down).

Bitter (2009) wrote “the core of the police mandate is profoundly incompatible with the military posture. On balance, the military bureaucratic organization of the police is a serious handicap. Reformers argue that policing is ill suited for military management strategies because the vast majority of police work involves dealing with citizens in ambiguous low visibility settings. In other words, since so much of what the police do discretionary, a military model of management stifles the ability of police officers to make on the spot decisions. In this sense, the study focuses on the Management style of Police Commission and Non commission’s officers.

Statement of the Problem

This study aimed to find out the level of effectiveness in the Management Style of Police Commission and Police Non-Commission Officers in the District 2 of Negros Occidental. Specifically, this study aimed to find answer to the following questions

1. What is the level of effectiveness in the Management style of Police Commission and Police Non-Commission Officers in the District 2 of Negros Occidental as an entire group and when classified as to sex, educational attainment, and rank?
2. Are there significant differences in the level of effectiveness in the Management Style of Police Commission and Police Non-Commission Officers in the District 2 of Negros Occidental classified as to sex, educational attainment and rank?
3. Based on the above problems, this hypothesis is advanced.
There is no significant difference in the Level of effectiveness in the Management Style of Police Commission and Police Non-Commission Officers.

Methodology

Research Design

This study used the survey technique of the descriptive method of research. This technique was employed to measure the existing phenomenon without inquiring into why it exists. (Sevilla et al, 1992)

Respondents

The respondents of this study were the 43 Police Commission and Police Non-Commission Officers in the District 2 of Negros Occidental.

These forty-three (43) respondents were classified as to sex, educational attainment and rank. As to sex, they were categorized as to 42 males and 1 female. As to educational attainment they were categorized as to 5 with Master's Degree and 38 BS Degree. As to rank they were categorized as to 20 SPO1, 9 SPO2,3 SPO3, 4 SPO4,2 INSP, 0 PSINSP, 4 PCINSP, 1 SUPT, 0 SRSUPT, and 0 CSUPT.

To determine the respondents of the study, the District 2 of Negros Occidental was chosen as respondents.

Table 1
Distribution of Respondents

Category	Frequency	Percentage
Entire Group	43	100
Sex		
Male	42	98
Female	1	2
Educational Attainment		
Master's Degree	5	12
BS Degree	38	88
Rank		
CSUPT	0	0
SRSUPT	0	0
SUPT	1	2
PCINSP	4	9
PSINSP	0	0
INSP	2	5

SPO4	4	9
SPO3	3	7
SPO2	9	21
SPO1	20	47

Materials and Instrumentation

The research instrument used in gathering the needed data for this study was a researcher- made duly validated questionnaire.

Part 1 of the questionnaire contained information on the respondent's personal characteristics such as Sex, Educational Attainment, and Rank.

Part 11 deals with items on the Level of Effectiveness of planning, organizing, leading and controlling in the Management Style of the Police Commission and Police Non-Commission Officers. It was composed of 20 questions, 5 items for planning, 5 items for Organizing, 5 items for Leading and 5 items for controlling.

In constructing the questionnaire, the researcher read books, magazines, journal and thesis. After the draft was completed, the researcher showed it to his adviser for comments and suggestions to improve the instrument. The comments and suggestions were incorporated in the final questionnaire.

Procedure

A recommendatory letter was secured requesting permission from the Police Officer and Station that were identified as respondents of the study to conduct the survey. The distributed questionnaires were retrieved after one week as agreed. The gathered data were tallied, tabulated, computed and analyzed.

Statistical Data Analysis Procedure

The data were tabulated and placed in form prior to the statistical treatment. All computations were processed through statistical package for social sciences (SPSS) software. To determine the Level of Effectiveness in the Management Style of Police Commission and Police Non-Commission Officers the mean and standard deviation were used.

To determine if there is a significant difference between the level of effectiveness in the Management Style of Police Commission and Police Non- Commission Officers, Kruskal Wallis Test and Chi Square were used.

The scale with its description is given below.

Scale	Description
4.21 – 5.00	Excellent
3.41 – 4.20	Very Good
2.61 – 3.40	Good
1.81 – 2.60	Fair
1.00 - 1.80	Poor

To determine whether or not significant differences existed in the Management Style of Police Officers t-test was used.

Level of significance was set at 0.05 alpha.

Results

The initial findings of the study revealed that the Level of Effectiveness Police Commission and Police Non-Commission Officers, in terms of Sex, Educational Attainment and Rank.

Level of Effectiveness in the Management Style

In order to determine the level of effectiveness in the management style of Police Commission and Police Non-Commission Officers in the District 2 of Negros Occidental, the composite means were used.

The findings revealed that the entire group of respondents perceived that the Level of Effectiveness in the Management Style of Police Commission and Police Non-Commission Officer was Excellent (M =4.3802, SD=.38839).

