

Recommended Police Leadership Model to Reduce Voluntary Police Officer Turnover

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Recommended Police Leadership Model to Reduce Voluntary Police Officer Turnover

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Abstract

Purpose of Study

Police officer turnover is extremely expensive to police departments and is a large burden financially (Hur, 2013). With police officer turnover rates steadily decreasing, voluntary turnover is a critical issue to police administrations. Transactional leadership is currently the most used leadership model in police agencies across the country (Stojkovic, Kalinich, & Klofas, 2015). This study is focused on determining how transactional leadership is failing at retaining police officers and analyzing different leadership models with various theories of motivation to determine their effects on police officer organizational commitment and motivation to create a suggested model of leadership incorporating the best qualities of each style.

Methodology

No original data was collected for this study. Secondary sources consisting of accredited peer-reviewed journals that were located with the assistance of the UW-Platteville Library and textbooks were used. These sources were all critically analyzed to create recommendations for police agencies regarding improving the efficiency of organizational leadership by adopting a new leadership model and training program.

Summary of Key Findings

Transactional leadership is ineffective at reducing voluntary police turnover due to its lack of an emphasis on organizational commitment (Cockcroft, 2014). Authentic leadership, purposeful leadership, and supportive leadership were all analyzed to create a recommended leadership model that encourages motivation, job satisfaction, and organizational commitment to help reduce turnover intentions. It was determined that police supervisors need to incorporate more motivational tactics and supportive leadership principles (Muller, Maclean, & Biggs, 2009), in order to create a leadership model that helps reduce voluntary turnover rates.

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RECOMMENDED POLICE LEADERSHIP MODEL TO REDUCE VOLUNTARY POLICE OFFICER TURNOVER

Alyssa Kastner

Section I. Introduction

Statement of Problem

Police officer retention rates are on a steady decline (Julseth, Ruiz, & Hummer, 2011). This can be attributed to low levels of motivation and job satisfaction that are experienced by officers. Supervisors can impact officers' motivation and job satisfaction through organizational leadership. Transactional leadership is widely used in police departments across the country (Stojkovic, Kalinich, & Klofas, 2015) and is generally highly regarded as a form of leadership (Stojkovic et al., 2015; Allen & Sawhney, 2015). However, even with the documented benefits of this leadership style, retention rates are still decreasing. Police agencies across the country are currently facing a crisis in retaining police officers (Police Executive Research Forum, 2019).

Transactional leadership is characterized by the employee performing what is expected, while the supervisor specifies the conditions under which these expectations must be met. The supervisor then rewards the employee for fulfilling these requirements, or if they are not met and/or the employee exhibits negative behavior, they can receive sanctions (Cockcroft, 2014). This form of leadership is often viewed as being ineffective due to the reliance on contractual relationships (Cockcroft, 2014). Transactional leadership assumes that employees will be motivated by rewards and punishments and will be orientated to engage in the organization out of self-interest rather than organizational commitment. Organizational commitment is needed in law enforcement agencies so that employees remain motivated to carry out their duties in accordance with the organization's goals and feel devoted to their employer. Research has shown

that when organizational commitment is low, efficacy decreases and turnover increases (Hur, 2013).

Organizational commitment is directly tied to job motivation and satisfaction. Job dissatisfaction is a constant problem within police forces; a study even found that 45% of police officers would change careers if a reasonable opportunity were presented to them (Carlan, 2007). An individual officer's perception of the specific aspects of the department and its administration, viewed along with external variables, has a significant effect on their physical and mental status. The fear of the sanction system associated with transactional leadership has been shown to negatively affect patrol officer behavior and decision-making skills (Julseth et al., 2011). Research has also suggested that the work environment created by a police administration plays the most significant role in an officer's decision to leave that officer's position (Carlan, 2007). Sworn officers' decision to resign from their position voluntarily negatively affects agencies and is, thus, a large area of concern for administrators (Hur, 2013). High rates of voluntary turnover are detrimental to police departments as they lead to high replacement costs of recruitment, selection, training of new officers to fill those positions, and create staff shortages until those positions are refilled; literature has estimated it creates a burden of over \$25,000 for each officer that decides to leave when indirect and hidden turnover costs are taken into consideration (Hur, 2013).

Police agencies are experiencing a decline in officer retention rates due to the utilization of transactional leadership. Low rates of motivation and job satisfaction can be attributed to the lack of organizational commitment associated with transactional leadership (Muller, Maclean, & Biggs, 2009). As the focus in transactional leadership depends on motivation via self-interest due to a reward-punishment system, it does not have a foster an employee's organizational

commitment (Muller et al., 2009). Police departments need to explore other types of leadership styles in order to find the one that is most efficient in serving the public and retaining police officers. Literature on transactional leadership will be reviewed to determine how it leads to decreased levels of organizational commitment, which in turn cause lower motivation and job satisfaction while increasing rates of turnover intentions (Muller et al., 2009). Various leadership styles will also be analyzed in addition to motivational theories to provide a recommended leadership model for police departments to deploy.

