

LEADERSHIP STYLES IN POLICING AND OFFICERS' JOB SATISFACTION:  
A CORRELATIONAL STUDY

by

Amy Miller

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A Dissertation Presented in Partial Fulfillment  
of the Requirements for the Degree  
Doctor of Management

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## ABSTRACT

Leadership in policing plays a vital role in influencing performance and job satisfaction of subordinates, through modeling of positive leadership behaviors. The non-experimental quantitative correlational study attempted to identify a relationship between a leadership style and officer job satisfaction, theoretically guided by Burns (1978) and Bass's (1985) Full-Range Leadership Model, and Locke's (1969) Range of Affect Theory. The problem is the rising social phenomenon of law enforcement officers who are dissatisfied with the job because of negative behaviors displayed by leaders in policing. The ambiguity of which leadership style in policing would be most effective in predicting officer job satisfaction is what is driving the research. With over a hundred officers and only a handful of leaders within three Midwest police departments, 94 officers participated in the study. Applying a quantitative correlational design, implementing surveys, and analyzing the data with multiple regression, the researcher could identify the leadership style that best predicted officer job satisfaction. The findings revealed significant relationships between the general job satisfaction scores and the scores on the transformational leadership characteristics, with an emphasis on the significant contribution of idealized attributes ( $p = .001$ ) and a nearly significant contribution of inspirational motivation ( $p = .054$ ). However, the analysis failed to demonstrate any significant relationships between general job satisfaction and either transactional or Laissez-Faire leadership styles. As a practitioner in the criminal justice field, the process of inferencing and interpreting data, organizing ideas, and making intelligible arguments, may aid in drawing coherent conclusions to the study.

## DEDICATION

I am dedicating my academic work to my beautiful husband, Darren, whose undying love and support has been the reason for all of my achievements. Darren is my biggest motivation and inspiration, not just because he is my husband, but because throughout my educational journey, he has been battling terminal cancer and Multiple Sclerosis. Darren is the epitome of perseverance, positive thinking, and drive. He has taught me never to give up, and shows me every day to live life to its fullest potential. He is a shining light to all who know him. Darren has shown me that when one's character is tested it is how we react to the struggles that shows one's true strength. He is my hero. Darren's biggest wish has been to watch me walk across the stage and hear the name Doctor Miller, and baby, we finally made it happen!

I am also dedicating my work to our beautiful children Dustin, Nicholas, and Carson, who are my inspiration and drive to my success. My children have allowed me to sacrifice "mommy" time to reach my goals, cheering me on throughout the years. To my dad and hero, John, who taught me that success in life is measured by hard work, dedication, humility, and compassion for others, thank you. My dad has always made me want to be a better person than I was yesterday. And to my father-in-law, Gary, who sacrificed time out of his life to take care of our family while Darren and I traveled for my school. Gary is the quiet strength behind our family. He is always pushing us to be better, reminding us that as long as our heart is in the game, we have already won.

As you can see, I am surrounded by all men, GREAT men. These men have taught me that success is not accomplished alone; it takes the love and support of a village. And, for that, I am truly grateful. I love you all.

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I would also like to thank the Chiefs of Police for allowing me to conduct my research in their agencies. And a big thank you to the officers who participated in making this investigation possible. You all took time out of your busy work lives, from protecting and serving the community, to help me better understand life behind the badge. Thank you for your service and dedication. You are all true heroes.

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## Chapter 1

### Introduction

Leaders in law enforcement hold an essential position within the organization, modeling expectant behaviors for subordinates in a high-risk, diverse, and ever-changing work environment (Olson & Wasilewski, 2019). Leaders within organizations have focused on leadership successes, best practices, and effectiveness (Hoagland, 2018). Leadership roles in law enforcement take a slightly different approach than most other organizations, focused on the motivation and education of morality, ethics, training, safety, and productivity for agency effectiveness (Fortenbery, 2016). In policing, supervisors must be diligent when motivating personnel to work efficiently, based on factors such as the work environment, training, self-esteem, community support, agency goals, unsupervised duties, or just the overall nature of crime-fighting (Fortenbery, 2016). Leaders in policing have a responsibility to motivate officers and ensure job satisfaction, which, in turn, improves officer performance, safety, and agency productivity (Lambert, Hogan, and Barton, 2002).

In law enforcement, there are several leadership roles, from the Chief of Police down to the Sergeant, each position moving up through a hierarchy of levels. The lowest level of policing, and a non-managerial position, is a police officer (Wilson Jr., 2015). Whether the leaders in policing provided moral support to lower-ranking officers, praising and motivating officers with incentives and rewards, or influenced intolerable behavior, a leadership style does have an impact on follower behavior (Park & Hassan, 2018).

## Background of the Problem

Police and leadership research began around the 1970s, coinciding with the early development of community policing, in which researchers associated leadership with innate traits, denoting a born leader (Campbell & Kodz, 2011). Bass (1985) and Burns (1978), took a different approach to leadership, observing leadership behaviors that could be learned or emulated by followers, based on the leader's practices, and in turn, influenced positive follower behavior (Schafer, 2010). Leadership within a police department was deemed unique in the sense that officers were not under the constant watchful eye of managers; therefore, a leader's ability to motivate and inspire subordinates was critical when an officer's time and presence were available (Willis, 2011).

According to Wolfe, Rojek, Manjarrez, Rojek (2018), leadership roles in policing consisted of a leader's familiarity with the agency's culture, identifying individual and group behaviors, and used that knowledge to motivate and encourage lower-ranking officers to strive to be the best. In law enforcement, lower-ranking officers are the key to an agency's success, implementing upper-managements strategies in the field (Wolfe et al., 2018). Therefore, leaders homed in on officers' strengths and talents to motivate positive behavior (Stojkovic, Kalinich, & Klofas, 2012). Leadership styles, pertaining to the behaviors of supervisors who oversaw lower-ranking officers' performance, could, in turn, identify positive leadership behaviors that could potentially increase officer job satisfaction (Gonzales, 2016; Wang et al., 2011).

Some research (USD, 2019; Raza, 2019) regarding leadership styles in policing had indicated that leadership styles were situational and could change contingent on the

condition or environment and that no dominant leadership style was exhibited, while other research indicated that predominate leadership styles existed in law enforcement (Cain, 2017; Decker, 2018). Therefore, the topic required more clarification regarding which leadership style best-predicted officer job satisfaction (Babalola, 2016; Juncaj, 2017; Sarver & Miller, 2014; Sharp, 2016). The current investigation sought explicitly to identify a relationship between law enforcement leader's leadership style and officer job satisfaction.

### **Problem Statement**

According to Wolfe, Rojek, Manjarrez, Rojek (2018), law enforcement agencies needed leaders who supplied the appropriate resources to accommodate subordinate weaknesses, motivate and encourage effective policing, and model effective leadership behaviors to help to create well-rounded officers that would be inspired to protect and serve the community. Leaders in policing accomplished said tasks through positive action, providing motivation and support to lower-ranking officers, reinforcing, and influencing job satisfaction through employing positive modeled leadership behaviors (Wolfe et al., 2018).

To date, there was a plethora of pragmatic evidence identifying relationships between an organization's leadership styles and job satisfaction, while research on leadership styles and job satisfaction specific to the demographics of law enforcement had shown to be limited in germinal and current studies (Hassan et al., 2018; Turey, 2013). Although studies indicated that there were leadership styles and developmental approaches similarly generated among organizations to support employee satisfaction, the same leadership styles and approaches may not have been as well suited for police

officers due to the nature of the work, such as maintaining public order and safety by enforcing the law with little to no daily leadership supervision (Julseth, Ruiz, & Hummer, 2011). Thus, creating the general problem that when interacting with officers, the law enforcement leaders may have behaved in a manner that was neither motivating or encouraging good work ethics, creating officer's dissatisfaction in the workplace (Sadulski, 2018).

Several consequences attributed to having dissatisfied officers in law enforcement, such as a rise in officer turn-over rates, increased training costs for recruits, attracting recruits, increased officer corruption, increased risks of officer safety, officers disincentive to stay or excel within the agency, and so forth, could potentially be corrected or redirected by the modification of behaviors by those in leadership positions (Sarver & Miller, 2014; Sharp, 2016; Swid, 2014). Finding suitable police personnel to advance within departments had become a challenge for supervisors due to a decrease in officer job satisfaction (Lough and Von Treuer, 2013).

Specifically, the problem is related to the undesirable behaviors that stemmed from leaders in three Midwest police departments, that reportedly consisted of corruption, misconduct, abuse of power, and discrimination toward officers, potentially influencing officer job dissatisfaction (Sadulski, 2018). The researcher identified the gap in the literature as questionable reasons for increased job dissatisfaction of lower-ranking officers in law enforcement, consequently, sparking an investigation to conduct further research on law enforcement leadership styles to determine if said leadership styles had an impact on officer job satisfaction (Biggs, 2016).

Leaders must be able to navigate subordinates in high-risk situations without micro-managing, and in law enforcement, that could be a daunting task if officers were not satisfied with the job (Asghar & Oino, 2018). Leadership style is not a position within an organization; it is a lifestyle, a characteristic that ideally reflected a leader's approaches, behaviors, and cognition toward his or her subordinates (Cain, 2017). Therefore, with well over a hundred subordinates and only a handful of leaders in three Midwest police departments, managers needed to identify attributes of behaviors that could positively influence the group and its members by connecting and motivating the wide-ranging demographic of officers (Cain, 2017).

Leadership styles varied depending on the type of industry, nature of the situation, or the leader's ability to adapt behaviors to increase job satisfaction based on said entities. Studies that have sought to identify relationships between leadership styles and job satisfaction (Locke, 1976; Maimako & Bambale, 2016; Zeb & Yasmin, 2016) were grounded on a leader's ability to meet subordinate expectancies, needs, and values, to determine if what an employee expected from a job reflected what an employee got from a job. Research regarding law enforcement leadership styles on officer job satisfaction might be limited compared to other demographics (Asghar & Oino, 2018), but Lambert, Hogan, and Barton (2002) indicated that there was a link between subordinate's job satisfaction and leadership styles, attributing that an officer satisfaction of supervisor's behaviors increased officer performance. It is essential to explore factors related to officer job satisfaction. Improving officer's performance, morale, and personnel turnover may resonate with positive behaviors in the field, increasing the safety and



protection of both the officers and the community in which they serve (Dantzker & Surette, 1996).

### **Purpose of the Study**

The purpose of the non-experimental quantitative correlational study was to identify if there was a relationship between law enforcement leadership style and officer job satisfaction in three separate law enforcement agencies that resided in the same Midwest county. Understanding that correlation did not imply causation, the correlational design was deemed to be the most common and effective method for seeking answers that described a relationship between variables (Polit & Hungler, 1999). When investigating the degree and direction between the variables, it was essential to note that a correlation ascertained the strength of linkage, or co-occurrence, between the two variables in a single value between -1 and +1, and the value that measured the direction and magnitude of the linear relation was computed by using a correlation coefficient, represented by  $r$  (Field, 2018).

The data collected from the study could assist leaders in law enforcement to determine which leadership style, transformational, transactional, or laissez-faire, according to officers' perceptions, best-predicted officer job satisfaction. According to Field (2018), the researcher could obtain said information by using the collected data to identify the strength and direction of variables to determine the leadership style that best-related officer job satisfaction, enabling leaders to take said results and modify behaviors based on the characteristics of that leadership style. According to Partnership for Public Service (2016), if job satisfaction was to improve as a result of usable data from various studies with regard to law enforcement, it could contribute to increasing officer's

wellness and safety, promote open communication and collaboration of workplace issues, and increase employee support services, while decreasing the costs of employee turn-over rates (Fortenbery, 2016).

Research on the current study was performed in a private location within each respective Midwest police department, warranting confidentiality, with purposefully selected lower-ranking officers as participants. Provisions addressed in the study reflected opinions presented by lower-ranking officers, in three Midwest police departments, whose perceptions of his or her leader's leadership style could aid in detecting which leadership style best motivated subordinate job satisfaction. According to Fortenbery (2016), addressing motivation in policing could potentially help supervisors increase the agency's productivity through stimulation of individual motivation, and due to the high-risks and stresses associated with the profession, motivation was a critical factor in promoting officer job satisfaction.

### **Population and Sample**

The population in the study involved all personnel from three police departments in the Midwest region of the United States. The selected law enforcement agencies consisted of three police departments that all resided in the same county, consisting of well over a hundred and forty lower-ranking officers, approximately thirty persons in leadership positions, and twenty civilian employees, combined (GOVSERV, 2018). Participants in the study were identified as lower-ranking, non-managerial, officers. The ranks within the police department were represented by a hierarchical structure starting at the top of the chain with the Chief of Police, and moving down to Assistant Chief, then Deputy Chief, then Inspector, then Colonel, then Captain, then Lieutenant, then Sargent,

then Detective, and the lowest, non-managerial position being Officers (Wilson Jr., 2015).

The researcher used linear regression; therefore, the needed sample size was calculated using the G\* F-Family of tests using an expected effect size of .15 (considered medium), a power of .80, and three predictors (Cohen, 1988). The outcome from Cohen's effect size  $f^2$  provided a minimum required sample size of 76 ( $n=76$ ). Collecting extra data beyond the recommended minimum sample by 20% ( $n=91$ ) helped account for attrition in the study, and to help make up for any dropped or missing data accrued.

Subjects were selected using non-probability convenience sampling, consisting of a sampling technique where subjects were selected because of the convenience of availability and easy accessibility within proximity to the researcher (Saunders, Lewis, & Thornhill, 2012). There were no criteria needed to be considered to be a part of the sample population, enabling the researcher to use a more straightforward technique for obtaining participants. With convenience sampling, the researcher followed lesser rules pertaining to filtering members selected, and the technique was a quick and inexpensive method for collecting data (Saunders, Lewis, & Thornhill, 2012). In the current study, the researcher used convenience sampling by inviting all lower-ranking officers from the three Midwest police departments to participate in the study with the incentive to provide the scientific community with data that supported enhancing job satisfaction in policing across other parts of the United States. The process of convenience sampling enabled each officer in participating agencies an equal opportunity to complete the survey (Etikan, Musa, & Alkassim, 2016). The total number of selected officers from the agencies ranged from 16 to 57, with the approximate total number of officers selected for

the study was 140, with a minimum of  $n=91$ , in which 94 officers participated in the study meeting the minimum criteria.

### **Significance of the Study**

Research indicated that job satisfaction was positively related to leaders who encouraged and motivated subordinates through recognition, praise, and delegation of responsibilities (Meyer & Allen, 1997; Slate et al., 2003; Zhao, Therman, & He, 1999) but it is still unclear as to how the relationship between leadership style and job satisfaction operated and the source of job satisfaction. The current study could build on previous research regarding leadership styles and job satisfaction previously conducted by others to contribute additional information on the topic, specifically in the field of law enforcement (Bourke, Berkel, Garr & Wong, 2017).

The current research on leadership styles and officer job satisfaction used a theoretical framework based on Burns (1978) Transforming Leadership Theory, Bass's (1985) extension of the FRL model using the MLQ-5X, and Locke's (1969) Range of Affect Theory based on measuring job satisfaction using the Job Descriptive Index. The investigation tested the relation and behavioral theories by using the demographic, and work environment of law enforcement, comparing the current study's outcome to previous studies with varying demographics.

The study provided practical value to leaders in law enforcement, who could use the research findings to design professional development initiatives aiding in modifying behaviors beneficial to officer job satisfaction, as well as provide practical use by instructing new leaders in law enforcement on methods to promote officer job satisfaction (Davis & Baily, 2018). According to Davis and Baily (2018), there was a broad

consensus that supported how superior's leadership styles did impact lower-ranking officers' job satisfaction in law enforcement. Although, other factors such as personal values, motivation, and accountability, media, public relations, and politics also played a role in how leaders motivated lower-ranking officers (Davis & Baily, 2018).

The importance of conducting the investigation was to hopefully contribute additional knowledge regarding the leadership style that best-predicted job satisfaction to potentially help leaders who were in stressful and high-risk professions, such as law enforcement, to identify, and modify positive leadership behaviors, aimed at increasing subordinate job satisfaction (Wolfe et al., 2018). The outcome of the current investigation could aid law enforcement leaders in amending leadership approaches to agency regulations and policies, starting with the initial hiring and training process, applicable in ensuring long-term employment and satisfaction of officers (Wolfe et al., 2018).

### **Nature of the Study**

To conduct the study, the researcher used a hypothetico-deductive perspective using quantitative data to test the stated hypothesis (Greener, 2011). In an attempt to identify and evaluate which of the leadership styles, transformational, transactional, or laissez-faire, were perceived to be most useful for predicting officer job satisfaction, conducting a quantitative correlational study was the most appropriate methodology for the current investigation.

### **Overview of The Research Method and Design**

Understanding that correlation does not imply causation, the correlational design was deemed to be the most common and effective method for seeking answers that

described a relationship between variables (Polit & Hungler, 1999). Once the correlation was known in the study, it could be used to make predictions of another measure that is highly related; the stronger the relationship between the variables, the more accurate the prediction (Hale, 2018). Therefore, using a correlational predictive design to identify a predictive relationship between leadership styles (predictors), and job satisfaction (criterion), the researcher would usually implement the most commonly used predictor analysis, called linear regression (Cohen, Cohen, West, and Aiken, 2003).

A multiple regression analysis was then used to analyze the data and enable the researcher to seek a correlation between more than one predictor and a criterion, using a deductive method, with the close-ended questionnaires (Baxter & Jack, 2008). Using the data collected from the surveys and implementing the quantitative correlational design with multiple regression analysis, the researcher could use germinal and current concepts related to the theoretical framework to help identify which leadership style best-predicted job satisfaction in law enforcement. The ideology behind using regression analysis was so the researcher could obtain an understanding of why some things happen in some cases and not in others (Keith, 2015). The fundamental question that regression answers are; if researchers know  $X$ , which in this case were the leadership styles, then how much better could researchers explain  $Y$ , job satisfaction. A researcher could read the output of regression by the percentage of variance by the criterion, explained by predictors, or  $R^2$  (Keith, 2015). According to Keith (2015), when the average of the outcome, or criterion, was increased by the predictor by 1, a regression coefficient, or  $b$ , was the number that answered the question. Regression and correlation are related by discussing the two together, although correlation does not imply causation, while regression does (Holton &

Burnett, 2005). Advantages of using multiple regression analysis in the current study is that it could make predictions and forecasts about future results, analyze results and correct errors, help obtain the measure of error involved by using the regression line as a basis for estimations, and could help achieve the degree of association or correlation that existed between leadership styles and job satisfaction (Woodruff, 2019).

### **Overview of the Instrument for Data Collection**

During the investigation of the current study, participants were responsible for completing close-ended questionnaires, the Multifactor Leadership Questionnaire (MLQ-5X), and the Job Descriptive Index (JDI), which reflected the participant's perceptions, thoughts, and beliefs of the current leadership style and job satisfaction. Other questionnaire tools, such as Ironson, Smith, Brannick, Gibson, and Paul's (1989) Job in General Scale (JIG), and Goldberg's (1992) General Health Questionnaire (GHQ), provided attributes of leadership styles but were not specific to leadership style and job satisfaction needed for the current study.

### **Overview of the Design Appropriateness**

Research designs that support the decision for implementation of multiple regression analysis in the current study were quasi-experimental, experimental, and correlational designs. In a quasi-experimental design, the independent variable manipulated the dependent variable, but, unlike the multiple regression design, the sample variables were randomly assigned (Stoica, 2019). The experimental design entailed the researcher to manipulate aspects of the environment to seek out causal relationships between the independent and the dependent variables, and again, randomly selecting the sample (Stoica, 2019). Driven by the purpose and the research questions in

the current study, the correlational design was the most appropriate design for determining which of the leadership styles (predictors) in policing best-motivated officer job satisfaction (criterion).

*Overview of data collection and analysis.* Once participants completed the surveys, data was collected and analyzed in SPSS, a statistical tool used to compute numerical data from the questionnaires. After implementing both questionnaires into SPSS, data that was found to be statistically more significant was the determining factor if the researcher accepted or rejected the null hypothesis. Using a quantitative correlational design, collecting data using the MLQ-5X and JDI surveys, inputting said data into SPSS, and running a multiple regression analysis would provide pertinent information related to the theoretical framework, aiding in analyzing the relationships between predictors and the criterion in the current study. The overall purpose of the process was to detect if the leadership style did or did not predict officer job satisfaction.

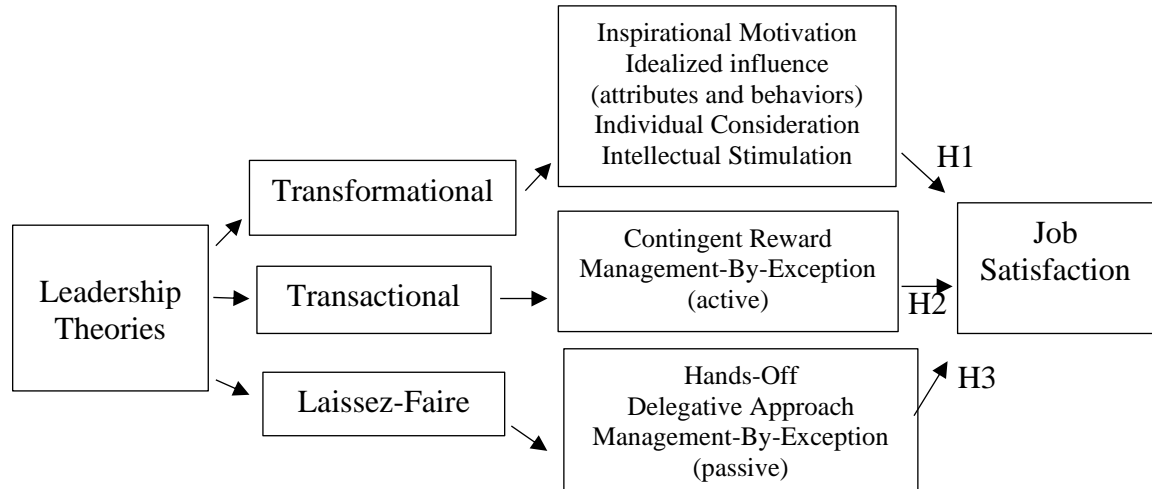
### **Research Questions/Hypotheses**

In aligning the research questions with the objective, the researcher could identify if there was a statistically significant prediction between leadership styles and officers rating of job satisfaction ( $H_1: \beta_1 \neq 0$ ), the alternative hypothesis, or if there was not a statistically significant prediction between leadership styles and officers rating of job satisfaction ( $H_0: \beta_1 = 0$ ), the null hypothesis. The following research questions guided the inquiry of the study to identify which leadership style best-motivated job satisfaction. Miles and Huberman (1994) suggested that a theoretical framework was a graphical form of expression of the factors and variables being studied and the presumed relationships between the concepts. The said concepts would be further explained in the theoretical



framework. The theoretical framework was based on Burn's (1978) Full-Range Leadership Model, Bass's (1985) writings on the FRL using the MLQ-5X, and Locke's (1969) Range of Affect Theory measuring job satisfaction using the JDI.

