

Peculiarities of leadership qualities manifestation by modern managers of police organizations: psychological aspect

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ABSTRACT

Aim: To study the psychological peculiarities of the manifestation of leadership qualities by modern managers of police organizations.

Materials and Methods: The research conducted in 2022-2024 involved 64 mid-level managers of police organizations and 462 officers from police units directly subordinated to these managers. Research methods: bibliosemantic, psychological and diagnostic, system analysis and generalization method, statistical.

Results: It has been found that a significant number of modern mid-level managers of police organizations are not inclined to show leadership in their units. It has been found that 15,6% of today's mid-level managers demonstrate low leadership. The average level of leadership qualities was recorded in 50,0% of managers, and this result generally coincides with the opinion of officers (51,1%). A sufficient level of leadership qualities of managers, which ensures the effectiveness of their management activities, was identified in 34,4% of respondents. It has been determined that a third of the respondents in both groups (35,9% of managers; 33,3% of officers) believe that the efficiency of management activities is above average and can be improved through various measures and means.

Conclusions: The obtained results indicate the practicality of using an integrated approach to developing leadership qualities and skills of successful team management (at the subsequent stages of work with personnel). Also this indicates problems in the organization of professional selection and psychological support of police managers.

KEY WORDS: leadership qualities, managers, police units, psychological aspects, management activities

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INTRODUCTION

At the present stage of society's development, the issue of forming a leader in a team-spirited workforce is outlined in pedagogical, psychological, and social aspects [1, 2]. The leadership standpoint of a specialist is characterized by a responsible attitude towards oneself and other members of the social (labor) group and readiness to take responsibility in solving problem situations.

Forming a leader in any professional environment is one of the facets of creating favorable conditions for the self-realization of a personality. In modern science, there are many different concepts of leadership, as scientists in various fields have studied this problem for a long time [3, 4]. However, despite the great interest of scientists and their multiple studies, leadership remains one of the most controversial psychological phenomena. It requires the development of fundamentally new approaches to its study, especially in specific types of work activities.

The environment of police organizations is no exception, where the process of leadership implementation should take into account all possible factors influencing the success of the unit and the effectiveness of professional activities of the staff [5-6]. In addition, the concept of

psychological diagnostics of a person's readiness for managerial activity in the system of law enforcement agencies has not been formed yet; there are problems with the use of psychodiagnostic methods of professional selection of managerial personnel, which requires a clear definition of measures and procedures for organizing work with managerial personnel [7-9]. At the same time, well-organized psychological work can contribute to the formation of a high level of performance of managers, as well as allow timely identification of persons with initial levels of psychological changes and corrective measures, thereby significantly reducing personnel turnover, etc. [10]. Realizing the manager's leadership standpoints directly determines the staff's effectiveness and the organization's success. That is why the problem of leadership realization among managers of police organizations requires scientific and applied research and the search for effective ways to develop the leadership qualities of managers.

AIM

The aim is to study the psychological peculiarities of the manifestation of leadership qualities by modern managers of police organizations.

MATERIALS AND METHODS

The research involved 64 mid-level managers of police organizations in Kyiv and Kyiv oblast (Ukraine) and 462 officers from police units (departments, divisions) directly subordinated to these managers. The selection of police officers for the respondents' category was voluntary. The research was conducted in 2022-2024. Research methods: bibliosemantic, psychological and diagnostic, system analysis and generalization method, statistical. The bibliosemantic method was used to conduct an analytical review of scientific sources on the outlined issues. The psychological and diagnostic method was used during the research work with managers and staff of police organizations. The main block of diagnostics included a psychological examination and a social survey of the respondents using valid methods, namely: 1) the methodology referred to as "Diagnostics of Leadership Qualities"; 2) the methodology referred to as "Leadership Effectiveness"; 3) the methodology referred to as "Expert Assessment of the Manager's Activities Effectiveness" [11].

The methodology referred to as "Diagnostics of Leadership Qualities" is designed to determine a person's level of leadership qualities and the ability of a person to be a leader in a team-spirited workforce. The respondents were offered a methodology form containing 50 questions, to which they had to choose an affirmative or negative answer (in those questions with "yes" and "no" options) or choose among the proposed ones (with two other answer options). Processing occurs according to the methodology's key, where 1 point is awarded for each match and 0 points for a non-match. The total amount of points determines the level of expressiveness of the respondent's leadership qualities: 0-25 points – weakly expressed leadership qualities, low level; 26-35 points – leadership is manifested in a mediocre way, average level; 36-40 points – leadership qualities are expressed sufficiently for effective work; more than 40 points – excessive level of leadership qualities, the respondent's tendency to total domination and control.

The methodology referred to as "Leadership Effectiveness" is designed primarily to determine the effectiveness of the manager's practical activities as a leader. The methodology includes 42 questions that must be answered unequivocally: "yes" or "no". For each positive answer to the proposed questions ("yes"), the respondent receives 1 point, and for each negative answer ("no") – 0 points. The sum of points determines the effectiveness of the leadership of the management team of a particular organization: from 30 to 40 points – the leadership style of the leader is considered highly effective; from 11 to 29 points – the leadership style is supposed to be medium effective; 10 points or less – the leadership style of the leader is considered to be ineffective, and they are not recommended to be the team leader.