Purpose of Study

The purpose of this study is to discover the negative behaviors and traits associated with transactional leadership. As police officer turnover is extremely expensive to police departments, with retention rates steadily decreasing, it is critical to examine how supervisors are contributing to this trend (Hur, 2013). This study is focused on determining how transactional leadership practices lead to low motivation and organizational commitment, which lead to high risks of turnover (Julseth et al., 2011). Different leadership styles were analyzed along with various theories of motivation to determine their effects on police officer organizational commitment and motivation to create a suggested model of leadership incorporating the best qualities of each style.

Significance and Implications

Police officers generally enjoy being in policing and have many motivating factors for wanting to serve the public. As an officer progresses in their career, job dissatisfaction beginning to rise. Police officer supervisors significantly contribute to working environments that lead police officers to resign or transfer to different departments. According to Hur (2013), turnover is

an essential organizational issue, and management practices need to be adjusted to maintain levels of job satisfaction. While benefits and salaries do play a large part in both motivation and job satisfaction (Julseth et al., 2011), the environment in police departments is the greatest factor leading to turnover (Hur, 2013). Supervisors who have a positive line of communication between patrol officers lead to having the most positive influence on patrol officer's decisions (Julseth et al., 2011).

This research is significant as it will identify areas where supervisors need to make changes regarding their behavior and management practices to improve job satisfaction and staff motivation levels to decrease police officer turnover rates. The goal of the research is to provide recommendations for an effective leadership model to help reduce levels of turnover.

Methods of Approach

Multiple processes were followed to ensure a high-quality analysis of literature on various leadership models. The research for this study consists of reviewing secondary sources; no original data was collected. The first step was a comprehensive review of peer-reviewed journals on a wide range of leadership models and studies. These journals were located primarily through searching the UW-Platteville Digital Library, EBSCOhost, and Google Scholar. The second step was reviewing the reference section of each article to find additional, relevant, resources. The search process uncovered 21 articles that were published from 1991-2018. Textbook sources were also referred that explore motivational theories that can be successfully utilized by police supervisors to help promote motivation and job satisfaction in the workplace. These sources were all critically analyzed to create recommendations for police agencies regarding improving the efficiency of organizational leadership by adopting a new leadership model and training program.

Limitations

As no original data was collected, this study was limited to the amount of information that is available publicly. Additionally, this study theorizes the effectiveness of the recommended police leadership model. Further research is required to test the effectiveness of the recommendations in this paper.

Section II. Literature Review

The Connection Between Organizational Commitment, Job Satisfaction, and Motivation

Organizational commitment, job satisfaction, and motivation are all directly related. When motivation and job satisfaction are low, organizational commitment is tested, which tends to lead to lower levels of efficacy and increased rates of turnover (Hur, 2013). Organizational commitment has a strong tie to motivation, as individuals who closely align themselves with their employer's goals and values are more likely to take on challenging work activities and be responsive to changes to keep organizational goals in focus (Dick, 2011). Organizational commitment is the measure of which an individual identifies with a particular organization and to the extent that they identify with the organizational goals (Stojkovic et al., 2015). Organizational commitment is the most influential and most reliable predictor of job satisfaction, job performance, and turnover intentions with higher levels of organizational commitment lead to lower rates of absenteeism and lower turnover rates (Dick, 2011). Previous studies have suggested that theoretically, police organizations should experience high levels of organizational commitment due to the strong norms for obligation, internalization, and identification associated with police agencies. However, organizational commitment has been shown to decrease as officers gain more tenure and experience (Dick, 2011).

Motivation

Motivation is one of the most critical factors that police administrations need to be aware of. There are two different ways to view motivation; psychologically and organizationally. Psychological motivation can be examined by the state of mind of an individual and the behavior they exhibit (Stojkovic et al., 2015). Learned behaviors play a crucial role in psychological

behavior; as views on work ethic, attitudes, and personal values are instilled in children from a young age. Organizational motivation explores managerial behaviors that induce employees to be consistent with the expectations and demands of their position (Stojkovic et al., 2015). The organizational view of motivation allows researchers to explore motivational strategies that promote the best interests of both the organization and individual employees. Both aspects of motivation are crucial for administrators to understand, as they both play a part in an employee's motivation and ultimate success in their role. Psychological motivation can be viewed as the reasoning for why an individual entered the criminal justice career field. That individual may also have had a strong sense of work ethic, loyalty, and desire to be promoted instilled in their views from a young age, making them a desirable employee. However, organizational motivation is needed to keep employees like this motivated in their positions long-term. Organizations need to make sure that employees stay motivated by the organization's structure, goals, and needs. Employees are continually seeking to satisfy intrinsic needs (accomplishments and achievements) and extrinsic needs (pay, job security, and promotion) (Allen & Sawhney, 2015).