When classified as to sex, the male perceived that the level of their management style was excellent, (M=4.3655, SD =.38071, the female perceived that the level of their management style was also excellent, (M=5.0000)

When classified as to Educational Attainment, the Police Officers who has a BS Degree perceived that the level of their management style was excellent (M=4.3632 SD. = .40381), the Masters Degree perceived that the level of their Management Style was also excellent (M=4.5100 SD.22749)

As to the rank, the SPO1 (M= 4.4625, SD=.43646) SPO2, (M=4.4611, SD=.21619), SPO4 (M=4.2250, SD=.41932), and INSP (M=4.6250, SD=.24749) perceived that the level of their Management Style was excellent. The rank of SPO3, (M=4.1167 SD=.47259), PCINSP (M=4.1125, SD=.29262) and SUPT (M=4.0000) perceived that the Level of their Management Style was very good.

Table 2

Level of Effectiveness in the Management Style of Police Commission and Police Non-Commission Officers

Categories Respondents	No. of	Mean	Description	Standard
Entire Group	43	4.3802	Excellent	.38839
Sex				
Male	42	4.3655	Excellent	.38071
Female	1	5.0000	Excellent	
Educational Attainment				
BS Degree	38	4.3632	Excellent	.40381
Master's Degree	5	4.5100	Excellent	.22749
Rank				
SPO1	20	4.4625	Excellent	.43646
SPO2	9	4.4611	Excellent	.21619
SPO3	3	4.1167	Very good	.47258
SPO4	4	4.2250	Excellent	.41932
INSP	2	4.6250	Excellent	.24749
PCINSP	4	4.1125	Very good	.29262
SUPT	1	4.0000	Very good	

Scale	Description
4.21 – 5.00	Excellent
3.41 – 4.20	Very Good
2.61 – 3.40	Good
1.81 – 2.60	Fair
1.00 - 1.80	Poor

Inferential Data Analysis

Differences in the level of Effectiveness in the Management Style of Police Commission and Police Non-Commission Officers

In order to determine whether or not significant difference existed in the level of effectiveness in the management style of Police Commission and Police Non-Commission Officers in the District 2 of Negros Occidental, t-test and Kruskal Wallis test were employed.

Level of significance set at 0.05 alpha.

All computations were processed through the Statistical Package for Social Sciences (SPSS) Software.

Employing the computerized t-Test, the significance of the difference revealed the obtained t value as to sex, was -1.647 and the two tailed probability of .107 was greater than the set 0.05 level of significance. Thus, no significant difference existed.

As to Educational Attainment, t-value was -.791 and the two tailed probability of .433 was greater than the set 0.05 level of significance. Thus, no significant difference existed.

Table 3a

Differences in the Level of Effectiveness in the Management Style of Police Commission and Police Non-Commission Officers

Category	t-Value	df	two tailed Probability	Decision
Sex				
Male	-1.647	41	.107	Not significant
Female				

Educational Attainment

	Bs Degree			
-.791	41	.433	Not significant	
	Master's Degree			

When classified as to Rank, the findings revealed that no significant difference existed. The chi square was 9.584 the two tailed probability of .143 was greater than the set 0.05 level of significance.

Table 3b

Difference in the Level of Effectiveness in the Management Style of Police Commission and Police Non-Commission Officers

Category	chi square	df	Assym	Decision
Rank				
SPO1				
SPO2				
SPO3				
SPO4	9.584	6	.143	Not significant
INSP				
PCINSP				
SUPT				

Summary of the Problem, Methods, and Findings

This descriptive research was conducted to determine the level of effectiveness in the management style for the year 2013-2014 of Police Commission and Police Non-Commission officers in the District 2 of Negros Occidental.

Specifically, this study sought to answer the following questions:

What is the level of effectiveness in the Management style of Police Commission and Non-Commission Officers in the District 2 of Negros Occidental as an entire group and when classified as to sex, educational attainment, and rank?

Are there significance differences in the level of effectiveness in the Management Style of Police Commission and Police Non-Commission Officers in the District 2 of Negros Occidental?

The respondents of this study were the forty-three (43) Police Commission and Police Non-Commission Officers, in District 2 of Negros Occidental. They were categorized as to sex, educational attainment and rank.

The instrument used to gather the data was a researcher made and duly validated questionnaire. The statistical tools used were the mean and standard deviation for descriptive statistics; and the t test, Kruskal- Wallis tests and Chi-square tests for inferential statistics.

The findings of the present investigation were the following:

The findings revealed that the level of effectiveness of Police Commission and Police Non commission Officers was excellent as perceived by an entire group, however the Rank of SPO3, PCINSP, and SUPT, perceived that their level of the Management Style was very good.

It was also revealed that there were no significant differences in the level of effectiveness in the management style of Police Commission and Police Non- Commission Officers when classified as to sex, educational attainment and rank.

Conclusions

In view of the foregoing findings, the following conclusions were drawn:

The present findings revealed that the level of effectiveness in the management style of Police Commission and Police Non-Commission Officers was excellent as perceived by an entire group; this might be due to professionalization among PNP members and especially the standard when it comes to services given by them to the people in the community.

However, the rank of SPO3, PCINSP, and SUPT perceived that their level of effectiveness in the management style was very good.