The methodology referred to as "Expert Assessment of the Manager's Activities Effectiveness" is aimed at determining the levels of effectiveness of the management activities of managers-leaders. The methodology makes it possible to assess several factors that form the basis for an opinion on the effectiveness of a particular manager. First, this methodology is suitable for evaluating mid-level managers of police departments. The

respondents were given a methodology form and instructions on evaluating 30 factors that characterize a particular manager on a 7-point scale. The processing process involves determining the total result. This makes it possible to visualize the degree of expressiveness of each leader-manager. The levels of effectiveness of a leader-manager's management activity are defined as follows: 30-48 points – the manager does not meet the requirements of the management activity (very low level); 49-60 points – the manager has few reasons to be useful for the organization (low level); 61-90 points – the manager's performance is too low (reduced level); 91-120 points – the manager is not effective enough, the effectiveness of the leader-manager's style is below average; 121-150 points – it is advisable to reconsider the leadership style (average level); 151-179 points – there are all opportunities to increase one's effectiveness (above-average level); 180-210 points – an effective manager (high level).

The statistical method was used to process the experimental data obtained. All statistical analyses were performed using SPSS version 10,0 software adapted for medical and biological research. Qualitative indicators were presented as absolute and relative frequency (%). The reliability of the difference between the indicators was determined using Pearson's Chi-square (χ^2) criterion. The significance of the difference was set at $p < 0,05$.

The research was carried out according to the requirements of the Code of Ethics of National Academy of Internal Affairs and followed the regulations of the World Medical Association Declaration of Helsinki. Informed consent was received from all individuals who took part in this research and who could refuse participation at any time.

RESULTS

First, let us present the results of the primary study of the leadership level in managers of modern police organizations. We combined the survey results of managers and their subordinate officers and obtained the following data (Table 1).

In particular, our research has shown that 15,6% of today's mid-level managers demonstrate low leadership. Moreover, almost a quarter of subordinate staff also observe this level (22,5%). The average level of leadership qualities was recorded in 50,0% of managers, and this result generally coincides with the opinion of officers (51,1%). A sufficient level of leadership qualities of managers, which ensures the effectiveness of their management activities, was identified in 34,4% of respondents. This result is slightly different from the one recorded in the survey of subordinates (26,4%). Thus, we observe significant ($p < 0,05$) differences between the assessment of leadership qualities in unit managers and the results of their evaluation by subordinates. However, based on the above data, we can observe many police organization managers who are not inclined to show leadership. All of this points to the practicality of improving the system of professional and psychological selection of mid-level managers of police organizations (at the initial stage), as well as the involvement of an integrated approach to the development of leadership qualities and skills of successful team management among managers (at the subsequent stages of work with personnel).

Table 1. Levels of leadership qualities among mid-level police managers

Levels of leadership qualities in police unit managers	Categories of respondents		Reliability of the difference	
	Mid-level police managers (n = 64)	Police units officers (n = 462)	χ^2	p
Very high level, tendency to dictatorship, N (%)	0	0	2,31	<0,05
Sufficient level of leadership qualities development, successful leader, N (%)	22 (34,4)	122 (26,4)		
Average level of leadership skills, N (%)	32 (50,0)	236 (51,1)		
Low level, not aptitude for leadership, N (%)	10 (15,6)	104 (22,5)		

Table 2. Leadership styles of mid-level managers of police units

Leadership style of the leader	Categories of respondents		Reliability of the difference	
	Mid-level police managers (n = 64)	Police units officers (n = 462)	χ^2	p
Highly effective leadership style of the leader, N (%)	22 (34,4)	103 (22,3)	6,92	<0,001
Medium effective leadership style, N (%)	34 (53,1)	242 (52,4)		
Ineffective leadership style of the leader, N (%)	8 (12,5)	117 (25,3)		

Table 3. Levels of management activities effectiveness of mid-level police manager

Levels of management activities effectiveness of police managers	Categories of respondents		Reliability of the difference	
	Mid-level police managers (n = 64)	Police units officers (n = 462)	χ^2	p
High level, effective manager, N (%)	16 (25,0)	77 (16,7)	5,93	<0,001
Above-average level, performance can be improved, N (%)	23 (35,9)	154 (33,3)		
Average level, it is advisable to review the management style (management methods), N (%)	17 (26,6)	115 (24,9)		
Effectiveness of the manager-leader's style is below average, N (%)	5 (7,8)	54 (11,7)		
Reduced level, the effectiveness of the manager's work is too low, N (%)	3 (4,7)	45 (9,7)		
Low level, the manager cannot be useful to the organization, N (%)	0	17 (3,7)		
Very low level, the manager does not meet the requirements of management activities, N (%)	0	0		

The next step in our research was to determine the leadership style of police unit leaders (Table 2).