Job Satisfaction

Organizational commitment and motivation directly relate to job satisfaction. A significant amount of police officer job satisfaction depends on a police department's ability to create policies that enhance officer fulfillment and create a work environment that encourages realistic expectations (Carlan, 2007). Job dissatisfaction is a problem that continues to arise for police agencies due to the amount of stress that is placed on officers (Carlan, 2007). Previous literature supports direct links between stress, job satisfaction, and supportive leadership (Muller et al., 2009). Supervisors have been shown to be directly related to individual officers' job satisfaction

and turnover intentions. Job satisfaction from both inside and outside of the department play a significant role in police officers deciding to resign (Julseth et al., 2011). However, research has shown that the work environment created by police administrations plays the largest role in determining police officer job satisfaction (Carlan, 2007). Supervisors that use motivational tactics, such as feedback and give support to staff members, are less likely to have officers with intentions to leave the department (Muller et al., 2009). Research has also shown that employees of effective leaders tend to stay more satisfied within their employments, want to stay employed with the organization, and have higher levels of well-being (Yarlagadda, Bailey, Shantz, Briône, & Zheltoukhova, 2017).

The Current Leadership Model: Transactional Leadership

Transactional leadership is arguably the most common form model of leadership, followed by police departments (Stojkovic et al., 2015). Transactional leaders view their subordinates as bargaining agents where power regulates a process where benefits are provided and received (Deluga & Souza, 1991). Transactional leadership is generally defined by supervisors assigning the expectations and conditions that employees are required to meet. Once an employee fulfills these expectations or fails to complete their assignments, the supervisor will either reward or sanction the employee (Cockcroft, 2014). Transactional leadership is composed of two components; the contingent reward is the agreement of pay for completion of work, and that management-by-exception describes how leaders manage negative behavior and only intervene when employees fail to meet their expectations (Deluga & Souza, 1991). Transactional leaders focus on subordinates meeting their goals and promote compliance in the workplace. Employees are left to decide "where they stand" and are expected to understand the boundaries of the workplace (Wheatcroft, 2015).

Cockcroft (2014), views transactional leadership as ineffective due to the heavy reliance on contractual relationships. Transactional leadership relies on the assumption that employees will be intrinsically motivated by the reward and punishment system. However, research has shown that the fear of the sanctions associated with transactional leadership negatively affects patrol officer behavior and decision-making (Julseth et al., 2011). Deluga and Souza (1991) designed a study to investigate the effect of police supervisor behavior on subordinates. Both supervisors and employees exert a certain amount of influence on each other in order to reach personal and organizational goals. Deluga and Souza (1991) studied an entire police department that was composed of 117 police officers. Each officer was given a scenario that depicted supervising officers using various leadership tactics. The officers then indicated how they would interact with the supervisor in the scenario. The results showed that transactional leadership was not the most effective leadership model for influencing police officers. Transactional leaders were seen as being less approachable, more militaristic in manner, and less sensitive to officers' needs (Deluga & Souza, 1991). Police officers were found to adapt their traits to their position; dominance, social pressure, self-confidence, autonomous achievement, and self-acceptance (Deluga & Souza, 1991). Deluga and Souza (1991) found that officers were more responsive to supervisory influence when the supervising officer considered the needs of their employees.

Due to the widespread use of transactional leadership, many police supervisors do not use motivational tactics (Muller et al., 2009) and supportive leadership practices (Muller et al., 2009); both of which contribute to officer levels of motivation and job satisfaction. These low rates of motivation and job satisfaction could be associated with the lack of organizational commitment associated with transactional leadership, as the focus in transactional leadership depends on motivation via self-interest due to a reward-punishment system rather than creating

ties to the organization. Police agencies need to explore other types of leadership styles in order to find the one that is most efficient in serving the public while creating a work environment that reduces police officer turnover.