The following model (Figure 1) enabled readers to obtain a better understanding of how the researcher was operationalizing the variables in the study, how the hypotheses work, what the study would investigate, and the study's objectives and dimensions of the predictor variables, transformational, transactional, and laissez-faire leadership styles, and their relationship to the criterion, job satisfaction.



Source: Burn's (1978); Bass (1985); Locke (1969)

Figure 1. Theoretical Framework Model.

The research questions encompassed the officers' perceptions of his or her superior's leadership styles, transformational, transactional, and laissez-faire, to guide the in-depth examination of which leadership style best-predicted officer job satisfaction.

RQ1: Is there a statistically significant prediction between transformational leadership style and lower-ranking officers' job satisfaction?

RQ2: Is there a statistically significant prediction between transactional leadership style and lower-ranking officers' job satisfaction?

RQ3: Is there a statistically significant prediction between laissez-faire leadership style and lower-ranking officers' job satisfaction.

H<sub>01</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transformational style and officer job satisfaction.

H<sub>a1</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transformational leadership style and officer job satisfaction.

H<sub>02</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transactional style does and officer job satisfaction.

H<sub>a2</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transactional leadership style and officer job satisfaction.

H<sub>03</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's laissez-faire style and officer job satisfaction.

H<sub>a3</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's laissez-faire leadership style and officer job satisfaction.

### **Theoretical Framework**

The current investigation used a theoretical framework to aid investigators in identifying predictions between various concepts of leadership styles and job satisfaction, assisting in the direction of the research, as well as outlining possible courses of actions, while theoretically providing a logical structure for the variables (Nilsen, 2015). The researcher described measures, and identified the relationships between those variables,

explaining why the relationships exist by using the following theories as a guide for the study (Nilsen, 2015).

The theoretical framework model (shown in Figure 1) was formed from germinal studies, based on the Full-Range Leadership Model and the Range of Affect Leadership theory, enabling readers to obtain a more in-depth understanding of how the researcher was operationalizing the variables in the study, such as how the hypotheses work, what the study will investigate, and the study's objectives and dimensions of the predictor variables and their relationship to the criterion (Miles and Huberman, 1994).

Burns (1978) Transforming Leadership Theory was applied to the current study to assess examining and predicting leadership behaviors along a spectrum of effectiveness to indicate the level of effective leadership behaviors have on subordinates (Stafford, 2010). The FRL also aided in identifying the concepts of leadership effectiveness that best-directed leaders in motivating officers to achieve desired results in various situations (Stafford, 2010). The FRL could also help determine police leadership style preferences and the effectiveness the preferences had on officer satisfaction, based on the perceptions of the subordinate's satisfaction with the leader (Russell, 2017).

Expanding on Burn's (1978) original ideas pertaining to the Full-Range Leadership theory, where the transforming and transactional leadership styles were thought to be mutually exclusive, Bass (1985) believed that the transformational leadership style could be measured based on the impact of follower motivation and performance (Riggio, 2009). To potentially make Burn's transforming leadership more effective, Bass created the four dimensions of transformational leadership; inspirational motivation, idealized influence (attributes and behaviors), individual consideration, and

intellectual stimulation; that could be measured with Bass's (1995) Multifactor Leadership Questionnaire (Figure 1) (Barling & Cooper, 2008).

In concurrence with leadership styles, job satisfaction was vital to the overall effectiveness of job productivity and positive work behaviors (Mount et al., 2006). Job satisfaction was one's perception, behavior, or attitude toward his or her job and organization, enhancing motivation, performance, and reduction of absenteeism or turnover rates (Mount et al., 2006). Locke's (1969) Range of Affect Theory suggested that a person's job satisfaction was based on feelings more so than the fulfillment of needs, and that a discrepancy would lie between what one wants in a job and what one has in a job (Stephen and Ayaga, 2014). Therefore, depending on how satisfied or dissatisfied a subordinate became when expectations were not met reflected the level of satisfaction that he or she had on the job (Singh & Sinha, 2013).

Other existing theories of behavior were discussed further in Chapter 2 and contributed to additional information regarding leadership styles, behaviors, and satisfaction. Earlier theories such as Mayo's (1924) Human Relations Theory, Maslow's (1943) Theory of Human Motivation, Atkinson and McClelland's (1953) Achievement and Motivation Theory, and Kohlberg's (1958) Theory of Moral Development, were each driven by human behavior and motivation and attempted to explain relationships between behaviors and individual satisfaction. The theories of leadership, illustrated through historical research of milestones, led up to new concepts of contemporary leadership, giving the reader a better understanding of geminal and current studies related to leadership behaviors and subordinate job satisfaction.

## Definition of Terms

Engel (2001) noted that past studies had shown to focus more on the practices and strategies of high-ranking officers in policing, rather than the behaviors and competencies of said leaders. In the current investigation, leadership styles were explored in a manner that contributed to valuable information from germinal and contemporary studies. The terminology used in the investigation reflected different concepts needed to obtain a clear understanding of the issues being addressed. The terms in the study included leadership, leadership style, organizational behavior, transformational leadership, transactional leadership, laissez-faire leadership, and job satisfaction.

*Job satisfaction* refers to the degree in which a person feels about his or her job, positive or negative, based on the employee's contentedness of the work itself, the management, and internal and external relationships (Weir, 2013).

*Laissez-faire Leadership*, also known as delegative leadership, is a type of hands-off leadership style, where the leaders do not involve themselves in the decisions made by subordinates (Cherry, 2017).

*Leadership* is the act of motivating, inspiring, communicating, and supervising a group or groups of people to act in a fashion that brings all involved closer to a common goal (Ward, 2018).

*Leadership style* is the categorization of human personality traits and behaviors of an individual in a leadership position. The leadership style can affect the behaviors of subordinates based on the leader's ability to adapt his or her behavior when interacting with others (Leadership.com, 2016).

*Organizational behavior* is the study of human behavior within an organization that focuses on the inter-relationships of individuals who work in groups within an organization (Luthans & Youssef, 2007).

*Transactional leadership*, also known as managerial leadership, is a style of leadership that emphasizes organization, supervision, and control, valuing order, and structure within an organization (Cherry, 2017).

*Transformational leadership* is a leadership style known in its ideal form, to create positive change in followers that motivates and inspires each to become leaders (Bass, 1985; Burns, 1978).

### **Assumptions**

Ravitch and Riggan (2017) discussed the perspectives of concept and theory and how each played a role in the research process, brought on by the researcher's beliefs and philosophical assumptions on the subject. The philosophical assumptions asserted by the researcher were typically due to the deep-seated views and beliefs of the subject matter that piqued interest or concern from the start and played a crucial role in helping to collect and analyze data regarding leadership styles and job satisfaction.

Basic assumptions underlying the purpose of the study include; (1) a leadership style in law enforcement does predict an officer's job satisfaction, (2) most law enforcement agencies use a bureaucratic leadership approach based on a hierarchy authority where decision-making comes from the top-down. Although noted, the bureaucratic style of leadership would not be discussed in detail in the investigation, simply because most officers in the field make on the spot decisions in immediate

situations, so decision-making typically did not come from leaders in law enforcement, and (3) all participants answered the questionnaires honestly and accurately.

### **Limitations**

According to Simon and Goes (2013), limitations were the constraints in the study that were out of the control of the researcher, such as time, funding, access to the population, and so forth, threatening the internal or external validity of the study. In addition, the number of participants in the investigation decreased due to the participant's time and availability constraints, creating another limitation in the study.

### **Delimitations**

The investigation was relatively limited in scope by the sample size, instruments, time, and geographic area. The researcher examined three law enforcement agencies officers within the same county; each agency was similar in size and organizational structure, aimed at analyzing which leadership style best-predicted officer job satisfaction. Participants were tested using the same instruments, and those instruments have a history of being both valid and reliable (Decker, 2018; Russell, 2017; Sayadi, 2016). The researcher used the Job Descriptive Index to measure the officer's job satisfaction, and the Multifactor Leadership to measure the leadership styles. The researcher's purpose was to aid law enforcement leaders in potentially increasing officer job satisfaction.

Delimitations were what the researcher could control, such as boundaries made by the researcher during the development of the study plan, such as the choice of method, the variables, the objectives, the selection of participants, and so forth, each factor defining the study's scope (Simon & Goes, 2013). Delimitations in the current

investigation included; (1) the researcher's choice to use only three police departments, versus choosing to investigate departments in the adjoining counties, (2) using a sample population of lower-ranking officers, which excluded all other ranking officers who have higher-ups within the organization, and (3) using a correlational design, which only identified the relationship between variables and not causation. Lastly, the ability to generalize the findings was a delimitation because the investigation reflected only three police agencies in a Midwest town in the United States. Therefore, the results were represented by the sample, and not the entire United States population.

### **Chapter Summary**

Researching lower-ranking officers' perceptions of his or her superior's leadership style were based on empirical social research procedures using close-ended surveys. The objective of the proposed quantitative correlational study was to examine the circumstances concerning police officers who may or may not feel satisfied in his or her current job, possibly impacted by the officer's perceptions of his or her leader's leadership style (Monteoliva-García, 2020). In aligning the research questions with the purpose of the investigation, the researcher could identify if the officer's perceptions of the leadership style predicted the officer's rating of his or her job satisfaction. If the outcome of the quantitative correlational study indicated a relationship between the leadership style and officer job satisfaction, then the leaders had an opportunity to modify behaviors to enhance subordinate job satisfaction. Similar studies of lower-ranking officers' perceptions of his or her leader's leadership styles were based on limited evidence, but synthesizing existing evidence of officer perceptions could enhance the evidence base for future human relations and human motivation studies (Campbell &



Kodz, 2011). Therefore, the topic and the collection of data were defined as original works.

## Chapter 2

### Literature Review

Interest in the current study stemmed from a heightened awareness of issues pertaining to local law enforcement personnel's undesirable behaviors, such as corruption, misconduct, abuse of power, discrimination toward officers, and so forth, potentially influencing officer job dissatisfaction (Sadulski, 2018). Issues related were a rise in officer turn-over rates, increased training costs for new recruits, issues attracting recruits, increased officer corruption, increased risks of officer safety, officer's disincentive to stay or excel within the agency, and so forth, that could potentially be corrected or redirected by the modification of behaviors by those in law enforcement leadership positions (Sarver & Miller, 2014; Sharp, 2016; Swid, 2014). To comprehend law enforcement leadership styles better, a closer examination of the Full-Range Leadership Model (FRL) (Burns, 1978; Bass, 1985), the Range of Affect Theory (Locke, 1969), the Multifactor leadership Questionnaire (MLQ-5X) (Bass, 1995), and the Job Descriptive Index (JDI) (BGSU, n.d.), could provide pertinent information regarding the correlation between leadership factors and job satisfaction (Russell, 2017).

One of the most challenging responsibilities a leader has toward an organization is the ability to behave in a fair, moral, objective, and unbiased manner (Trevino, Hartman, & Brown, 2000). A true leader in law enforcement can influence human behavior by encouraging positive and probable actions towards lower-ranking officers (Fortenbery, 2016). Researching germinal philosophies of various concepts of leadership styles, such as transformational, transactional, and laissez-faire, and job satisfaction could help formalize effective qualities of leadership and behavior needed to enhance organizational

growth (Edwards, 1998). The foundational theories that drove the study were Burns' (1978) Transforming Leadership Theory, Bass's (1985) extension of Burns theory generating the MLQ-5X, and Locke's (1969) Range of Affect Theory, measuring job satisfaction with the JDI (BGSU, n.d.). According to Payne (2015), each theory would identify key factors associated with leadership styles and how the said factors theoretically influence or predict officer job satisfaction.

### **Title Searches and Documentation**

The literature review ascertained theoretical and conceptual frameworks, using already researched qualitative and quantitative studies. The research composed for the literature review explored relevant factors about the topic of leaders in policing, whose objectionable approaches and behaviors based on leadership styles, impacted subordinate job dissatisfaction (Sadulski, 2018). The inquiry involved word searches, scholarly peer-review articles, books, the use of EBSCOhost, ProQuest, Emerald, Sage, and Web internet searches. The review of the literature in this chapter focused on the theory of social change.

Keywords used in investigating the theoretical and conceptual studies were; leadership styles, behavioral and relation theories, Full-Range Leadership Model, transformational leadership style, transactional leadership style, laissez-faire leadership style, the MLQ-5X, Range of Affect Theory, job satisfaction, and the JDI. Evidence for the thesis was retrieved by systematically searching several electronic databases using leadership styles, police officers, law enforcement, and job satisfaction for search terms. Additional criteria to narrow the search included the full text and scholarly peer review, only studies published in English, searching within the full text of articles, and applying

equivalent subjects. After the said data was entered into the online catalog for the publication periods from 2014 to 2019, records indicated there were 2, 867 relevant studies. To narrow down the search specifically to policing, the researcher excluded both the search in full text of the articles and the equivalent subjects. The refined results indicated that there were two relevant studies (Ding, Zheng, Wang, Zhu, & Zhang, 2016; Ingram & Lee, 2016) matching the criteria. The criteria were then put into an internet search engine to ensure thorough research was conducted. Out of the 38 pages, studies that were not performed between the 5-year condition and not specific to policing organizations were eliminated, and 8 reviews (Decker, 2018; Hassan et al., 2018; Marsal, 2015; Pearson-Goff & Herrington, 2014; Russell, 2017; Saleem, 2015; Sickles, 2015; Wowor, 2014) were found to be sufficient for further research. Additional works included in the study were dissertations, peer-reviewed journals, books, and internet research documents, not all attributed to scholarly writings (Table 1). The findings confirmed that previous research on leadership styles and job satisfaction in policing were limited. Table 1 provides a synopsis of the literature reviewed to support the study research.

Table 1

*Literature Review Table*

Types of Research Material	Reviewed	Used
Peer-Reviewed Journals	256	94
Dissertations	56	19
Books	72	41
Web Research Documents	120	84
<b>Total</b>	<b>504</b>	<b>238</b>

The purpose of the literature review was to examine germinal and current works related to human relation and behavioral theories, providing the reader with a clearer understanding of positive leadership behaviors that could be modeled by leaders to increase subordinate job satisfaction. In this chapter, the sections of literature related to the nature of the study included a broad collection of topics regarding leadership styles and theories to a narrowed down specific set of topics reflecting leadership styles and theories related explicitly to policing; beginning with (a) historical content, (b) current content, (c) theoretical framework literature, (d) methodological literature, (e) research design literature, (f) conclusions, and (g) chapter summary. Excluded from the literature are any of the other leadership styles besides transformational, transactional, and laissez-faire.

### **Historical Content**

Starting in the 20<sup>th</sup> century, leadership styles and job satisfaction had earned recognition through numerous studies by theorists and researchers (Wren, 2018). On the contrary, leadership styles and job satisfaction studies pertaining to law enforcement had been understudied and separate from the typical workplace populations (Sharp, 2016). Researchers collected data, studied various leadership behaviors, observed leadership roles, traits, models, and practices, and could still not conclude tangible explanations for leadership behaviors in all demographics (Ahmed, Nawaz, & Khan, 2016). The accumulation of germinal leadership studies produced a myriad of definitions and theories, providing enough similarities to conclude that leadership could influence and induce compliance (Wren, 1995). According to Burns (1995), the most misunderstood occurrence observed in the human race was how leaders could have multiple followers,

but the followers did not lead the leader (Wren, 1995). The phenomenon of leadership styles was observed, researched, and studied throughout history, and yet, the attempt to define one style that best-predicted job satisfaction varied from one's perspective and theory to another. According to Bass (1995), the terminology "leadership" was so ambiguous, that there were virtually just as many explanations of what constituted as a good leader, as there were people who were trying to define the phenomenon (Wren, 1995).

Researchers began to apply studies of leadership styles to law enforcement agencies in an effort to better understand best practices, behaviors, and approaches to utilize law enforcement to its full potential (More et al., 2006). A study, conducted by Fuld (1910), emphasized in the findings how strong leadership personalities, management control over lower ranks, and tight supervision of all duties, was the only way a leader in law enforcement could effectively run the agency; otherwise known as the 'command and control' leadership style (More et al., 2006). Fosdick (1920), who also conducted studies in law enforcement, found that after extensive research, leaders in the study were unskilled, and had inadequate knowledge of leading departments sufficiently, while Graper's (1921) studies found that leaders in law enforcement could learn the skills to run an agency professionally, enabling the authority of leadership to be more centralized (More et al., 2006).

Vollmer (1931), both a college professor and police chief, conducted studies on law enforcement leadership during the 20<sup>th</sup> century, where his works greatly impacted how law enforcement agencies would run thereafter. Vollmer's (1931) works were implemented in leadership behaviors across the United States, laying the foundation for

how leaders in law enforcement should behave, reflecting efficient and effective outcomes of leaders whose characteristics reflected the principles of transformational leadership (Walker & Katz, 2013). Early academic research on law enforcement supported Vollmer's ideologies that the most prevalent and effective leadership style was transformational leadership, and agencies began to use Vollmer's (1931) reform agenda and ideologies on leadership, as a guide to the management of agency personnel and assignment of duties. The earlier studies (Fosdick, 1920; Fuld, 1910; Graper, 1921; Vollmer, 1931) provided a footprint for future leaders in law enforcement, heightening the interest to conduct more studies regarding leadership styles and its effects on organizational growth (Walker & Katz, 2013).

Leadership styles in organizations were defined by the interaction and motivation between both the leader and the follower (Muterera, Hemsworth, Baregheh, & Garcia-Rivera, 2015; Payne, 2015; Northouse, 2013). Events regarding officer corruption, a decline in community support, officer stigma, and officer safety may play a role in an officer's disincentive to stay or excel within a department, but Lough and Von Treuer (2013) identified that positive leadership styles were found to increase officer job satisfaction, directly reflecting lower tier personnel. The transactional, transformational, and laissez-faire leadership styles have shown to have a positive influence on organizational outcomes, but each has had a different impact on organizational identification concerning job satisfaction and productivity within organizations (Homberg, Vogel, & Fazzi, 2016).

In 1978, Burns' concept of a transforming leadership style was thought of as the moral exemplar of the working environment, identified when leaders and followers

would encourage one another to higher levels of motivation and morality (Gathoni, 2017). According to Gathoni (2017), the transforming leadership style reflected the leader's ability to motivate followers by influencing ideas, values, and interests, generating higher levels of performance, and promoting change. The transforming leader would assist followers in identifying achievable goals on a more personal level, gaining a sense of love for the leader, and his or her ideas, producing a follower's sense of self-worth, belonging, and identity within the organization (Homberg, Vogel, & Fazzi, 2016). According to Burns (1995), this collaboration would vary depending on the different levels of interaction and responses of both parties, and the level of needs, expectations, and aspirations met by both leader and follower.

Bass (1985) expanded on Burns (1978) Transforming Leadership Theory by broadening transformational leadership with transactional leadership in relation to leadership behaviors. According to Riggio (2009), Bass created the four "I's" concept, where leadership traits included idealized influence, when leader's acted as a role models, idealized consideration, when leader's formed strong relationships with followers, intellectual stimulation, when leader encouraged followers to be creative and think for themselves, and inspirational motivation, when leaders inspired the achievements of followers; producing the Full-Range Leadership Model (FRL). The Full-Range Leadership Model was comprised of three measures of leadership styles; transformational, transactional, and laissez-faire (Bass, 1985). The concept behind the Full-Range Leadership Model was to aid leaders in engaging in most, if not all, of the Full-Range Leadership behaviors, and that the more effective leaders would engage in transformational behaviors more frequently than transactional behaviors. The leadership



styles were measured by Bass and Avolio's (2000) Multifactor Leadership Questionnaire 5X (MLQ-5X), where several studies, including studies in law enforcement, had been conducted using the valid and reliable instrument (Decker, 2018; Russell, 2017; Sayadi, 2016).

### **Transformational Leadership**

Transformational leadership theory focused on the ability of a leader to engage on a more personal level with his or her followers (Burns, 1995). According to Cherry (2017), the leaders and followers engaged in positive manners as to lift one another to higher standards while implementing morality through inspiration, creativity, and motivation, obtaining mutual goals. According to Ahmed, Nawaz, and Khan (2016), an example of transformational leadership is when members of an organization and a leader simultaneously work together for the greater good, creating a connection of collaboration, trust, and compassion for one another. The transformational ideology reflects the leader's ability to motivate followers by influencing ideas, values, and interests, generating higher levels of performance, and promoting change (Ahmed et al., 2016). The transformational leader assisted followers in identifying with a goal on a more personal level, giving subordinates a sense of trust for the leader's ideas, and overall love for the leader, producing a follower's sense of self-worth, belonging, and identity within the organization (Ahmed et al., 2016).

In 2002, Morreale conducted a study focusing on leaders' transformational, transactional, or laissez-faire leadership style, in law enforcement, based on an officer's willingness to apply extra effort to regular job duties. Data was collected using a Multifactor Leadership Questionnaire, administered to officers whose perception of his or

her immediate supervisor was measured by data responses from the survey. A statistical significance in the data analysis was identified in the investigation. Morreale (2002) found that those officers whose perception of his or her current superiors' leadership style was transformational, the officer was statistically significantly more satisfied on the job and had a strong willingness to exert extra effort on the job. Those whose perception of the current leaders was a laissez-faire leadership style showed a statistical significance in dissatisfaction for the job, and unwillingness to exert extra effort on the job (Morreale, 2002).

Ghasabeh, Soosay, and Reaiche, (2015) conducted a more current study that addressed the importance of effective leadership in organizations and how the emerging role of transformational leadership influenced globalized markets through positive reinforcement and motivation of employees. The study highlighted the importance of facilitating new ideas, motivating employees, and enabling innovation (Ghasabeh et al., 2015). The research reflected the views that most organizations ideally were over-managed and under-led, affecting all areas of the organization. The findings from the empirical studies focused on establishing transformational leaders in organizations, by applying intellectual stimulation and motivating employees to approach organizational challenges with more innovative methods (Ghasabeh et al., 2015).