It has been determined that a significant number of officers (25,3%) consider the leadership style of the leader of their police organization to be ineffective (despite the indicator of the leaders themselves (12,5%). At the same time, most managers and subordinates define the management style of the police unit as average (53,1% and 52,4%, respectively), which to some extent meets the management requirements. At the same time, 22,3% of the respondents from the police staff say that the leader in their team is highly effective and uses an adequate (creative) leadership style. As we can see, in general, there is a mediocre assessment of the effectiveness of the leadership

style of police units. However, according to a quarter of the respondents from among subordinate staff, the leadership positions of modern leaders still lack authority, stability, and effectiveness in organizing the team's functioning, managing individual structural units (officers), etc.

In the following, using the methodology referred to as "Expert Assessment of the Manager's Activities Effectiveness," we diagnosed the managers of police organizations regarding self-assessment of the productivity of their service activities and officers subordinate to them to determine the levels of the managers' efficiency. Here are the results of the respondents' diagnostics (Table 3).

As we can see, more than a third of the respondents in both groups (35,9% of managers; 33,3% of officers) believe

that the efficiency of management activities is above average and can be improved through various measures and means. Despite the relative number of effective managers in the police (25,0% of the respondents from among managers highly evaluate their capabilities; 16,7% of subordinate staff), there is a significant number of managers with an average level of performance of service activities for whom it is desirable to review the management style (management methods) (26,6% of managers; 24,6% of officers). Thus, according to officers, the effectiveness of leaders' management activities is significantly ($p < 0,001$) lower than mid-level managers themselves believe. All this demonstrates the practicality of better work with managerial personnel through professional and psychological support of their service activities, formation of organizational and leadership qualities, etc. The other levels of managerial efficiency (ranging from below-average to very low) are presented in insignificant indicators, which does not allow for a full analysis of them separately. Instead, their total volume (12,5% – managers; 25,1% – subordinate officers) suggests significant gaps in the organization and tactics of professional selection of police management, which is a separate corporate problem. This practice is possible in the presence of a shortage of managerial personnel, interference of other structures in implementing personnel policy in the police, etc.

DISCUSSION

First, it is worth noting that developing leadership qualities and awareness of the art of management is one of the main problems in forming modern leaders [12, 13]. According to S. E. Schimschal and T. Lomas [14], it is from creative professionals that the much-needed corps of managers-leaders of any professional field can be formed.

Leadership qualities of police organization managers are developed in the process of purposeful activity [15, 16]. When appointed or elected to a managerial position, the manager should familiarize himself with the arsenal of knowledge that a professional group leader should have, as well as the skills of managing a team. At the same time, as S. Nair Subramanian and S. Banihashemi [17] rightly point out, the determination of the most effective leadership styles in advance does not make it possible to determine the best one: the style must meet the requirements of the situation in the police unit. Indeed, according to the results of our research, not all mid-level managers of police organizations pay attention to this, which naturally manifests itself in miscalculations of the style of personnel management and also affects the effectiveness of management activities in general.

According to some researchers [18-21], several standpoints should be taken into account for the development of leadership in police managers:

- forming a strong desire to be a leader, increasing self-confidence, developing readiness to make managerial decisions and take responsibility;

- developing individual leadership skills;
- ensuring the social competence of the leader and their tact, tolerance, and friendliness in relations with team members;
- possessing skills and abilities to quickly and correctly assess the situation, know and take into account the characteristics, interests, requests, and expectations of all team members, etc.

Thus, a modern police unit manager-leader should be aware of the list of leadership qualities and strive to develop them, create a basis for leadership in the team, engage in self-improvement, and pay attention to developing self-confidence, empathy, tolerance, tactfulness concerning subordinates, etc. During psychological work with mid-level managers, we focused on these standpoints within the framework of the author's program of leadership qualities development and optimization of leadership style.

CONCLUSIONS

Our research has found that many modern managers of mid-level police organizations are not inclined to show leadership. It has been found that 15,6% of today's mid-level managers demonstrate low leadership. The average level of leadership qualities was recorded in 50,0% of managers, and this result generally coincides with the opinion of officers (51,1%). A sufficient level of leadership qualities of managers, which ensures the effectiveness of their management activities, was identified in 34,4% of respondents. It has been determined that a significant number of officers (25,3%) consider the leadership style of the leader of their police organization to be ineffective. At the same time, most managers and subordinates define the management style of the police unit as average (53,1% and 52,4%, respectively), which to some extent meets the management requirements. It has been determined that a third of the respondents in both groups (35,9% of managers; 33,3% of officers) believe that the efficiency of management activities is above average and can be improved through various measures and means. Despite the relative number of effective managers in the police (25,0% of the respondents from among managers highly evaluate their capabilities; 16,7% of subordinate staff), there is a significant number of managers with an average level of performance of service activities for whom it is desirable to review the management style (26,6% of managers; 24,6% of officers). All this indicates the practicality of using an integrated approach to developing leadership qualities and skills of successful team management (at the subsequent stages of work with personnel).

Prospects for further research are to create the author's program for developing leadership qualities and optimizing leadership style in mid-level police managers and to check its effectiveness.

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CONFLICT OF INTEREST

The Authors declare no conflict of interest

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