Alternative Leadership Styles

Supportive Leadership

Supportive leadership contains principles that are more effective at fostering organizational commitment than transactional leadership. Supportive leadership is defined as having leaders that enable staff to feel supported to work effectively, productively, and appropriately (Muller et al., 2009). A supportive leader provides emotional, informational, instrumental, and appraisal support to followers (Rafferty & Griffin, 2006). Supportive leadership occurs when leaders show concern and take account of their employees' needs and preferences when making decisions (Rafferty & Griffin, 2006). Police organizations can benefit greatly by adopting this philosophy, as police officers need to know that they are trusted to perform their job appropriately and that they have supervisors who are willing to assist them in tough situations. Research has shown that employees in fields that experience a large amount of occupational stress have benefited from emotional support from supervisors (Rafferty & Griffin, 2006).

It is essential that police departments give police officers opportunities to develop professionally. The actions, values, beliefs, goals, and style of police leaders can greatly influence officers (Muller et al., 2019). Research has shown that supportive leadership positively affects job satisfaction and turnover intentions (Sökmen, Bitmis, & Üner, 2015). The acknowledgment of employee needs fosters an employee's perception of fitting into the relationship. This leads to a greater sense of organizational commitment and alignment with the

company's goals, which encourages the employee to stay employed with the organization. Supportive leader behavior thrives on motivating employees and increasing job satisfaction by creating a psychologically supportive relationship (Sökmen, Bitmis, & Üner, 2015).

Authentic Leadership

Due to the rising questions of moral behavior and trust in police forces, scholars have begun to start looking past traditional forms of police leadership, such as transactional leadership, to consider more effective leadership models that promote organizational effectiveness (Lyubovnikova, Legood, Turner, & Mamakouka, 2017). Authentic leadership (AL) contains many qualities that appeal to police administrations due to the nature of policing. AL has been described as a pattern of leadership behaviors that draws upon and encourages positive psychological capacities while promoting an ethical climate in the workplace, that fosters greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency within the partnership between leaders and their followers to promote positive self-development (Lopez, Alonso, Morales, & Leon, 2015; Lyubovnikova et al., 2017). AL differs from supportive leadership as in addition to emotionally supporting employees; leaders focus on staff inclusion during the decision-making process. This style of leadership has been shown to influence commitment, extra effort, perceived effectiveness, job satisfaction, and organizational culture (Lopez et al., 2015). AL is rooted in positive psychology focusing on positive growth and self-fulfillment (Braun & Peus, 2018). Authentic leaders are believed to foster positive self-development in both themselves and their followers to drive health and wellbeing within the organizations it is practiced (Braun & Peus, 2018). Literature has shown that authentic leaders promote ethical conduct while discouraging iniquitous behavior in the workplace (Lyubovnikova et al., 2017).

Police officers need to be able to intervene in emergency situations that involve a great deal of risk and stress and effectively work together as a team (Lopez et al., 2015). Trust and transparency are critical to an officer's ability to be able to rely on both their superiors and colleagues in potentially dangerous situations. Lack of an ability to trust team members, feeling of emotional exhaustion from the stress, and lack of personal attachments to both the team and the position can all lead to burnout and higher rates of turnover (Gabris & Ihrke, 1996).

Authentic leaders have been shown to encourage open, transparent, trusting, and genuine relationships with their subordinates (Braun & Peus, 2018). Group cohesion is essential to the department's efficiency and an officer's organizational commitment to that agency. Group cohesion is defined as a dynamic process that is reflected in the tendency for a group to remain united in the pursuit of instrumental objectives and the satisfaction of members' affective needs (Lopez et al., 2015). Lopez et al. (2015) conducted a study with 221 police officer and firefighters to determine whether followers' group identification and AL is positively and directly related to group cohesion. The researchers found that AL should be considered by police chiefs and firefighters as it was shown to be positively associated with group cohesion and group members' identification with their teams. The pattern showed that behaviors of authentic leadership inspired employees to display positive psychological capacities and favored a positive ethical climate. As police officers provide critical public services, Lopez et al. (2015) suggest that AL could theoretically be used to inspire greater competencies that could be used in the selection and training process of new officers. AL promotes diverse behaviors that lead to the creation of bonds among group members, which increases the performance of team members by creating a collaborative environment between leaders and followers to develop a sense of social identity (Lopez et al., 2015). Employees of authentic leaders have also been shown to mirror

their superior's behavior (Lyubovnikova et al., 2017), which could be attributed to a high level of respect and trust between the leader and followers. This style of leadership highlights the understanding of the importance of trust within group involvement and participation in decision making (Lopez et al., 2015).