### **Transactional Leadership**

Transactional and transformational leadership styles had both shown to have positive effects on organizational outcomes (Bass, 1985), but both had different effects on organizational identification. The transactional leader's relationship with followers was identified by an exchange and reward process, focusing on goal achievements, not

placing personal morals and values on members (Krishnan, 2012). The relationship between a transactional leader and follower did not focus on the individual needs, or development of the member, it concentrated solely on the competence of tasks, and ability to understand benefits behind the performance. According to Homberg, Vogel, and Fazzi (2016), a transactional leader would focus on the desired behaviors of the members, providing rewards for meeting leadership expectations and punishments for non-compliance. Although the transactional leadership style can innovate and motivate creativity in followers, producing organizational growth, transactional leadership behaviors lacked the personal connection between leader and follower (Homberg, Vogel, & Fazzi, 2016).

### **Laissez-faire Leadership**

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. 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).

In 2015, Sickles conducted a study to determine if a relationship existed between a leader in law enforcement leadership style and a police officer's use-of-force behavior.

Sickles (2015), evaluated fifteen officers in the study using surveys and a field scenario experiment. The officers had to perform in a specific scenario, each officer having the same actors and identical situations. The officer's responses to the situation would determine the level of force used in the given situation. Surveys were then administered directly after the field scenario to obtain the officer's perception of his or her leader's leadership style, transformational, transactional, and laissez-faire, based on the characteristics provided in the questions (Sickles, 2015). The outcome of the study indicated that transactional and transformational leadership styles, using rewards and punishments, had a lesser officer use-of-force behavior than that of the leader's laissez-faire leadership style. Sickles (2015) study confirmed that the laissez-faire leadership style, identified by the absence of leadership, indicated an increase in an officer's use-of-force.

No matter the leadership style, Spector (2016) implied that leaders in the policing profession, were under the constant watch of the public eye, and officers were required to conduct themselves in a higher manner than the standard civilian. Spector (2016) asserted that officer's behaviors were first identified and influenced by the interactions and actions of the people involved within the organization whose social relations and attitudes reflected job satisfaction, and then those behaviors would be mirrored outside of the organization; ideally positive behaviors would be identified before the officers were released into the community.

According to Krishnan (2012), in creating more modern theories of leadership, researchers could reinforce and modify the historical theories of leadership. Krishnan (2012) discussed how creating current leadership philosophies could aid leaders in more

reliable predictions of positive organizational outcomes between leadership behaviors and subordinate job satisfaction. The modifications of leadership theories created commonalities between the various leadership ideologies, by assisting in identifying more contemporary styles of leadership and positive organizational outcomes (Eliadis, 2016; Jacobs, 2017; Schedlitzki & Edwards, 2014). According to Bass (1995), since past theories of leadership had various explanations of leadership styles, not pinpointing the best leadership style with regard to the work environment, job duties, motivation, leadership, leadership styles, and other work-related variables, researchers needed a clearer understanding of the behaviors and relations that would better explain the leadership style that best-predicted employee job satisfaction (Stone & Patterson, 2005). Therefore, the following are germinal behavioral and relationship theories that laid the foundation for the more current works of leadership styles and job satisfaction.

### **Theories of Leadership**

Throughout history, theories have been generated to seek the best reasoning behind effective approaches in management (Schein, 1965). The idea of solely focusing on one specific theory to validate an organization's effective methods in management can be difficult, considering researchers have argumentatively sought out various reasonings behind other theories, such as the Great man, trait, behavioral, contingency, situational, participative, relationship, and management theories (Bass, 1990). However, it was essential to distinguish the differences between the various foundational theories to identify new and more current perceptions of leadership behaviors (Fumerton, 2010).

According to Porter-O'Grady and Malloch (2010), after the industrial age, the complex thinking of human interaction and leadership behaviors changed, impacting the

understanding of human thought, motivation, and action within organizations. The following historical literature attempts to provide a foundation of behavioral and relationship theories that ideally focused on the distinct qualities between leader and follower (Sapru, 2008). Gaining a clearer understanding of the foundational theories could aid in emphasizing the growth and development seen in other organizational settings, such as law enforcement (Decker, 2018; Turey, 2013).

### **Behavioral Theories of Leadership**

Behavioral theories were based on leadership behaviors, social factors, and human relations found within organizations (da Silva, Nunes, & Andrade, 2019). The behavioral theories focused on the specific actions of leaders that influence subordinate motivation, modeled expectations, resolving conflicts, decision-making, and altering behavior to match that of the group's dynamics as an incentive to increase officer productivity and job satisfaction (Pratap, 2017). One area of a management philosophy that applied to the demographics of law enforcement were behavioral theories of leadership.

Mayo's Human Relations Theory (1949), Maslow's Theory of Human Motivation (1943), Atkinson's Achievement and Motivation Theory (1966), Kohlberg's Theory of Moral Development (1984), and Locke's (1969) Range of Affect Theory, were all theories related to an organization's social system based on human behavior, relations, motivation, and communication (Spitzeck, 2011). In any given situation, there could be more than one theory within an organization, and those theories could reflect the human aspects of work, as well as affect human behavior (Cherry, 2013).

## **Human relations Theory**

On a managerial level, both Mayo's human relations management theory and Maslow's hierarchy of needs theory equally identified how a leader who focused on human behavior and the human needs of employees, could increase productivity (Mayo, 1949). Mayo, who became famous for his Hawthorne studies, found that there was a human element within organizations and that the relationships between leaders and employees affected worker motivation (Kermally, 2005). The Hawthorne study identified commitment and dedication bestowed upon employees from managers within the organization, aided in employee motivation. The findings in the study reflected the worker's sense of a need to belong, either in a group setting, or by the organization as a whole, influencing worker behavior, morale, and productivity (Kermally, 2005). Researchers argued Mayo's validity in the Hawthorne Studies, calling its methodologies unreliable, but the overall conclusion of the studies did aid organizations in gaining a better understanding of management-worker relations.

## **Hierarchy of Needs Theory**

According to Kermally (2005), Maslow expanded on Mayo's study of worker's social obligations to a more defined hierarchy of needs. Maslow ideally believed that the foundation of managing people was based on the concept that human motivation had to begin from the bottom up (Gordon, 2004). Maslow created a hierarchy of needs to aid managers in seeking the tools and a better understanding of supervising workers, identifying worker needs within five distinct entities; these were structured to assist management with obtaining insight on how to motivate workers within an organization (1943). The five needs of Maslow's hierarchy were; psychological needs, safety needs,

belonging and love needs, esteem needs, and self-actualization needs (Gordon, 2004). Each area of 'need' on the hierarchy, enabled managers to help employees increase productivity by understanding the relationship between the human needs of employees and organizational goals (Gordon, 2004).

Unlike Mayo, Maslow's research was deemed more valid and reliable based on the methods used in the Hierarchy of Needs study (Gordon, 2004). The conclusion of both Mayo and Maslow's studies reflected the need for managers to gain a better understanding of human relations, increasing employee performance, and job satisfaction. According to Gordon (2004), without understanding Mayo's human relations, and meeting Maslow's hierarchy needs, the agencies might deal with job dissatisfaction, which, in turn, could affect production within the organization. The concept of Maslow's hierarchy was similar to that of Atkinson's theory of achievement motivation, although, in Atkinson's approach, the needs were not necessary in any particular order (Atkinson, 2004).

### **Achievement and Motivation Theory**

Atkinson's concept supported the idea that motivation enhanced positive behavior (Atkinson, 2004). The philosophy differed from that of Maslow's hierarchy theory in the sense that there was no order of needs. The employee's needs, in Atkinson's theory, were met through recognition and reward of behavior. In recognition and reward of behavior, the leaders motivated employees, creating a positive, workable, environment that increased production, and enhanced employee satisfaction. Another difference between Maslow and Atkinson was that Atkinson's study was based on the relationships between managers and employees, whether instrumental or personal, influencing the



levels of trust; and based on the level of trust would determine a manager's relationship status with employees (Atkinson, 2004). The instrumental relationships were defined as managers who were solely focused on what employees could provide for the company, having no true relationship value within the organization (Atkinson, 2004). Atkinson's (2004) theory implied that employees would only feel that sense of trust if there was a motivation to do so by personally meeting the needs of the hierarchy. Meaning, a manager motivated the employee by giving the individual what he or she needed to move up the hierarchy, such as more pay, but then the employee still needed more motivation from the manager to want to continue up the ladder to the top of the hierarchy.

### **Theory of Moral Development**

Unlike Maslow's and Atkinson's theories, an investigation was conducted into Kohlberg's theory of moral development (1984). Klikauer (2012), conducted an empirical study based on Kohlberg's understanding of employee relations and human resource management through the development of moral understanding within an organization (Klikauer, 2012). In the study, Klikauer (2012) identified the importance of Kohlberg's levels of morality as a basis for ethical behavior within an organization, enhancing the human resource manager's contribution to the moral and ethical actions of the employees, encouraging employees to work at his or her highest potential. Maslow's five stages of motivational needs were encouraged only through motivation, and once the need was met, motivation was no longer a concern. Klikauer (2012), on the other hand, focused on the employee's ability to apply moral reasoning to moral dilemmas. Kohlberg's (1984) stages were separated into the stages into three groups; one- pre-conventional, two- conventional, and three- post-conventional. Pre-conventional was the

self-interest stage, where the employee was solely focused on themselves, seeking incentives for actions; pay increase as an example. The conventional level was the level of reasoning or social level where relationships formed, and the last level was the post-conventional level, where moral reasoning and ethical principles played a key role in employee motivation (Klikauer, 2012).

Similarly, to Maslow's theory, Kohlberg's levels could not be skipped, because each level was a progression of the last (Kohlberg, 1984). The difference was, in Maslow's levels, an employee could regress if needs were not truly met, but in Kohlberg's theory, regression was not possible (Klikauer, 2012). Lastly, and most pertinent to the current study was Locke's Range of Affect Theory.

### **Range of Affect Theory**

Locke's (1969) Range of Affect theory provided an understanding of the importance of subordinate satisfaction based on the values the subordinate places on all facets of the job, and if the expectations of said values are met (Stephen & Ayaga, 2014). The theory focused on how much a person valued different facets of work, such as co-worker relations, pay, promotions, supervision, and the work itself to determine how satisfied or dissatisfied he or she became when expectations were not met, reflecting the level of satisfaction that he or she had on the job (Singh & Sinha, 2013). Although each of the theories had different perceptions of leadership behavior influencing employee satisfaction and performance, each identified human needs aspects that aided in the growth of the organization.

Researchers began to reform the earlier theories to modernize the concepts of leadership, focusing on leadership skills and traits that could potentially enhance the

relationship between leaders and subordinates, leading to job satisfaction in the workplace (Bass, 1995). The following information identified the various leadership styles and their characteristics, addressing three of the leadership styles, transformational, transactional, and laissez-faire, which formed the Full-Range Leadership Model used to guide the current study.

### **Current Content**

Current studies concerning leadership styles and policing have indicated different outcomes of which leadership style best-motivated job satisfaction (Azli, Hafizan, & Ahmad, 2018; Martin et al., 2017; Rogiest, Segers, & van Witteloostuijn, 2018) but each study did have common themes; that the social implications of previous leadership styles, involving hierarchy and rank, had not been thought the most effective approach in the dynamic profession of policing. The more recent studies indicated that organizational effectiveness was influenced by a leader's ability to motivate subordinates through modeling desired behaviors, and subordinate's willingness to follow, adapting through modification of behavior (G & Kavitha, 2015). Leadership behaviors played a critical role in job satisfaction by those in leadership positions influencing and motivating employees to contribute toward organizational success (Nidadhavolu, 2018).

### **Job Satisfaction**

Job satisfaction was defined as a primary emotional response based on one's assessment, or perception, of one's working environment (Kieres, 2012). According to Meissner and Radford (2017), there were many facets to job satisfaction, such as pay (Ataay, 2018; Campbell & Im, 2019; Ledic, 2018), career development (Agarwal & Sajid, 2017; Earl, Iskandar, & Elizondo, 2019; Hogan, Lambert, Kim, Mendenhall,

Cheeseman, & Griffin, 2017), recognition (Clarke & Mahadi, 2017), benefits (Adeoyo & Obanewo, 2019), job conditions (Elechi, Lambert, & Otu, 2018; Özden, Arslan, Ertuğrul, & Karakaya, 2019), demographics (Dartey-Baah, 2015; Jackowski & Burroughs, 2015), motivation (Demirkol & Nalla, 2018), and so forth, predetermining one's level of contentment with each facet. Studies pertaining to job satisfaction in law enforcement were not as common as other fields of business, and the studies mostly examined an officer's years in policing (Yuksel & Tosun, 2015), gender (Castaño, Fontanil, & García-Izquierdo, 2019; Lytle & Bolger, 2017), age (Kula, 2017; Lytle & Bolger, 2017), and race (Lytle & Bolger, 2017; Wolfe, Rojek, Manjarrez, & Rojek, 2018) to determine the level of officer satisfaction (Biggs, 2016; Dowler & Arai, 2008; Sharp, 2016; Zhao, Therman, & He, 1999).

Nwidag and Okwendi (2015) conducted a study that critically examined the correlations of job satisfaction of Nigerian police officers based on perceptions of satisfaction facets. The study focused on the impact of 5 organization factors, such as the job itself, pay, supervision, co-workers, and promotion opportunities, with an officer's perception of said facets. After rigorous screening, 500 chosen participants were mailed surveys to keep anonymity; 437 of the surveys were returned (Nwidag & Okwendi, 2015). The officers completed the Abridged Job Descriptive Index (AJDI) surveys, was designed for measuring the level of job satisfaction (Smith, Kendall, & Hulin, 1969). The data was then entered into SPSS, running a regression analysis to seek a correlation between the predictors being the five organization facets and the criterion of job satisfaction. The outcome of the study indicated that out of the five determinants of job satisfaction, four were statistically significant; there was no relationship found between

co-workers and job satisfaction. The benefits of the study and future studies of job satisfaction in law enforcement were that the data could enable the law enforcement agencies to come up with incentives, education, training, and programs to increase the level of officer job satisfaction based on study outcomes (Nwidag & Okwendi, 2015). Organizational behavior was the interface between human behavior and the individuals or workgroups within the organization, playing an integral role in leaders improving self-behaviors to increase officer job satisfaction (Wolfe et al., 2018).

According to Demirci (2019), the concept behind seeking correlations between leader's leadership style and subordinate job satisfaction was that the closer the gap could close between leadership styles and job satisfaction, the more satisfied the employee will be, taking away the discrepancy, or inconsistency, between the two. In policing, job satisfaction, or lack thereof, arises from the discrepancy between what an officer believes he or she deserves from a leader (pay, motivation, reward, promotion, etc.), and what he or she receives from the leader. To better identify the relationships among the discrepancies of leadership styles and job satisfaction, researchers need to measure and analyze the differences to better understand phenomena regarding job satisfaction in policing and predictions of future happenings (Demirci, 2019).

### **Current Organizational Behavior Theory**

Organizational behavior was an area of interest that investigated the impact that individuals and groups had on agency behaviors to improve effectiveness and productivity within that organization (de Guzman & Kim, 2017). Leaders within organizations established procedures and policies, aiding in active strategies, to predict, understand, and control employee behavior. Managing a successful organization, such as

a law enforcement agency, does not always mean that the agency must be financially successful; it means the primary focus should be serving and protecting the community, which is an individual reflection of employee behaviors and actions. Many high-performance or successful organizations were prosperous because the people employed who were motivated to meet organizational goals and objectives beneficial to the needs of the community (Van Thielen, Bauwens, Audenaert, Van Waeyenberg, & Decramer, 2018). In law enforcement, the public relied on the protection and safety provided by its officers, in which officers display integrity, value, and teamwork, led by accomplished management. Leaders of lower-ranking officers must motivate officers to become high-performance employees through leadership action, planning, communication, time management, conflict resolution, and developing opportunities, which in turn could build and promote job satisfaction (Van Thielen et al., 2018).

Leadership roles satisfy society's need for exemplars of behavior, inspirers of future opportunities, and definers of goals. According to Yukl (2013), research had focused on leadership behaviors, patterns, relationships, and position to aid in defining the term, but even so, may differ depending on the perspective of the researchers. Yukl (2013) identified different entities that assisted in defining leadership, such as one who directed activities toward a mutual goal, motivated achievement, or one who had a vision and values that encompassed an environment beneficial to increase positive behaviors within an organization.

One important leadership trait was the ability for leaders to implement regulations and policies, established specifically to refrain from the use of negative behaviors, and formulated to motivate and promote constructive behavior, identified as organizational

behavior (de Guzman & Kim, 2017). Positive characteristics of both leader's and employee's behaviors included job satisfaction, positive attitudes, a willingness to work with others, communication, and good decision-making skills. Management encouraged positive behavior through praise, promotions, and modeling the expected behavior. A manager creating a positive environment improves job satisfaction and job performance in employees, thus creating a productive workplace (de Guzman & Kim, 2017). Gupta (2010) asserted that an individual's perception of leadership decisions, responses, and actions could subsequently influence subordinates' attitudes and behaviors toward work, home life, co-workers, and leadership.

### **Positive Organizational Behavior**

According to Noor, Som, and Mohamad (2018), leadership styles can be translated into the organization's vision, mission, and values based on the leader's ability to influence and impact subordinate performance. A study was conducted by Luthans and Youssef (2007) to address the emerging positive organizational behaviors related to leadership positive traits. The ideology behind the study was to seek a relationship between positive behaviors, such as confidence, flexibility, and optimism, to behavioral outcomes, such as job satisfaction, performance, commitment, and employee happiness. The outcome of the findings emphasized that positive approaches in leadership could aid employees in generating a better working environment by subordinates mirroring the positive leadership behaviors, along with subordinate training and education, to meet organizational expectations of positive performance.

## Thought Leaders

To truly understand law enforcement leadership styles and the influence the styles have on subordinate job satisfaction, it was essential first to understand the concept of becoming a true leader, one who envisions the best for others through motivation and inspiration; known as a Thought Leader. Thought Leaders could be identified as individuals who have motivated and inspired others, as experts in their field, and were able to turn innovative ideas into reality (Blanchard, 2017). According to Blanchard (2017), Maxwell, a predominant entrepreneur, was recognized as an expert in the principles of leadership and was considered by many as the Thought Leader of his time. For example, Maxwell had written many leadership books, started his own company, and provided leadership training to many international government leaders, displaying attributes of an inspirational leadership among many (Blanchard, 2017). On that note, Thought Leader's in policing took on a slightly different viewpoint. In policing, Thought Leaders are not necessarily officers who hold leadership positions, remembering that officers in the fieldwork independently from higher-ups. Therefore, some of the community's best leaders come from lower-ranking officers who make independent decisions to safeguard the community (Olson & Wasilewski, 2019). For those who are in leadership positions within the agency, he or she makes executive decisions based on the best interest of officers, community, and stakeholders, ensuring the department runs efficiently and effectively, safeguarding the community, and maintaining satisfied employees (Olson & Wasilewski, 2019).

To gain a clearer understanding of which of the effective actions and behaviors exuded by leaders and followers best-predicted motivation of job satisfaction, one must



first understand the theoretical framework that explained or predicted the relations among leadership and job satisfaction. Management in itself is a philosophy; it is a governing, or ruling, over entities, entailing the supervision of events and tasks, aiding in organizational growth and goal achievement (Hammond, 2018). Management philosophy ideally uses a set of moral codes or standards that could produce behaviors consistent with organizational expectations (da Silva et al., 2019). Organizations could use said leadership philosophies to identify the validity of the concepts and provide a base for the study.

### **Theoretical Framework**

Policing was based on the actions and behaviors of lower-ranking officers who serve and protect society outside the agency's watchful eye (Smith, 2015). The behaviors of the officer's in the field, reflected the agency and the leaders who manage the officers, making it vitally important that leaders in law enforcement develop officers who are under his or her command to become future leaders themselves (Smith, 2015). The theoretical framework used to guide the current study, to help explain or predict relations among leadership styles and job satisfaction, was Burns (1978) and Bass (1985) Full-Range Leadership theory (FRL), and Locke's (1969) Range of Affect theory. There are four dimensions of transformational leadership in the FRL; inspirational motivation, idealized influence (attributes and behaviors), individual consideration, and intellectual stimulation that are measured using the Multifactor Leadership Questionnaire (MLQ). Locke's (1969) Range of Affect Theory, measured job satisfaction based on specific facets of the job and rate the satisfaction of those facets using the Job Descriptive Index (JDI).

## **Full-Range Leadership Model**

The traditional law enforcement leadership styles were perceived as authoritative and militaristic, and leadership roles deemed autocratic and impersonal (Martin et al., 2017). Recent studies indicated that leaders in law enforcement favored the transformational and transactional leadership styles over other leadership styles, but were known to implement laissez-faire leadership styles, whether intentional or unintentional (Decker, 2018).

Burns (1978) developed the Transforming Leadership theory, only for Bass (1985) to expand on Burns' theory with transactional leadership theory seeking to find a relationship between both theories and leadership behaviors (Cherry, 2013). With Bass's new ideology of combining transformational and transactional leadership styles, he brought forth the Full-Range Leadership (FRL) model. The FRL model examined the three types of leadership behaviors, transformational, transactional, and laissez-faire, by identifying the leadership style most effective for follower satisfaction. To measure the three leadership styles, Bass and Avolio (2000) created the Multifactor Leadership Questionnaire (MLQ-5X). The MLQ-5X questionnaire aided in seeking a correlation between leadership styles and purported outcomes of subordinate ratings of leadership characteristics, and had been used in law enforcement agency studies, stimulating more studies to be conducted (Decker, 2018). The MLQ-5X identified characteristics of a leader's leadership style to aid the leader in identifying behaviors that could lead to more effective and satisfied followers.

## **Range of Affect Theory**

Locke's (1969) Range of Affect Theory, or Discrepancy Theory, was considered one of the most popular theories in identifying determinants of job satisfaction (Kucel & Vilalta-Bufí, 2013). According to Stephen and Ayaga (2014), the Range of Affect Theory was based on what employees wanted from a job, pertaining to values, versus what employees got from the job, based on his or her perceptions of job expectations that were or were not met. To retain valued employees in policing, based on the Range of Affect Theory, leaders could use the identified determinants in the study that best meet officer expectations by modification and motivation of leadership behaviors (Sharp, 2016). The instrument used to measure the level of job satisfaction in the study was the Job Descriptive Index (JDI), composed of a combination of ratings of satisfaction (BGSU, n.d.). To aid in measuring and analyzing the differences in a study, there were fundamental concepts that could assist a researcher in obtaining a better understanding of phenomena.