It also revealed that there were no significant differences in the level of effectiveness in the management style of Police Commission and Police Non-Commission Officers when classified as to sex, educational attainment and rank. Perhaps the level of effectiveness of Police Commission and Police Non-Commission Officers was not affected by the above mentioned variables.

Implications for Theory and Practice

The findings of the present study have led to certain implications for theory and practice in relation to the level of Effectiveness in the Management Style of Police Commission and Police Non-Commission Officers.

The level of effectiveness in the Management Style of Police Commission and Police Non-Commission Officers was excellent. This is in line with the findings of Isla Campbell and Jenny

Rodz (2011) which stated that they offered an indication of potential effectiveness of different police management and leadership style, competencies behaviors and where the existing “weight of evidence lies”. The standard of evidence offered by reviewed studies was high enough to draw strong what works conclusions. The present study Dobby et al (2004) included interviews with 150 police officers of all the ranks to identify competencies considered essential for effective police management and leadership. In total, 53 behaviors were identified and 50 of those related transformational leadership the three others were levels of commitment. The authors concluded in essence, what officers see as effective management and leadership, irrespective of rank is that which enables them to feel proud of the service and their contribution.

According to Australian researcher Densten (1999) which used the MLQ has found similar results, but with certain caveats. The study compared the perceived leadership style of senior Australian police officers (mostly chiefs and superintendents) with a business and industry leader norm group established by Bass and Avolio in 1990 (which had a sample of 1,006 subordinates rating 251 business and industrial leaders.) 480 senior Australian officers took part in the study. They scored their leaders as using transformational leadership styles less frequently than the MLQ norm, and correspondingly, they reported exerting extra effort significantly less frequently. However, a further write-up of the study Densten (2003) reported that the different styles had varying effects on officers of different ranks. The transactional style of management-by-exception could be a positive indicator of leader effectiveness for senior sergeants. Laissez-faire supervision was a positive predictor of extra-effort for superintendents. The author, Densten, suggests that these results are unusual compared to other work sectors and may reflect the special nature of certain aspects of police work.

The 2004 UK Home Office study (Dobby et al, 2004) involving a survey of 1,066 Police Officers, found a strong correlation between subordinates’ perceptions of their line managers’ displays of transformational leadership (particularly showing genuine concern for others’ well-being and development) and a belief that their line managers act in a manner that enables them to achieve beyond their expectations.

In addition, Police officers must demonstrate values consonant with those of followers and “walked the talk” to be admired by citizenry. The culture of the police force, however, was found to be an important influence on the emergence of transformational management – a collectivist culture was best.

Recommendations

Based on the findings and conclusions, the following recommendations are presented:

The PNP, should maintain their professionalization in terms of giving services to the people in the community they should maintain and sustain their good relationship to develop confidence among the people.

Police Commission and Police Non-Commission Officers, should maintain the responsibility of the overall purpose and goals of police organization.

Civilian, must abide the law willing to extend help, participate with good rapport and enhances to a better relation.

Future Researcher, are encouraged to conduct more researches related to management styles of police officers. This will also be use as reference material or as a useful situation as a related study or literature in police management.

References:

- Manwong, Rommel (2009). *Police Organization and Management*. Wiseman Book Trading Inc. Quezon City.
- Wilson, (1993). *Police Management and Police Administration*, Published in Chicago, USA.
- Ardales V. (2001). *Basic Concepts and Methods in Research*, Published in Iloilo City.
- Isla Campbell, Jenny Kodz (June 2011). *Research, Analysis & Information (RAI)*,
- Engel, R. (2003). 'How Police Supervisory Styles Influence Patrol Officer Behavior' *Research for Practice, US Department of Justice*.
- Danilo, Tancangco (2011). *Police Administration Organization and Planning* Wiseman Book Trading Inc. Quezon City.
- John R. Schemerhorn, Jr. (2011). *Introduction to Management* Published in Singapore.
- Subburaj, Ramasamy (2009). *Total Quality Management*. Tata Mcgraw Publishing Company New York.
- Bass, B. Avolio B. (1990). *Transformational Leadership Development: Manual for the Multifactor Management and Leadership Questionnaire* Published in Chicago, USA.
- Hersey, P. AND Blanchard K. H. (1977). *Management of Organizational Behavior* Published New Jersey Prentice Hall
- Kuykendall J. (1982) *The Leadership style of Police Managers* Journal of Criminal Justice Published in Chicago, USA.
- Mcdonald, Victor (1986) *Study of Leadership and Supervision in Policing* Published Ottawa ont: Canada.
- Morraelle S. (2003). *Analysis of perceived leader behaviors in law enforcement agencies*. *Dissertation Abstract International* Published in Chicago, USA. Saver, M. (2008). *Management and Leadership effectiveness*. An examination of the management and

leadership styles of Texas police chiefs and correlates of the most effective leaders Sam Houston State University 2008. Published in Houston Texas USA.

Wiess, C.(2004). Police Management style competencies Published San Diego,USA.