Lyubovnikova et al. (2015) conducted a similar study to Lopez et al. (2015) to determine if AL influences team performance and can be used to predict the specific team regulatory process of reflexivity. Reflexivity is defined as the extent to which members of a group reflect upon and communicate the group's strategies, processes, and objectives (Lyubovnikova et al., 2015). It has been argued that authentic leaders use self-regulation to align their actions with their true values and intentions, which allows them to be transparent to their subordinates (Lyubovnikova et al., 2015). Authentic leadership is composed of four dimensions; self-awareness, internal moral perspective, balanced processing, and relational transparency (Lyubovnikova et al., 2015). These four dimensions contain a self-regulatory focus which is shaped by a leader's standards and evaluation of their own behavior. Lyubovnikova et al. (2015), looked at these dimensions from a group perspective, rather than an individual, to determine how top management contributes to the performance of their teams. The research demonstrated that self-regulatory behaviors inherent the process of AL and serve to shape the behavior as the team as a whole, by manifesting the process of team reflexivity (Lyubovnikova et al., 2015). This heightened reflexivity allows teams to be more critical to examine the appropriateness and alignment of their objectives, strategies, and processes. For police agencies, it is critical that officers are able to remain objective in all situations, as the ability to integrate and deploy team members' knowledge and skills appropriately allow the team to be more effective, open and informed in decision-making (Lyubovnikova et al., 2015). By having police officers that are more objective

and effective, departments can decrease chances of liability. This allows departments to become more legitimate in the eyes of the public and raises confidence levels of individual officers. The more confidence that police officers have in their ability to complete their job effectively, the more job satisfaction that they will have. In turn, this job satisfaction supports a stronger sense of organizational commitment (Hur, 2013), which will help reduce any turnover intentions (Yarlagadda, Bailey, Shantz, Briône, & Zheltoukhova, 2017).

It is crucial for police officers to be in the right mental state when they are both on and off the job. A large source of job dissatisfaction comes from the inability to balance home and work life. Negative working conditions are often detrimental to employees on average workdays, as they spend the majority of their day working with minimum time devoted to leisure and activities they enjoy (Braun & Peus, 2018). AL is rooted in positive psychology with a focus on positive growth and self-fulfillment. Braun and Peus (2018), measured authentic leadership with a 15-item questionnaire with a sample size of 121 employees from different organizations. Researchers were able to find that employees are satisfied with their work-life balance when they feel themselves to be effective and satisfied in the multiple roles they are faced with (Braun & Peus, 2018). Authentic leaders have to find a way to balance their professional and private lives, which allows their subordinates to achieve a balanced work-life balance when they follow their example. Leaders who are transparent about their own needs, expectations, and values are able to guide behaviors of their followers to experience the same self-awareness and self-regulation (Braun & Peus, 2018). This ultimately leads to employees who experience high levels of job satisfaction, as they can find a way to balance their lives and reduce occupational stress.

Purposeful Leadership

The political climate that surrounds the criminal justice field is constantly changing, which can cause significant challenges for police administrations. Purposeful leadership is an approach to align police leadership and emergency services closer to the current political environment (Yarlagadda et al., 2017). Purposeful leadership builds off of principles of the authentic leadership model to create an encompassing model of leadership that can be relevant for future police administrations, given the recent call for a greater awareness of the needs of different stakeholders in police agencies and a call for a greater moral stance on the part of seasoned officers (Yarlagadda et al., 2017). Purposeful leadership encompasses traits that one would assume leaders in law enforcement would have; the leader is expected to have a strong moral identity, use an ethical approach to leadership, and have a vision for his/her team (Yarlagadda et al., 2017). These traits are imperative not only for police supervisors but for officers as well. Due to the nature of police work, supervisors and officers need to be moral and make ethical decisions as it affects the public's view of the agency and the perceived amount of legitimacy the agency has. Supervisors also need to have a vision for the team, as it is imperative for police officers within the department need to understand what goals are set and how they can best serve the public.

Police work is both demanding and threatening for officers. Police officers are more susceptible to shorter life expectancies, higher divorce rates, and long-term illness, than other career fields (Yarlagadda et al., 2017). Those in policing feel a strong moral sense of responsibility to the public. Police leaders need to create and encourage a workplace environment and criminal justice system that is fair and ethical, to achieve positive outcomes for all involved stakeholders (Yarlagadda et al., 2017). Yarlagadda et al. (2017) conducted interviews, focus groups, and quantitative surveys to collect data to study the attitudes associated

with purposeful leadership. The results showed that purposeful leadership was associated with higher levels of employee well-being and lower turnover intentions (Yarlagadda et al., 2017). Police sergeants who were viewed as ethical by their subordinates had a positive impact on employee outcomes, increased work meaningfulness, and decreased levels of turnover intentions (Yarlagadda et al., 2017). Purposeful leadership can help foster organizational commitment, which will lead to an increase in motivation, job satisfaction, and job retention. Muller et al. (2009) found that supervisor support is directly related to job satisfaction and turnover intentions. It is extremely important that police officer can trust their immediate supervisors, as it can help reduce organizational stressors that lead to job dissatisfaction.