## **Methodological Literature**

Conducting scientific studies requires researchers to seek relationships among research designs, measurements, and analysis to obtain sufficient information predicting if something has or has not occurred (USC, 2019). Although research designs, measurements, and analysis differ, each played a crucial role in answering related questions about the research question (Waters, 2017). Whether a researcher implemented a quantitative or qualitative design in a study regarding leadership styles and job satisfaction, the outcomes may favor one another or conflict, depending on the methods of collection, design, and analysis of the data (USC, 2019).

Using multiple regression analysis in the current study enabled the researcher to seek relationships between more than one predictor and a criterion, using a deductive method (Baxter & Jack, 2008). If the predictor did not quite predict or explain the criterion, regression would occur (Keith, 2015). The fundamental question that regression answered were if we know X (the predictor), then how much better can the researcher explain Y (the criterion). A researcher could read the output of regression by the percentage of variance by the criterion, explained by predictors, or  $R^2$  (Keith, 2015). According to Keith (2015), When the average of the outcome, or criterion, was increased by the predictor by 1, a regression coefficient, or  $b$ , was the number that answers the question. Regression and correlation are related by discussing the two together, although, correlation does not imply causation, while regression does (Holton & Burnett, 2005). For example, looking at two studies that used a correlational design, one using multiple linear regression methodology (Barnett, 2018), and the other using correlational method (DePalma Alexander, and Matthews, 2019), researchers could compare the two studies identifying distinctive design elements. Barnett's (2018) correlational regression study described, analyzed, and explained how the design elements and the overall effectiveness of the outcomes were applicable, while also minimally comparing DePalma et al. (2019) correlational methodology study.

Similarly, to the current study on police leadership styles and job satisfaction, Barnett (2018) conducted a correlational study, using multiple linear regression analysis, to examine the predictive relationship between leadership behaviors and adjunct faculty's job satisfaction. In the study, Barnett (2018) identified the problem as *the inadequate support of administrators toward online adjunct faculty*. Because the study was seeking

to predict a relationship between leadership behaviors and job satisfaction of adjunct faculty, the correlational design was appropriate. Barnett (2018) chose a multiple linear regression methodology because there were one criterion and three predictors. The criterion for the study was identified as the job satisfaction of adjunct faculty who teach online classes, and the predictors were identified as (1) overall transformational leadership behaviors, (2) overall transactional leadership behaviors, and (3) overall laissez-faire leadership behaviors of the faculty's direct supervisor (Barnett, 2018). Because of the limited research regarding job satisfaction of online adjunct faculty, the gap was identified as the need for researchers to study the effects of leadership styles of administrators on faculty job satisfaction.

In comparison, DePalma, Alexander, and Mathews' (2019) quantitative study used correlational methodology, sought to measure overall job satisfaction of cardiovascular physician's assistants (PA's) and retention to see if there was a relationship between the two. The gap was identified as the limited research knowledge of job satisfaction and retention of the cardiovascular PA's in previous research (DePalma et al., 2019). Again, the ideology behind the correlational design and methodology was to compare and identify the direction of the relationship between job satisfaction and retention, not to seek a cause and effect (DePalma, 2019).

Barnett (2018) chose a correlational design for the study to predict if two or more of the variables was related and how each were related. Using a multiple linear regression methodology, Barnett sought to predict the outcome of job satisfaction (criterion) by how the overall transformational leadership behaviors (predictor 1), overall transactional leadership behaviors, (predictor 2), and overall laissez-faire leadership

behaviors of the faculty's direct supervisor (predictor 3) influenced the study's outcome. Barnett (2018) aligned the research questions and the null hypothesis with the problem and purpose of the study, enabling the outcome to address the gap in the study:

RQ1: To what extent does the use of transformational, transactional, and laissez-faire leadership by administrators predict the overall job satisfaction of adjunct faculty who teach online classes at a for-profit institution of higher education in the United States?

H10: There is no statistically significant predictive relationship between the use of transformational leadership and the job satisfaction of the adjunct faculty.

H20: There is no statistically significant predictive relationship between the use of transactional leadership by administrators and the job satisfaction of the adjunct faculty.

H30: There is no statistically significant predictive relationship between the use of laissez-faire leadership by administrators and the job satisfaction of the adjunct faculty.

Unlike Barnett's study, DePalma, Alexander, and Mathews' (2019) correlational study had only two variables, job satisfaction, and retention, and the study was conducted to determine whether or not the two were associated. The problem and purpose of the study seemed simplistic, but there were no research questions generated to help readers decide if either aligned with what researchers were seeking to answer. When conducting correlational analyses, it was essential for the researcher to explain which correlations were in the predicted direction, and which were not (if any) (Pease & Bull, 2000).

Additionally, it was essential for DePalma, Alexander, and Mathews' (2019) to identify if

there were any significant correlations in the study (i.e.,  $p < .05$  or below), and if not, then the readers have to be able to verify the study's outcome by looking at the appropriate test statistics. In general, the researcher needs to interpret important data using words throughout the study, such as "The negative correlation between private self-consciousness and college adjustment indicated that the more participants felt self-conscious, the worse their adjustment to college,  $r = -.26$ ,  $p < .01$ ", so other researchers can validate the outcome or replicate the study (Pease & Bull, 2000).

In Barnett's (2018) study, very few fundamental concepts were left unanswered. The problem, purpose, sample population, research questions, hypothesis, method, instruments, and framework, were identified in the study. The sample population was determined by using G\*Power at a 95% confidence level, a 5% margin of error, and a power of .80, and the instruments were Avolio and Bass's (2004) Multifactor Leadership Questionnaire 5x (MLQ) and Spector's (1997) Spector's Job Satisfaction Survey (JSS) (Barnett, 2018). The Full-Range Leadership Theory was identified as the theoretical framework in the study, and any limitations and assumptions were thoroughly explained and fathomable. Additionally, Barnett (2018) generated suggestions for future studies.

In DePalma, Alexander, and Mathews' (2019) study, there were gaps in the research that could either hinder test-retest reliability or left any significant outcomes in the study questionable. The problem and purpose of the study were identifiable, along with the instrument and methodology of the study, but there were no obvious research questions, and no recognizable theory or framework. The study identified the sample population as PA's, not just cardiovascular PA's; therefore, the researcher would be unable to generalize all United States cardiovascular PA's using the study's outcome.

Barnett's correlational study and DePalma, Alexander, and Mathews' (2019) correlational study were very different in terms of the verbiage of the fundamental concepts that enabled reliability and validity in the research designs and techniques. Reliability in the study is vital because it defines accuracy in measurement, as well as identifies the correlation or relationship, between variables. Because internal validity answers the questions in the study, and external validity identifies if the effects go beyond the generalization of the study, providing valid information to the population as a whole, DePalma, Alexander, and Mathews' (2019) study had neither internal or external validity because the findings could not be generalized due to the problem and sample population not aligning, as well as the lack of information regarding what the researchers were seeking to answer.

In the case of Barnett's (2018) study, the outcome was both valid and reliable considering the research questions were answered with identifiable and retestable data, the designs and techniques were applicable, and the population in the study was generalizable. When addressing the major statistical concepts, as well as the application and methodology of Barnett's (2018) study, which implemented multiple linear regression methodology, compared to DePalma, Alexander, and Mathews' (2019) study, which used correlational methods, the researcher could obtain a clear understanding of the fundamental concepts and the interpretation of the statistical applications for design selection and analysis to ensure readers got an overall ideology of the importance of the analytical skills needed to generate reliable and valid studies. When conducting studies, such as the said examples of correlational studies, the researchers may find themselves with several variables that may or may not hold weight in the study. To aid organizations



in obtaining more knowledge by analyzing multiple measurements of individuals and objects, the researchers could first conduct a multivariate analysis.

A multivariate analysis was a statistical technique that simultaneously analyzed more than two variables in a study, it was random, and interrelated, where the effects could not be interpreted separately (Hair, Black, Babin, & Anderson, 2010). The purpose of multivariate analysis was to measure, explain, and predict the degree of relationship among combinations of variables. While the multivariate analysis lies in both univariate and bivariate statistics, a multivariate analysis generates additional concepts and issues of relevance that deals explicitly with nonmetric (nominal and ordinal) and metric (interval and ratio) measurement scales, significance testing, and confidence levels (Hair, Black, Babin, & Anderson, 2010).

According to Hall (2018), there were specific criteria that could aid researchers in determining which multivariate technique was best, based on the type of study, the problem, the research questions, the data, and the goals. Multivariable techniques provide empirical methods for extracting information, regression, or classification (Olkin & Sampson, 2001). According to Mengual-Macénlle, Marcos, Golpe, & González-Rivas, (2015), there are basic rules for multivariate testing, such as avoiding including differences in the study that are not being tested, choosing sample sizes that fit, randomization, having an established testing period, and using a control group unless testing to determine the open rate of variables. When determining the quality of the data, the researcher must identify if the data is normally distributed by examining the distribution, skewness, and kurtosis of variables, and if any outliers need to be removed (Richarme, 2002).

Two types of multivariate techniques discussed in the following examples, and similar to the current study, are compared in a multiple regression and factor analysis. The purpose of addressing the multivariate techniques and providing examples is so the reader can obtain information that may aid them in his or her future studies. The idea of regression is to focus attention on the predictors to predict an outcome. If researchers add more than one predictive variable, it is called multiple regression (Hanneman et al., 2013). Factor analysis provides the tools to analyze the interrelationships with large amounts of variables, defining the sets that are highly correlated (factors). Factor analysis is a model measurement of a latent variable, meaning, it cannot be directly measured with a single variable, seen through the relationship it causes in a set of Y variables. The following two geminal studies, regarding leadership styles in policing, used two different multivariate techniques comparing a multiple regression study (Swid, 2013), and a factor analysis study (Sarver & Miller, 2014) to conduct a comparative analysis of both multivariate approaches.

In 2013, Swid conducted a quantitative multiple regression study, to examine the predictive relationship between transformational, transactional, and laissez-faire leadership styles (predictor/IV's), and subordinate satisfaction (criterion/DV), identified as organizational commitment in the study. Swid (2013) identified an economic and political crisis in the Middle East (ME) that could be influenced by the officer's productivity, reflecting officer satisfaction and commitment to the organization. Therefore, the problem was identified as the ME police department leadership styles influencing officer satisfaction. The purpose of the study was to examine how leadership styles influenced the dyad of officer satisfaction and organizational commitment to

enhancing organizational effectiveness. Because the study was seeking to predict a relationship between leadership behaviors and officer satisfaction, a multiple regression analysis was appropriate.

In comparison, Sarver and Miller (2014) conducted a quantitative study that used factor analysis to examine leadership styles, transformational, transactional, authoritative, and laissez-faire, of police chiefs, and how those styles related to the demographics, personality, and effectiveness among police chiefs. The problem in the study was identified as the lack of information revealed regarding leadership styles and leadership outcomes, such as effectiveness, personality, and other individual characteristics (Sarver & Miller, 2013). A vast majority of the relevant studies have only described those characteristics in terms of frequencies, percentages, means, and standard deviations (Berringer, 2005; Densten, 1999; Schwarzwald et al., 2001). Therefore, the purpose of the study was to expand the knowledge of identification and selection of good leaders in law enforcement, to minimize the gap that existed within literature, through the examination of relationships among leadership styles, effectiveness, personality traits, and other characteristics of leaders in policing (Sarver & Miller, 2014).

Swid's (2013) social research study, applied a hypothetico-deductive perspective using quantitative data to test the stated hypothesis.

H1-There is a positive relationship between transformational leadership and satisfaction with leadership in ME police setting.

H2. There is a positive relationship between transactional leadership and satisfaction with leadership in ME police setting.

H3. There is a positive relationship between laissez-faire and satisfaction with leaders in ME police setting.

In an attempt to identify and evaluate which of the leadership styles was perceived to be most influential for officer job satisfaction, conducting a quantitative multiple regression analysis was appropriate for the investigation. Multiple regression analysis is implemented to enable the researcher to seek relationships between more than one predictor and a criterion, using a deductive method, with close-ended questionnaires (Baxter & Jack, 2008). Using the data collected from the instruments, and implementing the multiple regression analysis, the researcher can use germinal and current concepts related to the theoretical framework to help identify which leadership style best influenced job satisfaction in ME policing. In using the multiple regression, Swid (2013) could obtain more accurate results, enabling various possibilities instead of producing results that could be easily argued. Considering multiple possibilities helps to ensure more well-rounded, more detailed, and specific evidence.

On the contrary, Sarver and Miller's (2014) study used factor analysis to identify the various relationships between leadership styles and demographics, personality, and effectiveness among police chiefs. Factor analysis is an interdependence technique used when the variables are not classified as either independent or dependent; rather, they are analyzed simultaneously (Hair, Black, Babin, & Anderson, 2010). Sarver and Miller (2014) hypothesized;

- 1- The transformational leadership style will be most prevalent among Texas police chiefs (Kapla, 2005; Singer and Singer, 1990).

- 2- Transformational leaders will have higher mean scores on all Multifactor Leadership Questionnaire (MLQ-5X) measures of extra effort, satisfaction, and effectiveness, and a summed measure of job satisfaction than transactional and passive/avoidant leaders, and passive/avoidant leaders will have higher mean scores for the number of formal and informal complaints received than transformational and transactional leaders(SingerandSinger,1990).
- 3- Length of time in law enforcement will be a significant positive predictor of the transformational leadership style, the older police chiefs will utilize the transformational leadership style significantly more often than younger chiefs (Girodo, 1998), the type of jurisdiction characterized as suburban/ urban will be a significant positive predictor of the transactional leadership style (Kapla, 2005), and education will be a significant positive predictor of leadership style.
- 4- Transformational leaders will have higher mean scores on extraversion and conscientiousness than transactional and passive/avoidant leaders, and passive/avoidant leaders will have higher mean scores on neuroticism than transformational and transactional leaders (Kapla, 2005).

Each of the said hypothesis could be answered in a more manageable fashion by using factor analysis, because the method enables researchers to take mass data and shrink it into a smaller data set, seeking the covariance in data. The reason for the factor analysis is so researchers can explain the variance of an observed variable while condensing the unobserved variable (factor), that aid in finding patterns, and underlying factors that are labeled and interpretable (Navlani, 2019). For example, in Sarver and Miller's (2014) study, the unobserved variables were gender, jurisdiction,

age, race, etc., while the observed variables were identified as transformational, transactional, authoritative, and laissez-faire leadership styles. As stated, the factor analysis seeks to reduce the number of observed variables to find unobserved variables (Navlani, 2019).

In Swid's (2013) multiple regression study, some of the limitations were identified as the lack of generalizability among other countries or institutions, only two countries were used in the sample size, and answers were based on the ME officer's perceptions. On a positive note, the findings did support the hypothesis that a relationship between transformational leadership style and an officer's job satisfaction was significant. Therefore, using a multiple regression analysis did aid the researcher in finding a significant relationship among more than one predictor variable and the criterion.

In Sarver and Miller's (2014) factor analysis study, the limitations included the MLQ instrument that was used to seek a correlation between leadership styles and purported outcomes of subordinate ratings of leadership characteristics, did not include possibilities that some individuals may not have had dominant leadership traits, that the study's large number of variables were not in relation to the sample size, creating a lack of generalizability (Saver & Miller, 2014). One major strength of using the factor analysis is that it is an extension of the multiple regression analysis but includes modifications that limit researcher bias, and less dependent on assumptions of other variables (Cahill & Sanchez, 1998).

The results of Swid's (2013) multiple regression study indicated a statistically significant prediction between transformational and transactional leader's leadership

styles and officers job satisfaction ( $H_1: \beta_1 \neq 0$ ), confirming the alternative hypothesis, but no statistically significant prediction relationship between laissez-faire leadership style and officers job satisfaction ( $H_0: \beta_1 = 0$ ), the null hypothesis. The research questions lead the inquiry of the study to identify which of the leadership style best influenced job satisfaction, confirming the overall effectiveness using the multiple regression analysis in the study.

The results of Sarver and Miller's (2014) factor analysis study indicated a relationship between observed and unobserved factor, and that the classification of leadership style findings was evenly distributed among police chiefs. The findings indicated that there was a relationship among transformational leaders being the most effective leaders, and the leader's confidence, open-mindedness, and energetic personality traits. Therefore, the overall effectiveness using the factor analysis in the study was proven reliable and valid, and the best choice for the study based on the problem, purpose, and research questions.

The purpose of identifying the two multivariate studies in Saver and Miller's (2014) study, was to aid the reader in obtaining a clearer understanding of different multivariate approaches, by addressing each study's problem and purpose, analyzing differences in the two studies techniques and applications, explaining the strengths and limitations of both studies, and addressing the overall effectiveness of the two multivariate techniques and methodologies. Each of the said studies did elaborate on the appropriateness of the chosen multivariate analysis, based on the study's design, problem, purpose, research questions, and methodology, indicating that both of the chosen techniques were deemed successful in obtaining findings that were valid and reliable.

Instruments used to collect data in a study, such as the MLQ used in Saver and Miller's (2014) study and the JDI, were an extremely important part of ensuring both validity and reliability of an outcome in a study. Depending on the topic, the problem, what the researcher was seeking to answer, research questions, and so forth, would determine the type of instrument used in a study.

### **Research Design Literature**

Researchers used fundamental concepts, such as designs, statistical concepts, applications, and methodologies, to aid in obtaining sufficient information on *why* something occurred, enabling a better understanding of phenomena and predictions of future happenings (Fleming, 2018). When reviewing past studies, researchers could gain a clearer understanding of the fundamental statistical concepts and interpretation of statistical applications by using appropriate methodology, and design selection, essential for the validity and reliability of outcomes (Fleming, 2018).

Since the current investigation sought to examine a prediction, or explanation, which determined the degree in which information regarding one variable might aid in explaining other variables, a quantitative correlational design was implemented using multiple regression analysis. Using a correlational design and multiple regression could assist the researcher in identifying the strength of the relationship between measures intended to predict, leadership styles, the criterion, officer job satisfaction (Bellamy, 2015). The predictors were identified as transformational leadership (predictor 1), transactional leadership (predictor 2), and laissez-faire leadership style (predictor 3). The researcher addressed the stated issue of officer job dissatisfaction to determine if there was a relationship between the criterion and each predictor.



The intent to apply a quantitative correlational multiple regression analysis was for leaders in policing to gain a better understanding of the influence that leadership styles had on officer job satisfaction. In addition, the lower-ranking officers could gain a clearer perspective of leadership style characteristics that could aid in emphasizing the lower-ranking officers' willingness to support the effective leadership style shown by his or her leader. The following are some examples of how previous researchers' design choices affected the research findings and considerations of the strengths and weaknesses of those research methods in relation to leadership styles and job satisfaction in policing. Similar studies, aimed to investigate relationships between leadership styles and job satisfaction, (Ali et al., 2013; Çakmak, 2015; Decker, 2018; Saleem, 2015) were conducted, each using different designs and methods to seek relationships, or correlations, between variables.

Similarly, to the current study, Decker (2018), who was one of the few to conduct research on leadership styles and job satisfaction in policing, used quantitative correlational survey design. Decker (2018) used Bass and Avolio's (2004) Multifactor Leadership Questionnaire (MLQ-5X) to conduct surveys using a multi-regression analysis to examine the data. The outcome of the study revealed that the police officer's perception relative to the transformational leadership dimension was significant in correlation to officer job satisfaction. Conducting a correlational study enabled researchers like Decker (2018) to open up a broader array of exploration for future studies. Meaning, other researchers could use the results of the correlational study, which determined the strength of the direction the relationships, in turn, enabling other

researchers to investigate possible causes of the relationships using experimental research (Filipowich, 2018).

Another study was conducted (Ali, Sidow, and Guleid, 2013) seeking to find the relationship between instructor's leadership styles and subordinate job satisfaction, but the demographics did not pertain to law enforcement. Although the study was not conducted in law enforcement, the impact that leadership styles have on subordinate satisfaction was still relevant and usable in the current study. The study used a quantitative correlational design where every member of three selected universities participated in a survey questionnaire. The universities had small enough populations that each member of the universities could participate in the study (Ali et al., 2013). The results of the study indicated that between transactional and transformational leadership styles, the transformational leadership style had a significant relationship with subordinate job satisfaction.

Subsequently, not all studies are found to be beneficial in seeking to examine a prediction regarding leadership styles and employee job satisfaction. For example, Cakmak's (2015) meta-analysis study did not seek to find a relationship between a leader's leadership style and job satisfaction, but the study did attempt to find relationships between leadership, overall, and employee satisfaction, using a multitude of research studies relevant to the topic. Cakmak (2015) collected the data from multiple research studies using the random effect model. The study was a broad overview of leadership and job satisfaction in general, with the literature from studies being the data. Findings in the study indicated that leadership, in general, held a medium-level positive effect on job satisfaction (Cakmak, 2015). Unfortunately, the study appeared to be too

broad, not adequately addressing the problem and did not have a clear framework developed, making it difficult to evaluate the research problem and questions. Cakmak (2015) also implemented too many sources, making it difficult to determine the parameters of why that specific source was chosen over others (Fleming, 2018). To avoid similar issues to Cakmak's (2015) study, the data collected in the current study used valid and reliable research survey instruments, the MLQ-5X and the JDI, and analyzed the data using multiple regression, which could warrant valid, reliable, and repeatable data.

An assessment of the current study's predictors, transformational, transactional, and laissez-faire leadership styles, and the criterion, job satisfaction, using a quantitative correlational design using multiple regression analysis, aided in determining the variance between each of the stated variables. The instrument used to collect data for the study were the MLQ-5x and JDI, administered to lower-ranking officers in three Midwest police departments. The data obtained emphasized the lower-ranking officers' job satisfaction based on his or her perceptions of the current leader's leadership style.

### **Conclusions**

The examination and analysis of the literature review highlighted various aspects of leadership styles and their effects on job satisfaction, but still leaving impending questions about policing leadership styles and job satisfaction. Since 2001, there were over twelve thousand studies conducted on job satisfaction, half as many on leadership styles, and very few that examined both in law enforcement; making the current investigation more challenging to investigate germinal and present data for comparisons (Can, Holt, & Hendy, 2016). The literature on the subject and outcome of the present

investigation will add a contribution to future studies involving leadership styles and job satisfaction in law enforcement.

### **Chapter Summary**

Historical research regarding leadership styles and job satisfaction has been rigorously explored and investigated. Research specific to the demographics of law enforcement has shown to be limited in germinal and current studies, as identified in the literature review (Sharp, 2016). According to Duffin (2019), in 2018, the number of law enforcement officers employed in the United States was 686,665, which was a decrease from the 2008 statistics, indicating there were 708,569 officers employed. The decrease of employed officers over the ten years could be due to a number of factors, but this study specifically seeks to identify factors related to leadership styles predicting job satisfaction in law enforcement. With approximately 140 officers employed in the three agencies being investigated, generalizing data would be limited to the population represented by the sample, and not the entire United States population. Therefore, in conducting the study (chapter 3), analyzing the data (chapter 4), and assessing the findings (chapter 5), researchers may use the data to contribute additional knowledge in future works in the field of law enforcement.