Section III. Theoretical Framework: Motivational Theories

Theories of motivation have changed throughout the last century and have been concurrent with the industrial revolution, the expanded role of government, and the growth of large institutions (Stojkovic et al., 2015). Earlier writers on motivation believed a centralized system of management and the coordination of management activity directed the most efficient employee performance. It was thought that the role of administrators played was to create clear lines of authority, a clear chain of command, and rules and regulations that would assist workers in being successful. Motivation was the product of work rules and supervision strategies that reinforced what the job entailed and how the work should be accomplished.

This view later grew into the human relations school, which was concerned about how employees fit into organizations (Stojkovic et al., 2015). Motivation was viewed as a collaborative process between workers and supervisors. It was directly tied to how supervisors treated their employees. Organizational relationships between managers and employees were seen to cultivate the achievement of the organization's goals. Motivation was viewed as a process between managers and employees to create a motivating and positive relationship. The behavioral school of management evolved to emphasize the importance of leadership behavior to motivate staff. The actions of leadership were seen to lead to motivated employees through proper interactions and supervising tactics.

Lastly, organization development evolved in the 21st century and is focused on the integration of motivational ideas through leadership and job design (Stojkovic et al., 2015). It centers on developing motivating environments, building organizational leaders, and designing ways to accomplish organizational goals best. It is impossible to think about motivation without incorporating concerns among administrators, leadership, and job design.

Maslow's Need Theory

The most accepted theory of motivation comes from Abraham Maslow in 1943. Maslow argued that motivation could be examined as a result of various physical and psychological needs, developing the need theory (Stojkovic et al., 2015). Need theory holds that all individuals have physical and psychological needs that affect their behavior. All humans have the same basic needs; food, water, and assurance of basic survival. These needs must be met before any other needs can be fulfilled (Rasskazova, Ivanova, & Sheldon, 2016). Humans also need an environment where they feel safe and secure, a sense of belonging and purpose, self-esteem, and self-actualization (Stojkovic et al., 2015). According to Maslow, all the needs are divided into higher-order needs and primary needs. Safety, security, and basic physiological needs make up the primary needs. The higher-order needs are belonging, self-esteem, and self-actualization. Maslow identified that individuals are motivated by their needs and that their needs change over time. His theory holds that behavior is driven by the lowest unsatisfied need (Allen & Sawhney, 2015). This means that the higher-order needs cannot be met until the lower needs are satisfied (Rasskazova et al., 2016). Managerial behavior needs to pay attention to multiple issues and the various stages of development of workers and how to keep them motivated to meet their needs as they work up the hierarchy (Stojkovic et al., 2015).

Theory X and Theory Y

When over 73 different motivational theories were ranked, Theory X and Theory Y was found to be in the second place for the most known theory in organizational behavior. Theory X and Theory Y are two different parts that compose one theory from Douglas McGregor. Theory X was made from three fundamental beliefs of Douglas McGregor. According to Stojkovic et al. (2015), McGregor believed that management is responsible for organizing the elements of an

organization, management directs the efforts of personnel, motivates them and controls their actions, and without intervention by management employees would ignore organizational needs. McGregor (1978) also believed that generally employees are lazy, lack ambition, self-centered, resistant to change, and not too intelligent. He thought that organizations must create an environment where one can meet their higher needs. However, it was up to the employee to meet his/her own needs. This led to the belief of Theory Y that higher-order needs must be addressed by management to achieve organizational objectives and goals. This makes management responsible for addressing needs in the work setting (Stojkovic et al., 2015). Theory Y optimistically views human nature and is based on four assumptions. The assumptions are that management is responsible for organizing the productivity of the organization, employees are not ignorant or resistant to change- they have become so due to their experience in the organization, management is responsible for making it possible for employees to better themselves, management needs to organize organizational conditions and methods so individuals can obtain their goals by their own merits (Stojkovic et al., 2015).

All supervisors have a theory of human work motivation, and it is important that they can recognize their own attitudes and beliefs (Lawter, Kopelman, & Prottas, 2015). Lawter et al. (2015), conducted a survey with 21 managers and 80 subordinates from companies located in the northeastern United States to determine if Theories X and Y could be used to explain job performance. The managers were asked to assess the performance of their employees and to provide data regarding their attitudes, behaviors, and demographic variables related to each theory. Found support was found that managerial attitudes, behaviors, and performance are positively correlated. The data showed that managerial behaviors related to Theories X and Y

had a strong effect on the attitudes and performance on both an individual and group level of performance (Lawter et al., 2015).

Motivation Hygiene Theory

Herzberg's motivation-hygiene theory holds that motivator factors satisfy growth and esteem needs, which lead to employee job satisfaction and motivation. Motivator factors are factors that promote motivation and job satisfaction, also known as growth factors; they are related to the content of the job (Allen & Sawhney, 2015). Motivator factors can include the work itself, recognition, responsibility, achievement, personal growth, advancement opportunities, and feedback. Herzberg believed that when these factors are present, an employee will put forth more effort, and these factors must be built into the job for employees to be genuinely motivated. According to this theory, job dissatisfaction occurs due to the absence of hygiene factors and factors related to the ability of the position to meet lower-level needs. Hygiene factors consistent with working condition, coworker relations, supervision and supervision relations, salary, status, job security, company policy, and administration (Allen & Sawhney, 2015).

Public employees, such as police officers, are usually blamed for low performance and insensitive response to the demands of citizens (Benge, 2018). Motivation plays a crucial role in producing a higher level of work performance. While there are extrinsic rewards and working conditions such as pay, benefits, and job security that have been proven to increase the level of motivation among employees, there are limitations in providing monetary rewards as incentive in the public sector (Benge, 2018). In fact, it is often argued that public employees are less satisfied in their careers than their counterparts in the private sector due to different working conditions which include lower pay, more restrictions at work, and ambiguous goals (Benge, 2018). Benge

(2018), designed a study to test if Herzberg's motivation-hygiene theory could be used to verify a different set of motivational factors for public employees. Survey responses were received from 790 public sector managers to determine different motivational factors. Support was found for Herzberg's idea that public managers' job satisfaction is generally affected by the work itself, not by working conditions and environments (Benge, 2018). This can be seen by the fact that most police officers generally enjoy being in policing and have many motivating factors for wanting to serve the public (Julseth et al., 2011). Benge (2018) found that hygiene facts did not contribute to increased job satisfaction in public managers, as they were found to be less materialistic. Organizational culture, along with the ability to make changes to organizational structure and policies was shown to lead employees and managers to take more pride in their work and motivate better work performance.

Expectancy Theory

Expectancy theory was developed in 1964 by Victor Vroom. Vroom believed that individuals work to accomplish things that they think will lead to the outcomes that they desire (Allen & Sawhney, 2015). Expectancy theory is a systematic model of worker motivation and performance, that is summarized as factors that mediate perceptions of the value of performance (Mastrofski, Ritti, & Snipes, 1994). This theory assumes that people make rational decisions based on cost-benefit analysis and pick the behavior that will yield the most desirable results, in other words, the theory is based on the worker's perceptions of the likelihood of obtaining desired outcomes contingent on higher levels of performance (Mastrofski et al., 1994). Tosi, Rizzo, and Carroll argue that motivation is a function of expectancies and valences (Stojkovic et al., 2015). Valences are the level of dissatisfaction or satisfaction that is achieved by various

outcomes. This theory holds that performance results from motivation and the ability it leads to both intrinsic and extrinsic rewards.

Equity Theory

Stacy Adams developed the equity theory of motivation in 1963 (Allen & Sawhney, 2015). Equity theory believes that employee's motivation level is affected by their perception of fairness in the workplace and that individual motivation is understood concerning how other employees are treated by management and the organization (Stojkovic et al., 2015). This theory stresses the importance of fairness in the workplace and how employees view its application in the organization. There are two assumptions that equity theory relies upon; individuals evaluate their interpersonal relations as a commodity and individuals develop expectations about their evaluation in the organization compared to the number of their contributions (Stojkovic et al., 2015). Generally, motivation is the highest when employees perceive that the distribution of equity exists in the organization (Stojkovic et al., 2015).

Section IV. Recommendations

Police supervisors need to consider motivational factors, employee needs, and organizational culture when looking for an effective leadership model to reduce voluntary turnover. Law enforcement agencies are made up of individuals from diverse backgrounds and varying personalities; it would be difficult, if not impossible, to find a one-fits-all solution to keeping all employees motivated and satisfied in their careers. However, police agency supervisors can tailor their leadership styles to help decrease voluntary turnover. Principles from existing leadership models and different concepts from various theoretical models can be combined to create a new style of leadership that could benefit police agencies.