The Chapter 2 literature review covered theoretical and conceptual frameworks, using already researched qualitative and quantitative studies to identify the various aspects of leadership behaviors and attributes relating to job satisfaction in policing. Although data were limited with regard to leadership styles and job satisfaction in policing, there was a plethora of information about leadership styles and job satisfaction. Therefore, enough data was identified to ensure clarification of the study's purpose. The

literature review chapter recognized a broad collection of topics related to leadership styles and job satisfaction theories to provide the reader with a better understanding of what the current study was investigating, leadership styles, and leadership styles impact on job satisfaction. The chapter included the history of leadership styles in policing, current leadership styles in policing, organizational behaviors in policing, the theoretical framework of leadership styles in policing, the methodology literature, and the research design literature, each providing a surfeit amount of germinal and current information.

## Chapter 3

### Research Methodology

The research study was based on a non-experimental quantitative correlational design that utilized data collected from surveys seeking to contribute knowledge if a leadership style, transformational, transactional, or laissez-faire, could predict officer job satisfaction. The study attempted to identify the amount of variance in officer job satisfaction that could be explained by law enforcement leadership style. The purpose of the non-experimental quantitative correlational study was to identify if there was a relationship between law enforcement leadership style and officer job satisfaction in three separate law enforcement agencies that resided in the same Midwest county. The following chapter includes a description of the research method and design appropriateness, research questions and hypothesis, population and sample, informed consent and confidentiality, instrumentation, and data collection and analysis that was used in conducting the study.

#### **Research Method and Design Appropriateness**

The study was conducted using a non-experimental quantitative correlational research design. Based on the investigative questions, the researcher was seeking reliably generalized data that was population-based and sought to establish a relationship between leadership styles and job satisfaction, allowing for predictions about one variable to be made based upon another (Gleeson, 2018). Because the research was measuring and identifying the strength of the relationship between leadership styles and job satisfaction, a quantitative research method was most appropriate (Sutton & Austin, 2015). Unlike quantitative, a qualitative research study was observational and non-numerical in nature

(Sutton, 2015). The strength of quantitative research was derived from the predictor being measured by the criterion, showing a relationship, generating valid comparisons, ranking and selection, and establishing norms and standards (Cohen, 1998). Therefore, since the current study was seeking to find a prediction or relationship between law enforcement leadership styles and job satisfaction of officers, without cause and effect, the most appropriate method for the current study was a non-experimental quantitative correlational design.

Other quantitative study designs that could have been used to obtain information regarding leadership styles and job satisfaction were experimental, descriptive, or quasi-experimental design. But again, since the researcher was seeking a relationship between two or more variables, with no cause and effect, correlational design was most appropriate. Correlation cannot prove causal relationships; however, the data can be used for the prediction to support a theory or to measure test-retest reliability (Holton & Burnett, 2005; Madhavan, 2019). In correlational studies, the researcher gathers data regarding two or more characteristics for a particular group of people or units of study, and those data reflect specific measurements of the characteristics in question (Cohen, 1988).

According to Klazema (2014), the experimental, or true research design, was used when the independent variable manipulates the dependent variable, and the effects are measured, establishing a cause-effect relationship among groups of variables. The experimental design randomly assigned participants into two groups. Unlike the experimental design, the descriptive design seeks to find “what is” in the study, only to establish associations between the variables, seeking to describe the status of a variable

(Klazema, 2014). Lastly, the quasi-experimental, or causal-comparative design, was used when the independent variable manipulated the dependent variable, but the dependent variables were not randomly assigned. The quasi-experimental design sought a cause-effect relationship between two or more variables, but the groups were not assigned, and the independent variable was not manipulated. The quasi-experimental has control groups and expose them to the variable, comparing results from the groups not exposed (Klazema, 2014).

### **Research Questions/Hypotheses**

In aligning the research questions with the objective for the current study, the researcher could identify if there was a statistically significant prediction between leadership styles and officers rating of job satisfaction ( $H_1: \beta_1 \neq 0$ ), the alternative hypothesis, or if there was not a statistically significant prediction between leadership styles and officers rating of job satisfaction ( $H_0: \beta_1 = 0$ ), the null hypothesis. Miles and Huberman (1994) suggested that a theoretical framework was a graphical form of expression of the factors and variables being studied and the presumed relationships between the concepts. The said concepts were further explained in the theoretical framework. The theoretical framework, for the current study, was based on Burns (1978) Transforming Leadership Model, and Bass's (1985) extension of Burn's FRL model and the MLQ-5X, and Locke's (1969) Range of Affect Theory using the JDI to measure job satisfaction. The three leadership styles obtained from said writings were transformational, transactional, and laissez-faire. The transformational leadership style has four dimensions; inspirational motivation, when leaders inspired the achievements of followers, idealized influence (attributes and behaviors), when leaders acted as a role



models, individual consideration, when leader's formed strong relationships with followers, and intellectual stimulation when leader encouraged followers to be creative and think for themselves.

The transactional leadership style had three dimensions; contingent reward, which is when the leader clarifies the task and requirements, then rewards the follower once achieved, and management-by-exception (active), where the leader actively watched the follower, preventing additional mistakes. In contrast, the laissez-faire leadership style is identified by its hands-off delegative approach to leadership, where the leader avoids any involvement in follower duties and management-by-exception (passive), which is a leader's avoidance of action until problems can no longer be ignored (Mulder, 2016). Each style was assumed to have had a relation to job satisfaction (Bass & Riggio, 2006). The theoretical framework for the current study (Figure 1) was based on Burn's (1978) Full-Range Leadership Model, Bass's (1985) writings on the FRL using the MLQ-5X, and Locke's (1969) Range of Affect Theory measuring job satisfaction using the JDI.

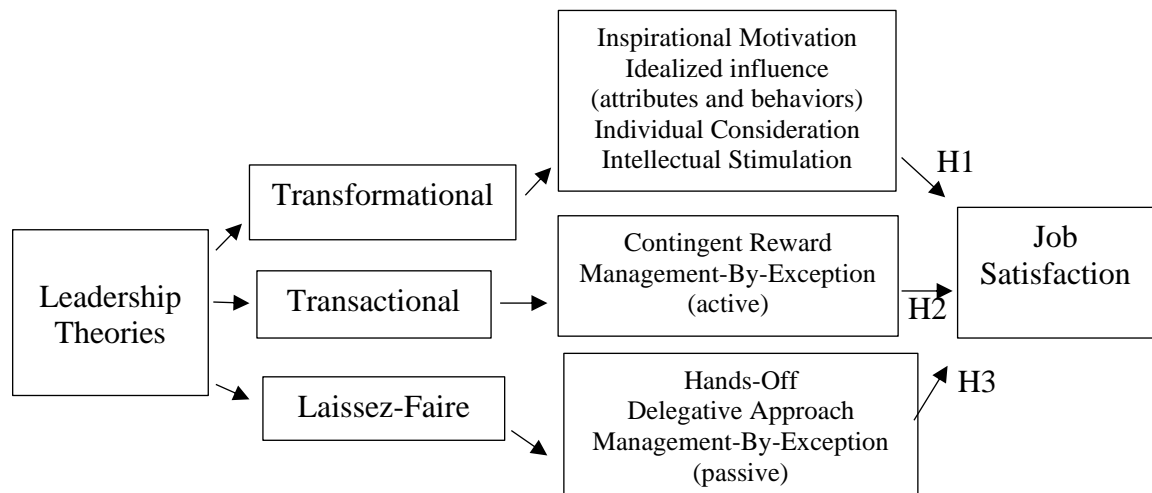


Figure 1. Theoretical Framework Model.

The model enabled readers to obtain a better understanding of how the researcher was operationalizing the variables in the study and how the hypotheses work, what the study would investigate, and the study's objectives and dimensions of the predictor variables, transformational, transactional, and laissez-faire leadership styles, and their relationship to the criterion, job satisfaction. The research questions encompassed the officers' perceptions of his or her superior's leadership styles, transformational, transactional, and laissez-faire, to guide the in-depth examination of which leadership style best related to officer job satisfaction.

RQ1: Is there a statistically significant prediction between transformational leadership style and lower-ranking officers' job satisfaction?

RQ2: Is there a statistically significant prediction between transactional leadership style and lower-ranking officers' job satisfaction?

RQ3: Is there a statistically significant prediction between laissez-faire leadership style and lower-ranking officers' job satisfaction?

H<sub>0</sub>1:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transformational style and officer job satisfaction.

H<sub>a</sub>1:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transformational leadership style and officer job satisfaction.

H<sub>0</sub>2:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transactional style does and officer job satisfaction.

H<sub>a</sub>2:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transactional leadership style and officer job satisfaction.

H<sub>03</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's laissez-faire style and officer job satisfaction.

H<sub>a3</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's laissez-faire leadership style and officer job satisfaction.

### **Population and Sample**

The population in the study were all personnel from three police departments in the Midwestern region of the United States. The population between all three police departments consisted of roughly over a hundred and forty lower-ranking officers, approximately thirty persons in leadership positions, and twenty civilian employees (GOVSERV, 2018). Each officer was provided with information by the researcher in a recruitment letter that was placed in all lower-ranking officers' agency mailboxes. Each officer had an opportunity to either participate or withdraw from the study but was encouraged to participate, as data was beneficial to officers in future endeavors. The researcher then placed a study packet in each of the officers' agency mailbox that included informed consent, a hardcopy of both surveys, and a manila envelope to seal questionnaires in, ensuring participant confidentiality. When the surveys were completed at the police departments, officers then sealed the manila envelope and placed the completed survey packets into a sealed box with a slot located in the agency's secretary's office.

The sample of police officers were identified as non-managerial, uniformed, men and women who wore a badge had arresting powers and were sworn an oath to uphold policing duties ethically and responsibly (Tengpongsthorn, 2017). The ranks within the police department were represented by a hierarchical structure starting at the top of the

chain with the Chief of Police, and moving down to Assistant Chief, then Deputy Chief, then Inspector, then Colonel, then Captain, then Lieutenant, then Sargent, then Detective, and the lowest, non-managerial position being Officers (Wilson Jr., 2015). The sample of officers were employed to serve and protect the community independently from those in leadership positions, with the essential functions and authority to meet the basic, physical, needs of human society through implementing discretionary decisions and appropriate conduct in diverse situations (Tengpongsthorn, 2017). The officers from each of the Midwest police departments were homogenous in terms of socioeconomic and racial diversity.

The needed sample size was calculated using the G\* F-Family of tests using an expected effect size of .15 (considered medium), a power of .80, and three predictors (Cohen, 1988). The outcome from Cohen's effect size  $f^2$  provided a minimum required sample size of 76 ( $n=76$ ). Collecting extra data beyond the recommended minimum sample by 20% ( $n=91$ ) helped account for attrition in the study, making up for any dropped or missed data that could accrue. Therefore, when 94 officers participated in the study, the minimum criteria for an adequate sample size was met.

### **Informed Consent and Confidentiality**

Before conducting the investigation, the researcher obtained participatory approval from all three police departments, where ethical considerations were addressed in the evaluation plan. The ethical considerations included informed consent, with clear dialogue and understanding of voluntary participation, signed consents from the head of the agencies and participants, both agreeing to partake and an assurance of confidentiality among all involved. Each officer who volunteered to partake in the survey was free of

coercion and could withdraw from the study at any time without negative feedback or negatively impacting involvement in any other program offered by the city (Yip et al., 2016). Each participant signed informed consent to ensure his or her understanding and willingness to participate in the study and was aware that there were no harm, risk, or safety concerns, such as exposing participants to victimization, involved in the study. Before conducting the research, officers were made aware that the surveys were confidential, ensuring the exclusion of identifiers of personal information for the benefit of any persons in or outside of the organization (Yip et al., 2016). Therefore, no individual identifiers were on the surveys, the sealed envelopes, or on the sealed box, ensuring the confidentiality of all participants and agencies. The ethical considerations were set in place to protect the rights and dignity of the evaluation participants and incorporate the strategies into the evaluation process.

### **Instrumentation**

The importance of validity in the study played a significant role when selecting an existing instrument. The researcher must measure what they say they want to measure and obtain the data from an instrument that can aid in doing this task; the researcher does not want to compromise the internal validity of the study. Therefore, the test-retest phase to seek reliability in the study was vital when choosing the instrumentation. Using Cronbach's alpha measures, the internal consistency reliability, which is a test reliability technique, can seek the average value of reliability coefficients when splitting into two half sets (Gliem and Gliem, 2003). According to Neil (2004), key factors to consider when selecting an existing instrument would be; one- Length and Complexity- appropriate for the participants, two- Matching program objectives and the instrument,

three- Sensitivity- measuring what it is supposed to measure, four- Reliability and Validity, and five- Ethical/Educational issues.

The study used two separate instruments for data collection; Bass and Avolio's (1995) Multifactor Leadership Questionnaire (MLQ-5x), to evaluate characteristics of transformational, transactional, and laissez-faire leadership styles, and the Job Descriptive Index (JDI), to measure the officer's level of satisfaction on the job (BGSU, n.d.). The MLQ-5X was provided online by a customized survey-based system called Mind Garden that enabled the researcher to obtain a license to download the paper and pencil version of the survey. The JDI was provided online by Bowling Green State University, where the researcher was able to obtain approval and the survey instrument to print (Appendix B) for survey purposes. A paper and pencil survey for both instruments were provided to all participants, enabling easy access.

### **Multifactor Leadership Questionnaire**

The Multifactor Leadership Questionnaire (MLQ-5X) was designed by Bass and Avolio (1995) to assess and measure leadership behavior. In the current study, the MLQ-5X was used to measure the differences in transformational, transactional, and laissez-faire leadership qualities perceived by lower-ranking officers. The MLQ-5X survey had 45 items on five-point Likert scale reflecting characteristics of the predictors, transformational, transactional, and laissez-faire. There were ten questions per predictor section. Each point on the scale was identified as 0=not at all, 1=once in a while, 2=sometimes 3=fairly often, and 4=frequently (Alsayed, Motaghi, Osman, 2012). Mind Garden, Inc. provided permission to use the MLQ-5X.

Each leadership style discussed in the current study, transformational, transactional, and laissez-faire, had subscales or dimensions that aided in identifying the qualities of each leadership style. The transformational leadership style had four dimensions; inspirational motivation, idealized influence (attributes and behaviors), individual consideration, and intellectual stimulation. The transactional leadership style had two dimensions; contingent reward and management-by-exception (active), while the laissez-faire leadership style was identified as a non-leadership with a delegative approach to leadership, and management-by-exception (passive). Each style was assumed to have a relation to job satisfaction (Bass & Riggio, 2006). Together, all three leadership styles, transformational, transactional, and laissez-faire, encompass what Bass and Riggio (2006) call the Full-Range Leadership Model, which were used in concurrence with the Full-Range Leadership Theory to help explain, predict, and understand the phenomenon (Kieres, 2012). The following model (Figure 2), provided by Avolio, Bass, and Jung (1997), will identify the said MLQ qualities, or characteristics, that the instrument will be measuring.

Leadership Style	Characteristics and Components
<b><i>Transformational Leadership</i></b>	
Idealized Influence (II)	Role model for followers, admired, respected, and trusted.
Inspirational Motivation (IM)	Motivates and inspires followers, provides meaning and challenge to duties.
Intellectual Stimulation (IS)	Leader stimulates followers by questioning assumptions, reframing problems, providing innovative approaches.
Individual Consideration (IC)	Pays attention to follower needs pertaining to the individual's achievement and growth, acting as a mentor.

Figure 2. (Continued)

**Transactional Leadership**

Contingent Reward (CR)

Leader offers rewards in exchange for satisfactory assignment completion of follower.

Management by Exception (Active)

Leader actively monitors follower errors or deviance from standards and take corrective action.

**Laissez-Faire Leadership**

Non-Leadership

Leader avoids exerting leadership duties or taking action to correct follower errors.

Management by Exception (Passive)

Leader waits passively for follower errors or deviance from standards and take corrective action

Figure 2. Descriptions of Components of Leadership Styles in the MLQ-5X.

**Job Descriptive Index**

The second instrument used in the study to measure the job satisfaction of officers was the Job Descriptive Index (JDI). Smith, Kendall, and Hulin (1969) designed the JDI to measure the satisfaction of employees in work and retirement. The JDI included five facets (Figure 3), 72 total items, with regard to employee satisfaction; Work on Present Job, Present Pay, Opportunities for Promotion, Supervision, and Co-Workers, with 9 or 18 items in each facet (BGSU, n.d.). The JDI is relevant to predicting outcomes related to turn-over rates and job dissatisfaction (Castanheira, 2014). The JDI was designed to measure the satisfaction of employees, where participants are asked to think about specific facets of the job and rate the satisfaction of those facets (BGSU, n.d.). The job satisfaction was scored by calculating the items on the JIG used to measure general job satisfaction (18 items). Items were summed to provide the general job satisfaction score, as instructed by the JDI instrument manual. The following model (Figure 3) represented the continuous measurement of cognitive job satisfaction in the workplace based on



Smith, Kendall, and Hulin's (1969) five facets of JDI. According to BGSU (n.d.), the five facets of the JDI are work itself, pay, promotion, supervision, and co-workers.

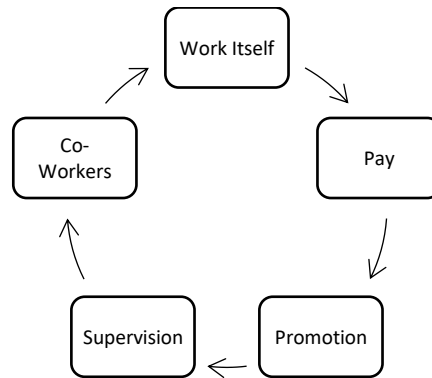


Figure 3. Job Descriptive Index Model.

With the combination of ratings of satisfaction, the composite measure of job satisfaction can be determined. After implementing both questionnaire data, from MLQ-5X and JDI, into SPSS, the answers that were statistically more significant determined if the researcher accepted or rejected the null hypothesis.

**Informed Consent.** Informed consent was included on the first page of the survey to ensure each participant provided written permission to participate in the study. At any time during the study, participants had the option to participate or withdraw at any time. After investigating and analyzing the responses from the surveys, the researcher then provided the leaders within each department, the results that could potentially enhance leadership behaviors and motivate officer job satisfaction.

### Validity and Reliability

Having reliability in the study defines accuracy in measurement, as well as identifies the correlation or relationship between variables. The validity of the study determines if the variables that the researcher is testing is actually what the researchers

wanted to test. Internal validity in the study pertained to the accuracy of the study results, answering the questions that the researchers were seeking, and the external validity identifies if the effects go beyond the generalization of the study, providing valid information to the population as a whole.

Strong evidence exists that demonstrates validity of the MLQ in previous studies (Boamah & Tremblay, 2019; Hahn, 2004; King, 1994; Ohman, 2007; Omer, 2005; Xu, Wubbena, & Stewart, 2016), including Bass and Riggio's (2003) Full-Range Leadership Model, that aid in identifying the existence of differences in the effectiveness of leadership styles (Bass & Avolio, 2004). Bass and Riggio (2006) confirmed that the MLQ provided internal consistency with Cronbach's alpha coefficients above the .08 level using the most recent version of the MLQ-5X across a larger sample. Bass and Avolio (2004) created the MLQ-5X Reliability Score scale to display the reliability of the instrument, varying from .69 to .83, as shown below (Figure 4).

Scale	RELIABILITY
<b>Transformational Leadership</b>	
Idealized Influence: Attributed	0.75
Idealized Influence: Behaviors	0.70
Inspirational Motivation	0.83
Intellectual Stimulation	0.75
Individualized Consideration	0.77
<b>Transactional Leadership</b>	
Contingent Reward	0.69
Management by Exception (Active)	0.75
<b>Laissez-Faire Leadership</b>	
Non-Leadership	0.71
Management by Exception (Passive)	0.70

*Note.* Total Reliability Scores (US) N = 27,285

Figure 4. MLQ-5X Reliability Score (n = 27,285).

Over more than 25 years, the JDI research group has accumulated over 12,000 cases using the JDI instrument to measure job satisfaction (BGSU, n.d.). The JDI researchers archived the data from all of the studies using a variety of research designs,

organizations, employees, and variables to ensure the validity and reliability of the instrument in current studies, as shown in Figure 5 (Gillespie et al., 2016).

Job Facets	Cronbach's Coefficient alpha	Work	Pay	Promotion	Supervision	Co-Workers	JIG
Work	.90	1.00					
Pay	.88	.34	1.00				
Promotion	.91	.37	.31	1.00			
Supervision	.92	.42	.31	.41	1.00		
Co-Workers	.92	.47	.31	.26	.47	1.00	
Job in General	.92	.69	.45	.42	.58	.54	1.00

\*All correlations are significant at the 0.01 level (2-tailed)

Figure 5. Correlations Among the JDI Facets.

Both of the instruments, the MLQ-5X, and the JDI, used in the current study of leadership styles predicting job satisfaction, produced results that can not only be replicated, making the data accurate and reliable but provided valid and reliable outcomes (Decker, 2018). The research questions in this study were able to be identified and provided retestable data, making the designs and techniques applicable in answering the said research questions, as well as the population in the study generalizable, together with enabling results to be both valid and reliable.

### Data Collection

The researcher obtained permission from the police departments to conduct the study by providing a written request (PRN) to be signed by all three police departments Chief of Police (Appendix E). The written signed requests were not included in the appendix of the study to protect the confidentiality of the police department and its members, ensuring confidentiality. Additional approval to conduct the study was obtained from the Institutional Review Board (IRB) from the University of Phoenix. The

email to obtain approval was comprised of an overview and details of the study, allotted timeframe, researcher contact information, and IRB contact information.

After receiving the approvals, the researcher provided all lower-ranking officers a recruitment letter placed in his or her agency mailbox, advising each participant of the contents of the study and request to participate. The researcher then provided each participating officer with a study packet that included informed consent, and a hardcopy of both surveys (MLQ-5X and JDI), and a manila envelope to seal all material. The survey was conducted at the three respective agencies. Each officer had an opportunity to either participate or withdraw from the study but was encouraged to participate, as it benefited officers in future endeavors.

The informed consent indicated that there was a two-week timeframe to complete the study at the respective police department. The hardcopy surveys were protected by requiring no personal identifiers, which enabled participants' identity to remain confidential. The manila envelope was used to seal the surveys after completion, and a sealed box was provided for all officers to place completed sealed packets. At the end of week one, a follow-up email was sent to each respective Chief of Police to remind agency officers, who had not yet completed the survey, of the established two-week deadline for study completion.

### **Data Analysis**

When conducting a quantitative investigation, researchers needed to assess the essential general assumptions underlying statistical models, as well as differentiate regression analysis concepts, critical for research and data analysis, to ensure accurate study results and avoid false interpretation of said results (Fleishman, 2011). According

to Glen (2019), a Pearson  $r$  correlation, or Pearson product-moment correlation coefficient, measured the strength of the linear association between two continuous-level variables. A positive  $r$ - value, or correlation coefficient of +1, means that for every positive increase in one variable, there was a positive increase in the other variable, identifying a relationship between the two variables, where the value of one can predict the value of another (Glen, 2019). The Pearson  $r$  correlation was used in the current study because it delineated what extent the relationship was between two continuous variables (x and y) (Glen, 2019).

According to Pal (2017), the assumptions of correlational regression were;

Assumption One- the level of measurement indicated that the criterion variable, job satisfaction, was continuous at an interval or ratio level, and the predictors, leadership styles, were measured at the continuous or nominal level. Assumption Two- there should be normality of distributions, where data sets were normally distributed. Assumption Three- there was a linear relationship between job satisfaction and each of the leadership styles that could be identified on a scatter plot as a straight line. Assumption Four- the removal or absence of outliers in either or both variables to avoid any skewed results. Assumption Five- each participant or observation in the study had a pair of values. Assumption Six- data showed homoscedasticity of residuals, which was the distance between points to the straight line that indicates how the variances remain similar. Assumption Seven- the residuals (errors) were approximately normally distributed, Assumption Eight- the data had the independence of observations, such as independence of residuals, and Assumption Nine- the data showed no multicollinearity (Pal, 2017).

According to Bujang and Baharum (2016), failure to meet assumptions could result in skewed results or results that could indicate false negatives or false positives. When assessing each of the assumptions, running a preliminary analysis through statistical software programs, such as SPSS, will help ensure that there are no violations of the assumptions. In turn, the data will have met the underlying conditions needed to ensure validity in the study (Bujang & Baharun, 2016). If the sample does not comply with the assumptions of a Pearson  $r$  correlation where the data sets are ordinal, then Spearman's Coefficient of Rank Correlation ( $\rho$ ) would be conducted (Pal, 2017). The Spearman correlation does not require normality because it measured the ranks of the variables and not the actual variables (Pal, 2017).

Once the participants completed the surveys, the data were collected and implemented into IBM SPSS (Version 26), a statistical tool used to compute numerical data from the questionnaires. In SPSS, multiple regression analyses were conducted to determine the relationship between predictor and criterion, identifying if any of the predictors had a statistically significant impact on the officer's rating of job satisfaction. The purpose of this process was to detect if the leadership style did or did not predict officer job satisfaction. Using multiple regression, the researcher identified the strength of the relationship between measures intended to predict (transformational, transactional, and laissez-faire) the criterion (officer job satisfaction) (Bellamy, 2015).

The data collected for the study were implemented and protected in a manner that was approved by the University of Phoenix Dissertation committee. The questionnaires and all other collections of data provided by the researcher to the agencies and participants were locked up at the researcher's residence in a locked safe. The data will

remain safely locked in the safe for a minimum of three (3) years, with access and viewing only to the researcher and the University of Phoenix Dissertation committee. When no longer necessary for research, all of the data, including files, consents, and questionnaires, will be destroyed. All documents and data will be destroyed by shredding the sensitive data in crosscut shredder. The pieces of shredded data will then be separated into different trash bags to avoid any matches of documents to be found within the same bag. The bags will then be discarded on the appropriate scheduled trash day, leaving as little time possible between the scheduled day and pickup.

### **Summary**

Chapter 3 outlined the research method and design appropriateness, research questions and hypothesis, population and sample, informed consent and confidentiality, instrumentation, and data collection and analysis that was utilized in conducting the study. The purpose of the quantitative correlational study was to identify if a leadership style could predict officer job satisfaction. Understanding that correlation did not imply causation, the investigation explored leadership styles and job satisfaction of officers within three Midwest law enforcement agencies. The data collected from the study was expected to have outcomes that could aid leaders in modifying leadership behaviors to match the characteristics of said leadership style. Chapter four will address a more in-depth explanation of the analysis of data and the results found in the study.

## Chapter 4

### Analysis and Results

The purpose of the non-experimental quantitative correlational study was to identify if there was a relationship between law enforcement leadership style and officer job satisfaction in three separate law enforcement agencies that resided in the same Midwest county. To answer the specific research question posed in the study, the researcher used questionnaires to obtain data. All leadership characteristics were measured using the MLQ-5X, and job satisfaction was assessed using the JDI, and in particular, the general job satisfaction sub-score as a generalized satisfaction score, as suggested on the JDI guide. A total of 125 questionnaires were disseminated among three different police departments in the Midwest. Ninety-four officers responded to the surveys. The following information will provide a more detailed explanation of the analysis and results of the investigation by highlighting and discussing the research questions and hypothesis, study demographics, data collection, data analysis, and results.

#### **Research Questions/Hypotheses**

The following research questions guided the collection and analysis of the data.

RQ1: Is there a statistically significant prediction between transformational leadership style and lower-ranking officers' job satisfaction?

RQ2: Is there a statistically significant prediction between transactional leadership style and lower-ranking officers' job satisfaction?

RQ3: Is there a statistically significant prediction between laissez-faire leadership style and lower-ranking officers' job satisfaction?



The following null and alternative hypotheses are associated with each of the research questions of the study. These hypotheses were addressed using Pearson's correlation and multiple regression analysis.

H<sub>01</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transformational style and officer job satisfaction.

H<sub>a1</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transformational leadership style and officer job satisfaction.

H<sub>02</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transactional style does and officer job satisfaction.

H<sub>a2</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transactional leadership style and officer job satisfaction.

H<sub>03</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's laissez-faire style and officer job satisfaction.

H<sub>a3</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's laissez-faire leadership style and officer job satisfaction.

### **Data Collection**

Data were collected after obtaining IRB approval from the University of Phoenix, and the researcher received participatory approval from all three respective police departments, where ethical considerations were addressed in the evaluation plan. The ethical considerations included informed consent, with clear dialogue and understanding of voluntary participation, signed consents from the head of the agencies and participants, both agreeing to partake and an assurance of confidentiality among all involved. Each officer who volunteered to partake in the survey was free of coercion and could withdraw

from the study at any time without negative feedback or negatively impacting involvement in any other program offered by the city. Each participant signed informed consent to ensure his or her understanding and willingness to participate in the study and was aware that there were no harm, risk, or safety concerns, such as exposing participants to victimization, involved in the study. Before conducting the study, officers were made aware that the surveys were confidential, ensuring the exclusion of identifiers of personal information for the benefit of any persons in or outside of the organization.

All lower-ranking officers received recruitment and request to participate letters, which were placed in his or her agency mailbox, followed by a study packet that included informed consent, and a hardcopy of both surveys (MLQ-5X and JDI), along with a manila envelope in which to seal all completed material for return. A total of 125 questionnaires were distributed. Data were collected over two weeks. A total of 94 completed surveys were returned sealed within the manila envelope and placed in a sealed collection box provided to each respective police department, representing the final sample of completed surveys.

### **Demographics**

Demographic data were not collected on the participants. There were no identifiable demographic questions. Participants checked the box on the MLQ-5X, indicating *I am at a lower organizational level than the person I am rating*. All other demographics were marked out by the researcher because the demographics played no relevant role in the outcome of the study. The sample consisted of a total of 94 participants, as noted.

## Data Analysis

The data analysis consisted of Pearson's correlations and multiple regression analyses. Characteristics representative of each Item (transformational, transactional, and laissez-faire) were grouped by leadership trait. Scores on the items related to each of the characteristics (or traits) were summed and averaged to create a score for each characteristic/trait. These traits included: Idealized influence attributes (transformational), idealized influence behaviors (transformational), inspirational motivation (transformational), intellectual stimulation (transformational), individual consideration (transformational), contingent reward (transactional), management by exception-active (transactional), management by exception-passive (passive avoidant/laissez faire), and Laissez-Faire (passive avoidant/laissez faire). The job satisfaction score was calculated from the items on the JIG used to measure general job satisfaction (18 items). The items were summed, providing the general job satisfaction score, as instructed by the JDI instrument manual.

Multiple regressions were calculated for the grouped data to determine whether characteristics associated with the different leadership styles (predictors) were predictive of general job satisfaction scores (criterion). Thus, the multiple regressions used the outcome variable of job satisfaction (JIG) and predictor variables to include transformational leadership traits of idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, and individual consideration, as well as transactional attributes of contingent reward and management by exception (active), and Laissez-Faire traits of management by exception (passive) and Laissez-Faire. As a final analysis, all the leadership traits were combined into a single model to determine the overall

predictive effect of each of the characteristics, while taking into account all the other characteristics, in the full multiple regression model.

### **Missing and Cleaning Data**

There was no missing data in the MLQ-5X, but in the JDI, missing data were labeled as “?” (1), to mean the respondent could not decide, and negative worded items were reverse-coded. Blank or “?” (1) is always scored in a negative direction. To account for the missing data in the JDI, cleaning the data consisted of regression imputation. The regression imputation replaced the missing data with an estimated probable value; in this case, the researcher used the number (1) in place of the missing or “?” value, indicating the respondent was undecided, which was then used to make a prediction or predicted value. The predicted value was later substituted as if it were the actual value. In doing so, the 1 value did not add any novel information as a mean in substitution.

### **Screening for Statistical Assumptions**

Prior to conducting the analysis, data were screened for statistical assumptions related to the use of Pearson’s correlation and multiple regression analysis, the assumptions of correlational regression. Data were screened using graphic visualization of histograms and P-P plots (to assess normality), scatterplots (to assess linearity and homoscedasticity), variance inflation factors (to assess multicollinearity), and Durbin-Watson statistics (to assess autocorrelation). As seen in Figure 6, the data in the study showed residuals to be relatively normally distributed and homoscedastic.

Multicollinearity was assessed using the variance inflation factor (VIF) since the predictor variables were related terms of leadership styles. A VIF of 10 or more is

suggestive of problems with multicollinearity. However, it is noted that additional evidence does support VIF above 5 to be problematic. In the study, the VIFs were generally under 2, with a single VIF near a value of 5. Therefore, multicollinearity was not deemed to be problematic.

The Durbin-Watson statistic was calculated to identify the presence of autocorrelation. The values of the Durbin-Watson ranged between 0 and 4, with values close to 2 indicating no autocorrelation. In the study, the Durbin-Watson statistic for each of the multiple regressions conducted ranged from 1.828-1.867, indicating little to no presence of autocorrelation.

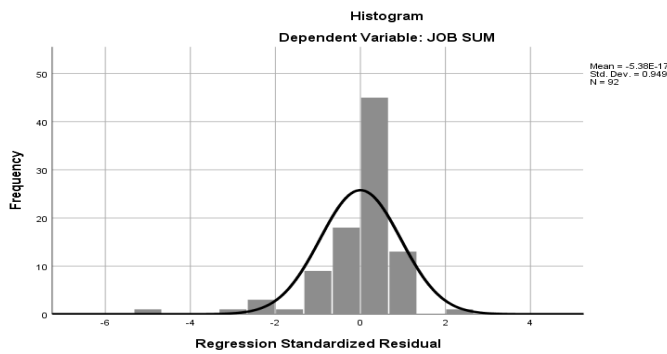


Figure 6. Histogram graphic visualization of residuals for assessment of normality and homoscedasticity ( $n = 94$ )

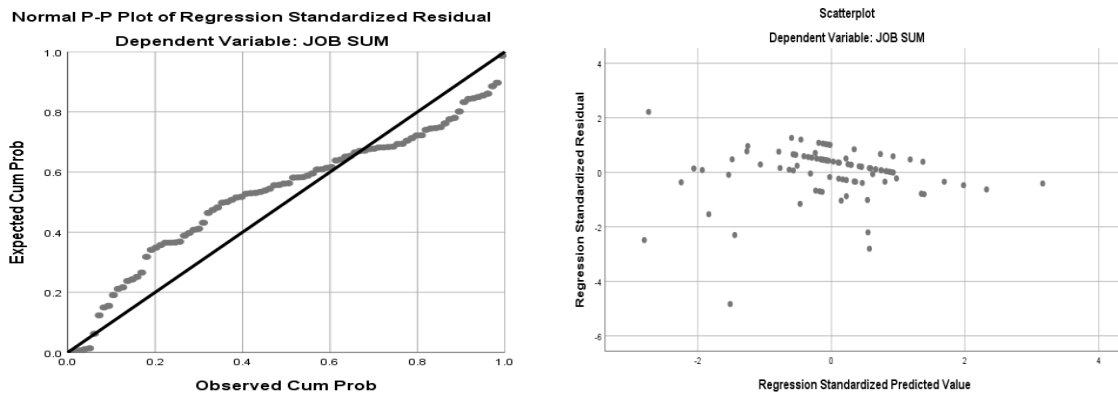


Figure 7. Graphic visualization of residuals using P-P Plot and scatterplot for assessment of normality and homoscedasticity ( $n = 94$ )

## Results

To address the research questions and hypotheses, the researcher conducted a series of multiple regressions, calculated using the general job satisfaction score as the criterion (outcome) variable and predictor variables of (a) the five leadership characteristics associated with transformational leadership, (b) the two leadership characteristics associated with transactional leadership, (c) the two leadership characteristics associated with laissez-faire leadership, and (d) all nine leadership characteristics measured in the MLQ-5X. The general model (inclusive of all nine leadership traits) was run with all variables included in the analysis because the instrument was designed to calculate specified traits that are more or less transformational, transactional, or Laissez-Faire, but not necessarily to distinguish or designate a specified type of leader. Descriptive statistics for each variable of interest, including the MLQ traits and job satisfaction (from the JDI) are offered in Table 2, with the sample mean values collected using the MLQ-5X for this study as a comparative to the MLQ-5X Normative Sample (Appendix I). It is noted that all mean values for this sample fall within a standard deviation from the normative sample mean values.

Table 2

*Descriptive Statistics for Variables of Interest*

Variable (Average Score)	Calculated Cronbach's Alpha	# Items	Study Sample Mean (N = 94)	Study Sample SD	MLQ5X Normative Sample Mean* (N = 27,285)	MLQ5X Normative Sample SD	Range of 1 SD around the Norm
Transformational: Idealized Attributes	0.781	4	3.10	.825	2.94	0.76	2.18-3.70
Transformational: Idealized Behaviors	0.772	4	3.15	.832	2.77	0.72	2.05-3.49
Transformational: Inspirational Motivation	0.835	4	3.22	.843	2.92	0.76	2.16-3.68
Transformational: Intellectual Stimulation	0.270	4	2.62	.677	2.78	0.71	2.07-3.49
Transformational: Individual Consideration	0.497	4	2.53	.858	2.85	0.78	2.07-3.63
Transactional: Contingent Reward	0.780	4	3.30	.687	2.87	0.70	2.17-3.57
Transactional: Mgmt by Exception (Active)	0.735	4	.90	.930	1.67	0.88	0.79-2.55
Passive Avoidant: Mgmt by Exception (Passive)	0.690	4	.74	.776	1.03	0.75	0.28-1.78
Passive Avoidant: Laissez-Faire	0.529	4	.7234	.70087	0.65	0.67	-0.02-1.32
JOB SATISFACTION	0.720	18	48.91	5.283	NA	NA	NA

Note: Normative sample mean and SD taken from the MLQ5X Manual (Avolio & Bass, 2004).

Pearson's correlation was conducted on all the variables of interest to look for relationships between job satisfaction and leadership traits. The results revealed a significant negative correlation between job satisfaction and the predictor of Management by Exception - Passive ( $r = -.209, p = .043$ ), a laissez-faire associated trait. Pearson's correlation ( $r$ ) values calculated between the predictor variables and the criterion variable of job satisfaction are given in Table 3. A complete correlation matrix can be found in Appendix H.

Table 3

*Correlations of Predictor Variables with Criterion Variable Job Satisfaction (N = 94)*

Predictor Variable (Average Score)	Pearson's Correlation (r)	2-tailed Sig. (p)
Transformational: Idealized Attributes	.068	.105
Transformational: Idealized Behaviors	.045	.665
Transformational: Inspirational Motivation	-.028	.786
Transformational: Intellectual Stimulation	-.003	.976
Transformational: Individual Consideration	-.079	.449
Transactional: Contingent Reward	.152	.145
Transactional: Mgmt by Exception (Active)	-.101	.334
Passive Avoidant: Mgmt by Exception (Passive)	-.209	.043
Passive Avoidant: Laissez-Faire	-.098	.348

### **Hypothesis 1**

Looking specifically at the characteristics of transformational leadership, the researcher conducted a multiple regression using general job satisfaction as the outcome variable and the transformational leadership traits of individual consideration, intellectual stimulation, inspirational motivation, idealized behaviors, and idealized attributes as the predictor variables. This first regression sought to address the first hypothesis as follows.

H<sub>0</sub>1:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transformational style and officer job satisfaction.

H<sub>a</sub>1:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transformational leadership style and officer job satisfaction.

The analysis of the data related to transformational characteristics and job satisfaction revealed no significant ( $p < .05$ ) Pearson's correlations, as seen in Table 3. However, the transformational trait of idealized attributes showed a nearly significant trend at  $p = .068$ . Using an enter method for the multiple regression analysis with the



general job satisfaction score as the criterion (outcome) variable and predictors of each of the five transformational leadership traits resulted in a significant model ( $F[5, 87] = 2.560, p = .033, R^2 = .128$ ), accounting for a total of 12.8% of the variance in job satisfaction. Therefore, the null hypothesis was rejected with the data supporting that transformational leadership characteristics explained a significant ( $p = .033$ ) amount of the variance in general job satisfaction (Table 4).

Table 4

*Regression Results for Hypothesis 1: Transformational Characteristics and Job Satisfaction*

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Durbin-Watson	F	p
.358	.128	.078	5.095	1.828	2.560	.033

From the beta coefficients (Table 5), the transformational characteristics of idealized attributes ( $B = 3.95, p = .001$ ) represented the only highly significant contributor to the model, although inspirational motivation was found to be nearly significant ( $B = -2.485, p = .054$ ). Therefore, the general hypothesis was confirmed with the null hypothesis rejected, as the data analysis supported that transformational characteristics significantly contribute to the variance in job satisfaction, highlighting the specific predictive effect of the transformational trait of idealized attributes.

Table 5

*Regression Coefficients: Transformational Characteristics (H1)*

Leadership Trait	Unstandardized		Standardized		t	p	VIF
	Coefficients		Coefficients				
	B	Std. Error	Beta				
(Constant)	48.853	2.444			19.988	.000	
Idealized Attributes	3.950	1.197	.616		3.300	.001	3.481
Idealized Behaviors	.013	1.131	.002		.011	.991	3.156
Inspirational Motivation	-2.485	1.272	-.395		-1.953	.054	4.079
Intellectual Stimulation	-.757	1.032	-.097		-.734	.465	1.731
Individual Consideration	-.896	.757	-.145		-1.183	.240	1.490

**Hypothesis 2**

Looking specifically at the characteristics of transactional leadership, the researcher conducted a separate multiple regression using general job satisfaction as the outcome variable and the transactional leadership traits of management by exception (active) and contingent reward as the predictors. This regression sought to address the second hypothesis as follows.

H<sub>0</sub>2:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transactional style does and officer job satisfaction.

H<sub>a</sub>2:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transactional leadership style and officer job satisfaction.

The analysis of the data revealed no significant Pearson's correlations. Using an enter method for the multiple regression analysis with the general job satisfaction score as the criterion (outcome) variable and predictors of the two transactional leadership traits resulted in a nonsignificant model ( $F[2, 90] = 1.156, p = .319, R^2 = .025$ ). Thus, it was

found the transactional leadership characteristics failed to explain a significant amount of the variance in general job satisfaction, with only 2.5% of the variance in job satisfaction explained by the model, including only transactional characteristics (Table 6).

Table 6

*Regression Results for Hypothesis 2: Transactional Characteristics and Job Satisfaction*

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Durbin-Watson	F	p
.158	.025	.003	5.286	1.867	1.156	.319

The results of the data analysis for the second hypothesis failed to reject the null hypothesis supporting that there was no statistically significant prediction of a leader's transactional style characteristics of management by exception (active) and contingent reward on officer job satisfaction.

### Hypothesis 3

Looking specifically at the characteristics of laissez-faire leadership style, the researcher conducted a third multiple regression using general job satisfaction as the outcome variable and the laissez-faire leadership traits of management by exception (passive) and laissez-faire as the predictors. This regression sought to address the third hypothesis as follows.

H<sub>0</sub>3:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's laissez-faire style and officer job satisfaction.

H<sub>a</sub>3:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's laissez-faire leadership style and officer job satisfaction.

The analysis of the data revealed a significant Pearson's correlation between general job satisfaction and management by exception - passive ( $r = -.209, p = .043$ ; see

Table 3). Using an enter method for the multiple regression analysis with the general job satisfaction score as the criterion (outcome) variable and predictors of the two laissez-faire leadership traits resulted in a nonsignificant model ( $F[2, 91] = 2.097, p = .129, R^2 = .044$ ). Thus, it was found the laissez-faire leadership characteristics failed to explain a significant amount of the variance in general job satisfaction, with only 4.4% of the variance in job satisfaction explained by the model, including only laissez-faire characteristics (Table 7).

Table 7

*Regression Results for Hypothesis 3: Laissez-Faire Characteristics and Job Satisfaction*

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Durbin-Watson	F	p
.210	.044	.023	5.221	1.828	2.097	.129

The results of the data analysis for the third hypothesis failed to reject the null hypothesis supporting that there was no statistically significant prediction of a leader's laissez-faire style characteristics of management by exception (passive) and laissez-faire on officer job satisfaction.

**Full Model**

As a final analysis, a multiple regression was calculated using an enter method with the general job satisfaction score as the criterion (outcome) variable and predictors of each of the leadership traits. The regression resulted in a significant model ( $F[9, 82] = 2.004, p = .049, R^2 = .180$ ). Thus, it was found the leadership characteristics explain a significant amount (18%) of the variance in general job satisfaction (Table 8).

Table 8

*Regression Results for Full Model with All Leadership Characteristics and Job Satisfaction*

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Durbin-Watson	F	p
.425	.180	.090	5.074	1.839	2.004	.049

Aligning with the individual model results, from the beta coefficients, the transformational characteristics of inspirational motivation ( $B = -3.249$ ,  $p = .025$ ), which was found nearly significant in the first hypothesis, and idealized attributes ( $B = 3.29$ ,  $p = .009$ ) were the only significant contributors to the model. It is noted that, although not significant in the transactional leadership model (H2), in this complete model (in which all characteristics take account the other characteristics), the transactional characteristic of contingent reward demonstrated a nearly significant beta value ( $B = 2.473$ ,  $p = .087$ ), but failed to demonstrate high significance (see Table 9).

Therefore, the general hypothesis is confirmed, as the data analysis supported that transformational characteristics of inspirational motivation and idealized attributes significantly contribute to the variance in general job satisfaction, highlighting the influence of idealized attributes and inspirational motivation on job satisfaction.

Table 9

*Regression Coefficients: Full Model of All Leadership Characteristics (N=94)*

Leadership Trait	Unstandardized		Standardized	t	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	49.257	4.321		11.399	.000	
Transformational: Idealized Attributes Ave Score	3.290	1.237	.508	2.661	.009	3.640
Transformational: Idealized Behaviors Ave Score	-1.089	1.242	-.167	-.877	.383	3.615
Transformational: Inspirational Motivation Ave Score	-3.249	1.425	-.516	-2.279	.025	5.121
Transformational: Intellectual Stimulation Ave Score	-.974	1.069	-.119	-.911	.365	1.718
Transformational: Individual Consideration Ave Score	-.588	.828	-.093	-.710	.480	1.714
Transactional: Contingent Reward Ave Score	2.473	1.427	.321	1.734	.087	3.431
Transactional: Mgmt by Exception (Active) Ave Score	-.099	.839	-.017	-.117	.907	2.128
Passive Avoidant: Mgmt by Exception (Passive) Ave Score	-.656	1.187	-.095	-.552	.582	2.939
Passive Avoidant: Laissez-Faire Ave Score	-.247	.969	-.032	-.254	.800	1.588

### Chapter Summary

The chapter presented the analysis of the data collected for the study. Data were collected from a total of 94 officers within three different police departments in the Midwest. Data was obtained through two surveys; the MLQ-5X, which measured leadership styles, and the JDI, which measured job satisfaction. The data were categorized by leadership characteristics to develop and test three hypotheses related to three leadership styles of transformational, transactional, and laissez-faire. Pearson's correlation and multiple regression analyses were used to test the hypotheses. In addition

to the three hypotheses of the study, a final analysis was done using multiple regression that included all the leadership characteristics associated with transformational, transactional, and laissez-faire leadership styles.

The analysis of the data revealed significant relationships between the general job satisfaction scores and the scores on the transformational leadership characteristics (H1), with an emphasis on the significant contribution of idealized attributes ( $p = .001$ ).

However, the analysis failed to demonstrate any significant relationships between general job satisfaction and either transactional (H2) or Laissez-Faire (H3) leadership styles. It was noted that, although not at all significant in H2, in the complete model (inclusive of all leadership characteristics), the transactional characteristic of contingent reward demonstrated a trend of the near significance of the beta value ( $B = 2.473$ ,  $p = .087$ ), but failed to demonstrate significance.

## Chapter 5

### Conclusions and Recommendations

Leadership is a lifestyle, not a position within an organization; leadership reflects a leader's approach, behaviors, and cognition toward his or her subordinates (Cain, 2017), as evident through specific characteristics or traits. The study's sample population consisted of 94 officers who worked under a handful of leaders (managers) in three Midwest police departments. The managers need to identify attributes of leadership characteristics to aid in positively influencing lower-ranking officers (Cain, 2017). The purpose of the non-experimental quantitative correlational study was to identify if there was a relationship between law enforcement leadership style and officer job satisfaction in three separate law enforcement agencies that resided in the same Midwest county. Data were obtained from administering the MLQ-5X (Bass, 1985), which measured leadership traits, and the JDI (Smith et al., 1969), which measured job satisfaction, among the sample of 94 police officers from three police departments.

For this study, Pearson's correlation and multiple regression analyses were used to test the hypotheses of the study to determine the predictive relationships between variables associated with leadership characteristics and general job satisfaction. In addition to the three hypotheses of the study, a final multiple regression analysis was done to assess the relationships of all the leadership characteristics associated with transformational, transactional, and laissez-faire leadership styles together in predicting general job satisfaction. The results of the analysis obtained from the data collected could potentially assist leaders in law enforcement, aiding leaders in determining which



leadership characteristics (related to transformational, transactional, or laissez-faire leadership styles) best-predicted officer job satisfaction.

### **Research Questions/Hypotheses**

The following research questions guided the collection and analysis of the data.

RQ1: Is there a statistically significant prediction between transformational leadership style and lower-ranking officers' job satisfaction?

RQ2: Is there a statistically significant prediction between transactional leadership style and lower-ranking officers' job satisfaction?

RQ3: Is there a statistically significant prediction between laissez-faire leadership style and lower-ranking officers' job satisfaction?

The following null and alternative hypotheses are associated with each of the research questions of the study. These hypotheses were addressed using Pearson's correlation and multiple regression analysis.

H<sub>01</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transformational style and officer job satisfaction.

H<sub>a1</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transformational leadership style and officer job satisfaction.

H<sub>02</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's transactional style and officer job satisfaction.

H<sub>a2</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's transactional leadership style and officer job satisfaction.

H<sub>03</sub>:  $\beta_1 = 0$ - There is not a statistically significant prediction between a leader's laissez-faire style and officer job satisfaction.

H<sub>a3</sub>:  $\beta_1 \neq 0$ - There is a statistically significant prediction between a leader's laissez-faire leadership style and officer job satisfaction.

### **Discussion of Findings**

As noted in the literature, positive characteristics of both leaders' and employees' behaviors included job satisfaction, positive attitudes, a willingness to work with others, communication, and good decision-making skills (de Guzman & Kim, 2017). Successful leadership creates a positive environment, which improves job satisfaction and job performance in employees, thus creating a productive workplace (de Guzman & Kim, 2017). Gupta (2010) asserted that an individual's perception of leadership decisions, responses, and actions could subsequently influence subordinates' attitudes and behaviors toward work, home life, co-workers, and leadership.

This study was designed to examine the relationships between officer job satisfaction and specific leadership characteristics consistent with transformational, transactional, and laissez-faire leadership styles. The study was theoretically guided by Burns (1978) and Bass's (1985) Full-Range Leadership Model, using the MLQ, which measured the leadership styles based on the four "I's" concept of idealized influence, idealized consideration, intellectual stimulation, and inspirational motivation, and Locke's (1969) Range of Affect Theory, using the JDI, which measured job satisfaction based on the values the subordinate placed on all facets of the job, and if the expectations of said values were being met.

The job of policing is based on the actions and behaviors of lower-ranking officers who serve and protect society outside the agency's watchful eye; therefore, behaviors of the officers in the field are reflective of the agency and, of critical

importance in this study, the leaders who manage these officers. Thus, it was essential to support effective leadership development within the field of law enforcement and support leadership characteristics that would promote and develop officers who reflected the necessary strength of character and ethical principles to uphold the law and become future leaders themselves (Smith, 2015).

### **Transformational Leadership Style**

Of interest to this study and the field of law enforcement was the effect of different leadership styles, particularly that of transformational leadership, a style that has increased in popularity for its characteristic traits, on the development and satisfaction of workers. The transformational ideology reflects a leader's ability to motivate followers by influencing ideas, values, and interests, generating higher levels of performance, and promoting change (Ahmed et al., 2016). The transformational leader assists followers in identifying with a goal on a more personal level, giving subordinates a sense of trust and respect for the leader, while at the same time promoting a follower's sense of self-worth, belonging, and identity within the organization (Ahmed et al., 2016).

From the prior literature, perceived transformational leadership style in law enforcement was found to be statistically significant to job satisfaction and willingness to put forth the extra effort to job related duties (Morreale, 2002). Similarly, the analysis of the data in the present study revealed significant relationships between the general job satisfaction scores and only the transformational leadership characteristics (H1), with an emphasis on the significant contribution of idealized attributes ( $p = .001$ ). Thus, the present study built upon the research by Morreale (2002), suggesting that specific transformational leadership traits of idealized attributes and inspirational motivation may be responsible for this relationship.

Idealized influence, specifically in terms of attributes and behaviors of the leader, encompassed a charismatic personality that influenced others to want to be more like the leader (Joyce & Judge, 2004). These attributes could include core values, convictions, and ethical principles that would aid the leader in building trust with followers and supporting the development of follower confidence in their leader (Joyce & Judge, 2004). The concept of inspirational motivation is related to idealized influence in that transformational leaders inspire and motivate followers through their vision. When combined, idealized influence and inspirational motivation represent the transformational leader's *charisma* (attributes and behaviors), through which he or she could inspire followers (Joyce & Judge, 2004).

Thus, leadership behaviors can be critical to work attitudes and job satisfaction through the leadership's influence on workers and support for worker motivation, contributing to organizational success (Nidadhavolu, 2018). For example, prior research has supported the relationship between emerging positive organizational behaviors and positive leadership traits (Luthans & Youssef, 2007). Specifically, Luthans and Youssef (2007) examined relationships between positive behaviors, such as confidence, flexibility, and optimism (traits built through transformational style leadership), to behavioral outcomes, such as job satisfaction, performance, commitment, and employee happiness. The authors supported the use of positive approaches in leadership toward better working environments through subordinates mirroring the positive behaviors of leadership, along with subordinate training and education, to meet organizational expectations of positive performance. The results of this present study further support the

positive effect of transformational leadership traits, but more specifically, as it related to job satisfaction.

Similarly, Ghasabeh, Soosay, and Reaiche (2015) highlighted the importance of facilitating new ideas and motivating employees toward innovation, maintaining a focus on slightly different traits related to transformational leadership, the importance of intellectual stimulation, and employee motivation focused on innovation as a means of solving challenges. Although the present study supports the significance of the role of leaders in motivating employees, the findings do not support those of Ghasabeh et al. (2015) in terms of the significance of intellectual stimulation traits. The outcome may be due to the differences based on the professions examined, as the present study was limited to the field of law enforcement.

The relationships between organizational leaders and employees affect worker motivation (Kermally, 2005), as initially described as *the human element* within organizations in the Hawthorne study (Mayo, 1949). In the Hawthorne study, Mayo (1949) concluded that employee motivation was gained through managers bestowing commitment and dedication upon employees. The findings in the study reflected the worker's sense of a need to belong, either in a group setting, or by the organization as a whole, influencing worker behavior, morale, and productivity (Kermally, 2005). These conclusions support the positive effect of transformational leadership traits, similar to the present study, and offers an understanding of how these traits may be tied to employee commitment, sense of belonging, dedication, morale, and work behavior, all critical to police work.

Further developing on the notion of employee motivation, Atkinson (2004) implied that employees would only feel that sense of trust if there was a motivation to do so through having personal needs met, relating these needs to Maslow's hierarchy of needs. As such, an employee may initially be motivated by lower-order needs, such as pay (reward). However, the employee would still need motivation from the manager in a continual process through the hierarchy (Atkinson, 2004). The theory highlighted the need for both transformational characteristics and transactional characteristics of the leader.

### **Transactional Leadership Style**

Although the analysis failed to demonstrate any significant relationships between general job satisfaction and either transactional (H2) or Laissez-Faire (H3) leadership characteristics on the multiple regressions separated by leadership characteristics, it was noted that in the complete model (inclusive of all leadership characteristics together), the transactional characteristic of contingent reward demonstrated a trend of near significance of the beta value ( $B = 2.473, p = .087$ ). Although not statistically significant at the  $p < .05$  level, the value of  $p = .087$  suggests the need for further investigation of this variable in relation to job satisfaction. Although beyond the scope of this study, it is possible that particular aspects of job satisfaction, which can also be measured using the JDI (i.e., satisfaction with work, supervision, co-workers, promotions, and pay), may demonstrate significance with this variable, supporting the need for continued research.

The transactional leader's relationship with followers is identified by an exchange and reward process, focusing on goal achievements, rather than personal morals and values (Krishnan, 2012). Although the relationship between a transactional leader and

follower maintains a focus on the competence of tasks and the use of rewards and punishments to elicit desired behaviors among workers (Homberg, Vogel, & Fazzi, 2016), and not individual needs, rewards can meet the needs of the workers. Although transactional leadership traits can motivate followers, these traits lack personal connections between leaders and followers (Homberg, Vogel, & Fazzi, 2016).

### **Laissez-Faire Leadership Style**

Although the findings offered by Morreale (2002) align with the current study, as noted previously, Morreale also found that those whose perception of the current leaders was a laissez-faire leadership style showed a statistical significance in dissatisfaction for the job, and unwillingness to exert extra effort on the job. Morreale's (2002) findings were not supported in the present study, as no relationship was found between any of the laissez-faire characteristics and general job satisfaction, positive or negative. In fact, no significant relationships were identified between general job satisfaction and transactional (H2) or laissez-faire (H3) leadership characteristics. Campbell (2011) noted that a leader who possesses a laissez-faire leadership style reflects behaviors of a hands-off approach, remaining disconnected, relinquishing leadership responsibilities, and avoiding decision-making. Therefore, a laissez-faire leadership style is seen most often in leaders of more skilled and experienced members, where the subordinates need little to no guidance and are 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; still, data does not confirm the assertion (Sickles, 2015).

## **Job Satisfaction**

Looking specifically at job satisfaction in law enforcement, the researcher acknowledges key aspects of the field and policing. Because policing is based on the actions and behaviors of lower-ranking officers who serve and protect society outside the agency's watchful eye, and the behaviors of these officers in the field reflect the leaders who manage them, it is critical to ensure law enforcement leaders develop subordinate officers to become future leaders themselves (Smith, 2015). Indeed, prior research has supported that police officer's perceptions relative to the transformational leadership dimension was significant in correlation to officer job satisfaction (Decker, 2018).

The concept of a thought leader, or a leader who envisions the best for others through motivation and inspiration, is used to better understand law enforcement leadership styles and the associated influence on officer job satisfaction (Blanchard, 2017). In police work, thought leaders are not necessarily officers who hold leadership positions as officers in the fieldwork independently; therefore, some of the community's best leaders come from lower-ranking officers who make independent decisions to safeguard the community (Olson & Wasilewski, 2019). Law enforcement leaders make executive decisions based on the best interest of officers, community, and stakeholders, ensuring the department runs efficiently and effectively, safeguarding the community, and maintaining satisfied employees (Olson & Wasilewski, 2019).

According to Demirci (2019), job satisfaction in law enforcement arose from the discrepancy between what an officer believed he or she deserved from a leader (in terms of pay, motivation, reward, promotion, etc.) and what he or she received from the leader (Locke, 1969), which supported the potential benefits of the intersection of



transformational and transactional leadership styles in law enforcement, as could be suggested in the present study, with results pointing to the effects of inspirational motivation, individualized influence (both transformational traits), as well as a potential effect of contingent rewards (transactional). The findings were also in concurrence with Bass' (1985) ideology that leadership styles could be mutually exclusive and inclusive. The conclusion would support prior research conclusions offered by Swid (2013), who indicated a statistically significant prediction between transformational and transactional leader's leadership styles and officers' job satisfaction, but no statistically significant predictive relationship between laissez-faire leadership style and officers' job satisfaction. The current study builds on Swid's (2013) research to suggest specific traits within transformational and transactional leadership styles.

### **Limitations**

The study was able to obtain a total of 94 officers for participation, a sample size that was within the expected size to provide valid and reliable results, as per the g\*power analysis offered in Chapter 3; however, despite relatively normal distribution, some skewness of the data was evident, suggesting that a larger sample may have enabled a more normal distribution of the residuals to support lower error effects. A large sample also may have supported statistically significant effects where statistical trends were noted (p-values less than .10). In addition, the study used a correlational design, which provides an understanding of predictive relationships, but does not indicate causation in any way.

The JDI presented its own limitations during the study with regard to normative data. When researchers are using normative data from the JDI as a comparative for

investigations, there are sampling biases prevalent in the sample base (Smith, Kendall, & Hulin, 1969). The data collected from the JDI represent subgroups of United States workforces. Researchers find it interesting to use the JDI's normative data as comparatives for like-minded studies and specific groups of interest (Smith et al., 1969). But, with that said, issues can arise if researchers take into account that the JDI's subgroup norms may involve scopes of salient background or demographic differences that may not pertain to the study at hand. For example, in the current study, the demographics of law enforcement are limited in germinal and current studies (Turey, 2013; Hassan et al., 2018). Therefore, using the JDI's normative data may not be representative of a valid frame of reference for the current study.

### **Recommendations for Leaders and Practitioners**

Interest in the study stemmed from a heightened awareness of issues pertaining to local law enforcement personnel's undesirable behaviors, such as corruption, misconduct, abuse of power, discrimination toward officers, and so forth, potentially influencing officer job dissatisfaction (Sadulski, 2018). Related issues included a rise in officer turnover, increased training costs for recruits, issues attracting recruits, increased officer corruption, increased risks of officer safety, officer's disincentive to stay or excel within the agency, and so forth, that could potentially be corrected or redirected by the modification of behaviors by those in law enforcement leadership positions (Sarver & Miller, 2014; Sharp, 2016; Swid, 2014). Thus, leadership has a critical role in supporting officer behaviors.

Leaders should take note that job satisfaction may be improved through incorporating more of the specific transformational traits of idealized influence and

inspirational motivation, as well as potentially the transactional trait of contingent rewards. Improved job satisfaction among officers in law enforcement could contribute to increasing officer's wellness and safety, promote open communication and collaboration of workplace issues, and increase employee support services while decreasing the costs of employee turn-over rates (Fortenbery, 2016). The study provided practical value to leaders in law enforcement, who could use the research findings to support improved job satisfaction through specifically designed professional leadership development initiatives aimed at supporting specified transformational leadership behaviors and providing practical instruction to new leaders in law enforcement (Davis & Baily, 2018). The results of this study can be used by law enforcement leaders to adjust or modify his or her leadership approach, affecting policy and regulations, hiring, and training, to support improved officer satisfaction, and potentially reduced turn-over and support retention (Sharp, 2016; Wolfe et al., 2018).

### **Recommendations for Future Research**

The current investigative research analysis revealed statistically significant results, but also demonstrated some data trends supporting the need for additional research. Although the analysis failed to demonstrate any significant relationships between general job satisfaction and either transactional (H2) or Laissez-Faire (H3) leadership characteristics on the multiple regressions separated by leadership characteristics, it was noted that in the complete model (inclusive of all leadership characteristics together), the transactional characteristic of contingent reward demonstrated a trend of near significance at the  $p < .10$  level, which suggests the need for further investigation of this variable in relation to job satisfaction. In addition, it is

possible that particular aspects of job satisfaction, which can also be measured using the JDI (i.e., satisfaction with work, supervision, co-workers, promotions, and pay), may demonstrate significance with this variable or other variables representative of transformational, transactional, and laissez-faire leadership styles. Additional research examining the impact of these leadership traits on job satisfaction is warranted. Perhaps more so, additional research using the noted significant traits on the different aspects of job satisfaction may point to specific areas those traits have the greatest impact.

### **Summary**

Prior research indicated that job satisfaction was positively related to leaders who encouraged and motivated subordinates through recognition, praise, and delegation of responsibilities (Meyer & Allen, 1997; Slate et al., 2003; Zhao, Therman, & He, 1999). The current study examined the leadership characteristics associated with transformational, transactional, and laissez-faire leadership styles as they related to officer job satisfaction within the field of law enforcement. The results of the study pointed to the significant effects of transformational leadership traits of idealized influence and inspirational motivation on job satisfaction. In addition, a trend in the data supported the potential effects of the transactional characteristic of contingent reward. Along with literature support, the findings in the current study reinforced the concept of transformational leadership style characteristics aiding officer job satisfaction, and potentially pointed to the possibility of an intersection of transformational and transactional traits benefiting job satisfaction among officers. The conclusion to the said ideologies would require additional research to support. To uphold law enforcement agencies' high moral and accountability standards, law enforcement leaders must provide

officers with effective leadership that supports the officers' basic needs (i.e., pay, personal development, and interpersonal work relationships). The leaders can accomplish said leadership duties through his or her behaviors and actions emulating transformational leadership style traits. Professional development, training, and continual support for leadership may generate positive outcomes among officers in terms of satisfaction and retention to the benefit of the agencies and communities in which they serve.

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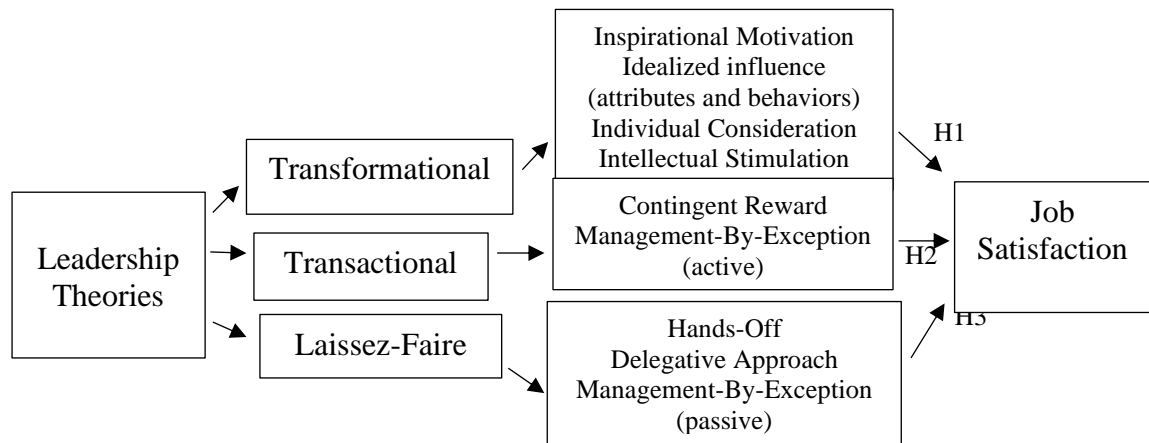
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## Appendix A

### Theoretical Model of Leadership Theories

The following theoretical model is based on Burns (1978) Transforming Leadership Model, Locke's (1969) Range of Affect Theory, and Bass's (1985) Transformational Leadership Theory.

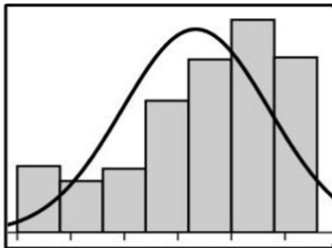


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Source: Burn's (1978); Bass (1985); Locke (1969)

## Appendix B

### Job Descriptive Index (JDI)

<p><b>People on Your Present Job</b></p> <p>Think of the majority of people with whom you work or meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes the people with whom you work  N for "No" if it does not describe them  ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Stimulating</li> <li><input type="checkbox"/> Boring</li> <li><input type="checkbox"/> Slow</li> <li><input type="checkbox"/> Helpful</li> <li><input type="checkbox"/> Stupid</li> <li><input type="checkbox"/> Responsible</li> <li><input type="checkbox"/> Likeable</li> <li><input type="checkbox"/> Intelligent</li> <li><input type="checkbox"/> Easy to make enemies</li> <li><input type="checkbox"/> Rude</li> <li><input type="checkbox"/> Smart</li> <li><input type="checkbox"/> Lazy</li> <li><input type="checkbox"/> Unpleasant</li> <li><input type="checkbox"/> Supportive</li> <li><input type="checkbox"/> Active</li> <li><input type="checkbox"/> Narrow interests</li> <li><input type="checkbox"/> Frustrating</li> <li><input type="checkbox"/> Stubborn</li> </ul>	<p><b>Job in General</b></p> <p>Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes your job  N for "No" if it does not describe it  ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Pleasant</li> <li><input type="checkbox"/> Bad</li> <li><input type="checkbox"/> Great</li> <li><input type="checkbox"/> Waste of time</li> <li><input type="checkbox"/> Good</li> <li><input type="checkbox"/> Undesirable</li> <li><input type="checkbox"/> Worthwhile</li> <li><input type="checkbox"/> Worse than most</li> <li><input type="checkbox"/> Acceptable</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Better than most</li> <li><input type="checkbox"/> Disagreeable</li> <li><input type="checkbox"/> Makes me content</li> <li><input type="checkbox"/> Inadequate</li> <li><input type="checkbox"/> Excellent</li> <li><input type="checkbox"/> Rotten</li> <li><input type="checkbox"/> Enjoyable</li> <li><input type="checkbox"/> Poor</li> </ul>	<h1 style="margin: 0;">THE JOB DESCRIPTIVE INDEX</h1>  <p>2009 Revision</p> <p>including</p> <h2 style="margin: 0;">The Job in General Scale</h2> <h1 style="margin: 0; font-size: 2em;">BGSU</h1> <p style="margin: 0;">Bowling Green State University</p>	
<p>The Job Descriptive Index  © Bowling Green State University  1975-2009</p>	<p>The Job In General Scale  © Bowling Green State University  1982-2009</p>		
<p><b>Work on Present Job</b></p> <p>Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes your work  N for "No" if it does not describe it  ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Fascinating</li> <li><input type="checkbox"/> Routine</li> <li><input type="checkbox"/> Satisfying</li> <li><input type="checkbox"/> Boring</li> <li><input type="checkbox"/> Good</li> <li><input type="checkbox"/> Gives sense of accomplishment</li> <li><input type="checkbox"/> Respected</li> <li><input type="checkbox"/> Exciting</li> <li><input type="checkbox"/> Rewarding</li> <li><input type="checkbox"/> Useful</li> <li><input type="checkbox"/> Challenging</li> <li><input type="checkbox"/> Simple</li> <li><input type="checkbox"/> Repetitive</li> <li><input type="checkbox"/> Creative</li> <li><input type="checkbox"/> Dull</li> <li><input type="checkbox"/> Uninteresting</li> <li><input type="checkbox"/> Can see results</li> <li><input type="checkbox"/> Uses my abilities</li> </ul>	<p><b>Pay</b></p> <p>Think of the pay you get now. How well does each of the following words or phrases describe your present pay? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes your pay  N for "No" if it does not describe it  ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Income adequate for normal expenses</li> <li><input type="checkbox"/> Fair</li> <li><input type="checkbox"/> Barely live on income</li> <li><input type="checkbox"/> Bad</li> <li><input type="checkbox"/> Comfortable</li> <li><input type="checkbox"/> Less than I deserve</li> <li><input type="checkbox"/> Well paid</li> <li><input type="checkbox"/> Enough to live on</li> <li><input type="checkbox"/> Underpaid</li> </ul>	<p><b>Opportunities for Promotion</b></p> <p>Think of the opportunities for promotion that you have now. How well does each of the following words or phrases describe these? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes your opportunities for promotion  N for "No" if it does not describe them  ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Good opportunities for promotion</li> <li><input type="checkbox"/> Opportunities somewhat limited</li> <li><input type="checkbox"/> Promotion on ability</li> <li><input type="checkbox"/> Dead-end job</li> <li><input type="checkbox"/> Good chance for promotion</li> <li><input type="checkbox"/> Very limited</li> <li><input type="checkbox"/> Infrequent promotions</li> <li><input type="checkbox"/> Regular promotions</li> <li><input type="checkbox"/> Fairly good chance for promotion</li> </ul>	<p><b>Supervision</b></p> <p>Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes the supervision you get on the job  N for "No" if it does not describe it  ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Supportive</li> <li><input type="checkbox"/> Hard to please</li> <li><input type="checkbox"/> Impolite</li> <li><input type="checkbox"/> Praises good work</li> <li><input type="checkbox"/> Tactful</li> <li><input type="checkbox"/> Influential</li> <li><input type="checkbox"/> Up-to-date</li> <li><input type="checkbox"/> Unkind</li> <li><input type="checkbox"/> Has favorites</li> <li><input type="checkbox"/> Tells me where I stand</li> <li><input type="checkbox"/> Annoying</li> <li><input type="checkbox"/> Stubborn</li> <li><input type="checkbox"/> Knows job well</li> <li><input type="checkbox"/> Bad</li> <li><input type="checkbox"/> Intelligent</li> <li><input type="checkbox"/> Poor planner</li> <li><input type="checkbox"/> Around when needed</li> <li><input type="checkbox"/> Lazy</li> </ul>
(Go on to next page)		(Go on to back page)	

## Appendix C

### Permission to use the Job Description Index



• **JDI Research Assistance** <jdi\_ra@bgsu.edu>



Aug 29 at 1:25 PM



To: Amy Miller

Hi Ms. Miller,

I am attaching a paper and pencil version of the JDI that you can administer to participants. If you'd like to use the survey online, you have permission to create one to use. I am also attaching the Quick Reference Guide for the JDI which includes administration and scoring instructions. Good luck with your research!

Best,  
Marie

---

**Marie Childers**

JDI Research Assistant

Bowling Green State University

Email: [jdi\\_ra@bgsu.edu](mailto:jdi_ra@bgsu.edu)

Tel: [\(419\) 372-2693](tel:4193722693)

<http://www.bgsu.edu/arts-and-sciences/psychology/services/job-descriptive-index.html>

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## Appendix D

### Permission to use the Multifactor Leadership Questionnaire

For use by Amy Miller only. Received from Mind Garden, Inc. on October 2, 2019

**Permission for Amy Miller to reproduce 100 copies  
within one year of October 2, 2019**

#### **Multifactor Leadership Questionnaire™**

**Instrument (Leader and Rater Form)**

**and Scoring Guide  
(Form 5X-Short)**

**by Bruce Avolio and Bernard Bass**

Published by Mind Garden, Inc.

info@mindgarden.com  
www.mindgarden.com

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## Appendix E

### Agency Letter for Consent

Dear Chief,

My name is Amy Miller. I am a doctoral candidate at the University of Phoenix in the Doctoral of Management Program (DM). I am preparing my dissertation on *Leadership Styles in Policing and Officers' Job satisfaction: A Correlational Study*. The dissertation is focused on identifying if there is a relationship between law enforcement leader's leadership style and officer job satisfaction within the respective agency.

The purpose of this letter is to request/invite the agency's non-managerial officers to participate in the study, where the outcomes could potentially help leaders modify behaviors that could increase subordinate job satisfaction. The research can contribute to the growing body of knowledge in law enforcement leadership.

As this study is of quantitative design, the data will be gathered by two short survey questionnaires. The survey instruments are the Multifactor Leadership Questionnaire (MLQ5X), and the Job Descriptive Index (JDI). All surveys have been deemed valid and reliable, based on previous research studies. Timeframe for completion of the surveys is approximately 20 - 25 minutes with a two-week allotted period to participate.

A brief description of each survey is as follows:

1. Multifactor Leadership Questionnaire (MLQ-5X-Short) - This instrument was developed by Bass (1985) and colleagues to measure transformational and transactional leadership behaviors.
2. Job Descriptive Index (JDI)- Smith, Kendall, and Hulin (1969) designed the JDI to measure the satisfaction of employees in work and retirement.

The agency, participating officers', and responses will remain confidential and will not be directly shared with anyone outside of the University of Phoenix Dissertation Committee. Approval for this study has also been sought through the Institutional Review Board (IRB) at the University of Phoenix.

I am asking for permission to allow your officers to voluntarily share his or her experiences within the law enforcement profession by participating in the study and

completing the MLQ-5X, and JDI surveys. These surveys will be distributed via hardcopy by the researcher to your office where the surveys will be provided for each officer to complete. An envelope will also be provided to each officer to seal the survey upon completion. An Informed Consent Letter will also be attached explaining the research and parameters of the study.

All data collection results will be secured in a locked safe at the researcher's home. The information will be safely stored in the locked safe for a minimum of three years, with access only to the researcher and University of Phoenix Dissertation Committee. When no longer necessary for research, all of the questionnaire data will be destroyed.

For further questions or concerns, please contact me, Amy Miller, at 618-365-3476, or by email at [nixmama2003@email.phoenix.edu](mailto:nixmama2003@email.phoenix.edu). You may also contact my Dissertation Chair, Dr. Derek Rohde, at 858-69206704, or by email at [d.rohde01@msn.com](mailto:d.rohde01@msn.com). For further questions or concerns about your rights as human subjects, you are directed to the Institutional Review Board at the University of Phoenix. I want to thank you in advance for your time and consideration.

Sincerely,

*Amy Miller*



## Appendix F

### Informed Consent



#### **INFORMED CONSENT: PARTICIPANTS 18 YEARS OF AGE AND OLDER**

Greetings,

My name is Amy Miller, and I am a student at the University of Phoenix, working on a Doctor of Management. I am conducting a research study entitled *Leadership Styles in Policing and Officers' Job satisfaction: A Correlational Study*.

The purpose of the study is to identify if there is a relationship between law enforcement leader's leadership style and officer job satisfaction. If the data does identify there is a relationship between leadership styles and officer job satisfaction, leaders then have an opportunity to modify behaviors to enhance subordinate job satisfaction.

- 1-Your participation will involve implementing data into two short surveys.
- 2-The following is an informed consent that must be signed before participating in the study.
- 3-The participant will complete the surveys at the police department.
- 4-The timeframe for completion of the surveys is approximately 20 - 25 minutes with a two-week allotted period to participate.
- 5-The survey instruments used will be the following:
  - a. 1. Multifactor Leadership Questionnaire (MLQ-5X-Short) - This instrument was developed by Bass (1985) and colleagues to measure transformational and transactional leadership behaviors.
  - b. Job Descriptive Index (JDI)- Smith, Kendall, and Hulin (1969) designed the JDI to measure the satisfaction of employees in work and retirement.
- 6-Once surveys are completed and sealed, ensuring confidentiality, the participant will return the sealed envelope to the front desk secretary who will have a drop off box provided. After the two-week allotted timeframe, the researcher will return to the police department to collect the box of sealed envelopes.
- 7-The sample population for the study will be all non-managerial, sworn-in officers of participating law enforcement agencies.

You may choose not to participate or you may withdraw at any time. The results of the research study may be published, but your identity will remain confidential, and your name, the name of your leader, and the name of the agency will not be made known to any outside parties.

In this research, there are no foreseeable risks, or safety concerns to participants.

Although there may be no direct benefit to you, a possible benefit from your being part of this study could potentially help leaders modify behaviors that could increase officer job satisfaction, and contribute to the growing body of knowledge in law enforcement leadership.

If you have any questions about the research study, please call me at 618-365-3476 or email me at [nixmama2003@email.phoenix.edu](mailto:nixmama2003@email.phoenix.edu). For questions about your rights as a study participant, or any concerns or complaints, please contact the University of Phoenix Institutional Review Board at [IRB@phoenix.edu](mailto:IRB@phoenix.edu).

As a participant in this study, you should understand the following:

1. You may decide not to be part of this study, or you may want to withdraw from the study, at any time.
2. Your identity will be kept confidential.
3. To secure the completed surveys, participants will seal the surveys in the provided envelopes. Participants are then asked to bring the sealed envelopes to the front of the police department where the head secretary will have a box provided for survey drop off. After the allotted two-weeks, the researcher will collect the box of sealed envelopes.
4. All data collection results will be secured in a locked safe at the researcher's home. The information will be safely stored in the locked safe for a minimum of three (3) years, with access only to the researcher and University of Phoenix Dissertation Committee. After the three years, all of the questionnaire data will be destroyed. The data collected will be analyzed in SPSS, a statistical tool used to compute numerical data from the questionnaires.
5. In this research, there are no foreseeable risks or safety concerns to participants.
6. The results of this study may be published.

By signing this form, you agree that you understand the nature of the study, the possible risks and benefits to you as a participant, and how your identity will be kept confidential. When you sign this form, this means that you are 18 years old or older and that you give your permission to volunteer as a participant in the study that is described here.

I accept the above terms.     I do not accept the above terms. **(CHECK ONE)**

Signature of the research participant \_\_\_\_\_ Date \_\_\_\_\_

Signature of the researcher \_\_\_\_\_ Date \_\_\_\_\_

## Appendix G

### Recruitment Letter

Dear Potential Participant,

My name is Amy Miller, and I am a doctoral candidate at the University of Phoenix. I am preparing my dissertation on *Leadership Styles in Policing and Officers' Job satisfaction: A Correlational Study*. The purpose of the study is to identify if there is a relationship between law enforcement leader's leadership style and officer job satisfaction. If the data identifies there is a relationship between leadership styles and officer job satisfaction, leaders then have an opportunity to modify behaviors to enhance officer job satisfaction.

The criteria for participants in the study are all non-managerial, sworn-in officers of participating law enforcement agencies. As this study is of quantitative design, the data will be gathered through two paper form surveys, the MLQ, and the JDI. The timeframe for completion of the surveys is approximately 20 - 25 minutes with a two-week allotted period to participate. All surveys will be completed in the police department.

The survey instruments used will be the following:

1. Multifactor Leadership Questionnaire (MLQ-5X-Short) - This instrument was developed by Bass (1985) and colleagues to measure transformational and transactional leadership behaviors.
2. Job Descriptive Index (JDI)- Smith, Kendall, and Hulin (1969) designed the JDI to measure the satisfaction of employees in work and retirement.

Permission to conduct the study was provided by your agency's Chief of Police. The permission does not imply any requirement or expectation that you participate in the survey. As a participant, you may choose not to participate, or you may withdraw from the study at any time. All information offered and obtained will remain confidential.

For further questions or concerns, please contact me, Amy Miller, at 618-365-3476, or by email at [nixmama2003@email.phoenix.edu](mailto:nixmama2003@email.phoenix.edu). You may also contact my Dissertation Chair, Dr. Derek Rohde, at 858-69206704, or by email at [d.rohde01@msn.com](mailto:d.rohde01@msn.com). I want to thank you in advance for your time and consideration.

Sincerely,

*Amy Miller*

## Appendix H: Correlation Matrix (2-tailed)

		<b>Correlations</b>									
		JOB SUM	Transfo rmation al: Idealize d Attribut es Ave Score	Transfo rmation al: Idealize d Behavi ors Ave Score	Transfo rmation al: Inspirati onal Motivati on Ave Score	Transfo rmation al: Intellect ual Stimula tion Ave Score	Transfo rmation al: Individu al Consid eration Ave Score	Transa ctional: Conting ent Reward Ave Score	Transa ctional: Mgmt by Excepti on (Active) Ave Score	Passive Avoida nt: Mgmt by Excepti on (Passiv e) Ave Score	Passive Avoida nt: Laissez -Faire Ave Score
JOB SUM	Pearson Correlation	1	.168	.045	-.028	-.003	-.079	.152	-.101	-.209*	-.098
	Sig. (2- tailed)		.105	.665	.786	.976	.449	.145	.334	.043	.348
	N	94	94	94	94	93	94	93	94	94	94
Transformational: Idealized Attributes Ave Score	Pearson Correlation	.168	1	.765**	.810**	.604**	.507**	.722**	-.384**	-.575**	-.528**
	Sig. (2- tailed)	.105		.000	.000	.000	.000	.000	.000	.000	.000
	N	94	94	94	94	93	94	93	94	94	94
Transformational: Idealized Behaviors Ave Score	Pearson Correlation	.045	.765**	1	.790**	.604**	.425**	.750**	-.453**	-.608**	-.552**
	Sig. (2- tailed)	.665	.000		.000	.000	.000	.000	.000	.000	.000
	N	94	94	94	94	93	94	93	94	94	94
Transformational: Inspirational	Pearson Correlation	-.028	.810**	.790**	1	.594**	.566**	.771**	-.387**	-.519**	-.536**
	Sig. (2- tailed)	.786	.000	.000		.000	.000	.000	.000	.000	.000

Motivation Ave Score	N	94	94	94	94	93	94	93	94	94	94
Transformational: Intellectual Stimulation Ave Score	Pearson Correlation	-.003	.604**	.604**	.594**	1	.318**	.546**	-.235*	-.379**	-.362**
	Sig. (2-tailed)	.976	.000	.000	.000		.002	.000	.023	.000	.000
	N	93	93	93	93	93	93	92	93	93	93
Transformational: Individual Consideration Ave Score	Pearson Correlation	-.079	.507**	.425**	.566**	.318**	1	.338**	.027	-.144	-.327**
	Sig. (2-tailed)	.449	.000	.000	.000	.002		.001	.797	.167	.001
	N	94	94	94	94	93	94	93	94	94	94
Transactional: Contingent Reward Ave Score	Pearson Correlation	.152	.722**	.750**	.771**	.546**	.338**	1	-.413**	-.635**	-.503**
	Sig. (2-tailed)	.145	.000	.000	.000	.000	.001		.000	.000	.000
	N	93	93	93	93	92	93	93	93	93	93
Transactional: Mgmt by Exception (Active) Ave Score	Pearson Correlation	-.101	-.384**	-.453**	-.387**	-.235*	.027	-.413**	1	.659**	.305**
	Sig. (2-tailed)	.334	.000	.000	.000	.023	.797	.000		.000	.003
	N	94	94	94	94	93	94	93	94	94	94
Passive Avoidant: Mgmt by Exception (Passive) Ave Score	Pearson Correlation	-	-.575**	-.608**	-.519**	-.379**	-.144	-.635**	.659**	1	.527**
	Sig. (2-tailed)	.209*	.000	.000	.000	.000	.167	.000	.000		.000
	N	94	94	94	94	93	94	93	94	94	94
Passive Avoidant: Laissez-Faire Ave Score	Pearson Correlation	-.098	-.528**	-.552**	-.536**	-.362**	-.327**	-.503**	.305**	.527**	1
	Sig. (2-tailed)	.348	.000	.000	.000	.000	.001	.000	.003	.000	
	N	94	94	94	94	93	94	93	94	94	94

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

## Appendix I: Descriptive Statistics for the MLQ-5X Normative Sample

For use by Amy Miller only. Received from Mind Garden, Inc. on January 16, 2020

Table 10. (US) Descriptive Statistics for MLQ 5X 2004 Normative Sample

Scale	Total Sample (N=27,285)			Self (N=3,375)			Higher Level (N=4,268)			Same Level (N=5,185)			Lower Level (N=4,376)			Other Level (N=1,959)		
	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range	Mean	SD	Range
II(A)	2.94	.76	4.00	2.95	.53	3.50	2.97	.71	4.00	2.93	.75	4.00	2.93	.82	4.00	2.88	.81	4.00
II(B)	2.77	.72	4.00	2.99	.59	3.75	2.74	.70	4.00	2.77	.70	4.00	2.73	.76	4.00	2.72	.75	4.00
IM	2.92	.76	4.00	3.04	.59	3.50	2.78	.76	4.00	2.84	.74	4.00	2.97	.79	4.00	2.84	.82	4.00
IS	2.78	.71	4.00	2.96	.52	3.50	2.70	.69	4.00	2.77	.70	4.00	2.76	.75	4.00	2.72	.75	4.00
IC	2.85	.78	4.00	3.16	.52	3.00	2.83	.66	4.00	2.83	.74	4.00	2.78	.88	4.00	2.75	.81	4.00
CR	2.87	.70	4.00	2.99	.53	3.50	2.87	.62	4.00	2.88	.65	4.00	2.84	.78	4.00	2.81	.73	4.00
MBEA	1.67	.88	4.00	1.58	.79	4.00	1.68	.88	4.00	1.72	.86	4.00	1.67	.92	4.00	1.73	.89	4.00
MBEP	1.03	.75	4.00	1.07	.62	4.00	1.03	.73	4.00	1.04	.74	4.00	1.02	.79	4.00	1.04	.78	4.00
LF	.65	.67	4.00	.61	.52	3.50	.63	.63	4.00	.65	.66	4.00	.66	.72	4.00	.72	.71	4.00
EE	2.74	.86	4.00	2.79	.61	4.00	2.68	.78	4.00	2.68	.87	4.00	2.78	.94	4.00	2.69	.90	4.00
EFF	3.07	.72	4.00	3.14	.51	3.75	3.05	.71	4.00	3.02	.73	4.00	3.09	.78	4.00	3.00	.77	4.00
SAT	3.08	.83	4.00	3.09	.55	3.50	3.08	.76	4.00	3.08	.80	4.00	3.09	.91	4.00	3.02	.90	4.00

**LEGEND:**  
 II(A) = IDEALIZED INFLUENCE (ATTRIBUTED)  
 II(B) = IDEALIZED INFLUENCE (BEHAVIOR)  
 IM = INSPIRATIONAL MOTIVATION  
 IS = INTELLECTUAL STIMULATION  
 IC = INDIVIDUALIZED CONSIDERATION  
 CR = CONTINGENT REWARD  
 MBEA = MANAGEMENT-BY-EXCEPTION (ACTIVE)  
 MBEP = MANAGEMENT-BY-EXCEPTION (PASSIVE)  
 LF = LAISSEZ-FAIRE  
 EE = EXTRA EFFORT  
 EFF = EFFECTIVENESS  
 SAT = SATISFACTION

**KEY OF FREQUENCY:**  
 4.0 = Frequently, if not always  
 3.0 = Fairly often  
 2.0 = Sometimes  
 1.0 = Once in a while  
 0.0 = Not at all