Recommended Leadership Model

It has already been established that job satisfaction, motivation, and organizational commitment are all linked. In order to set up law enforcement organizations for the best success, police administrators need to nurture all three of these factors within their department. The widely used and accepted leadership model in policing, transactional leadership, is currently failing at retaining police officers. Transactional leadership is ineffective due to its reliance on motivation via self-interest rather than motivation due to organizational commitment and job satisfaction (Cockcroft, 2014). Due to the use of transactional leadership, many police supervisors are lacking in the use of motivational tactics and supportive leadership practices (Muller et al., 2009); all of which contribute to officer levels of motivation and job satisfaction. In order to retain police officers, police departments need to start exploring new leadership styles. There are numerous existing forms of leadership that contain principles that are valuable to law enforcement agencies. Supportive, purposeful, and authentic leadership models all contain traits that could benefit law enforcement agencies in helping to build levels of motivation, job

satisfaction, and organizational commitment. This will, in turn, help lower rates of turnover intentions of employees within the department (Muller et al., 2009).

Motivational Tactics

Setting Expectations and Goals

Transactional leadership emphasizes that managers assign the expectations and conditions under which the expectations must be met. If these expectations are not met or if an employee displays negative behaviors, they may be sanctioned (Deluga & Souza, 1991). According to Expectancy Theory, employees work to accomplish the outcomes that they desire (Allen & Sawhney, 2015). All law enforcement agencies have the common goal of protecting the public, with public service being a large motivational factor for those who commit to a career as a police officer. Due to the nature of law enforcement and the high risk of liability, it is important that police officers have a clear understanding of their position and responsibilities (Allen & Sawhney, 2015). Police supervisors need to make sure to set goals and expectations for their officers. It has been shown that employees are intrinsically motivated to meet the challenge of the goals that are set. Goals do not necessarily need to have incentives; however, when they are involved performance tends to be at higher levels (Allen & Sawhney, 2015). Goals can be used to motivate employees, both intrinsically and extrinsically. Difficult goals require greater focus in terms of attention and work levels. It is imperative to ensure that workers are capable and have the skills, resources, and tools to accomplish the goals that are set. Setting goals can lead employees to take ownership and pride in their positions and agencies, which can lead to more organizational commitment. Successful goal competition and the setting of attainable goals can lead to more motivated employees (Allen & Sawhney, 2015).

Management by Objectives

Police supervisors can utilize the process of management by objectives (MBO) to help foster motivation. MBO is defined as the process where managers and employees identify goals, work towards their completion, and provide an evaluation within a specific timeframe (Stojkovic et al., 2015). According to Stojkovic et. Al (2015), it is believed by some researchers that application of MBO in the criminal justice system can help improve motivation among employees. Islami, Mulolli, and Mustafa (2018) created a study that examined the relationship between MBO and employee performance and satisfaction. A self- administered questionnaire was utilized with 172 employees in 13 different companies. The survey was designed to identify the importance of creating objectives, communication objectives, planning goals, setting control points, employee commitment to determined objectives, freedom, and independence in fulfilling duties, and continuous communication (Islami et al., 2018). The results of the study showed that MBO enhanced the level of employee performance and raised levels of employee satisfaction.

Promote Group Cohesion

It is crucial that police supervisors promote group cohesion within the agency. Lopez et al. (2015), emphasizes the importance of group cohesion, as police officers need to be able to work effectively as a team. Police officers need to be able to intervene in emergency situations and know that they have a team they can rely on when needed; not only for their personal safety but to keep the public safe as well. Trust and transparency are critical within a police agency and needed to achieve true group cohesion. Officer's need to have the ability to rely on both their superiors and colleagues in potentially dangerous situations. If there is a lack of trust between team members, or supervisors and subordinates, feelings of emotional exhaustion from stress and a lack of personal attachments to the team will lead to higher rates of turnover (Gabris & Ihrke, 1996). Police

supervisors could benefit from adopting the principle of transparency and encouraging open, trusting, and genuine relationships that are seen in authentic leadership (Braun & Peus, 2018). Authentic leadership works to promote diverse behaviors that support the creation of bonds among group members. Which leads to the increased performance of team members and allows employees to develop a sense of social identity (Lopez et al., 2015).

Become a Role Model

Police supervisors need to model appropriate behaviors for their officers. Research has demonstrated that employees will model behavior of leaders of whom they have a high level of respect and trust (Lyubovnikova et al., 2017). Supervisors should adopt authentic leadership practices, by placing an importance on trust within group involvement (Lopez et al., 2015), and adopt purposeful leadership practices by adopting a strong moral identity, use an ethical approach to leadership, and have a vision for his/her team (Yarlagadda et al., 2017). Due to the current political climate that surrounds law enforcement, it is important for police agencies to make ethical and moral decisions to maintain legitimacy in the eyes of the public. Supervisors need to display the kind of behavior that is necessary for police officers to adopt. Police sergeants who were viewed as ethical by their subordinates were shown to have a positive impact on employee outcomes, increased work meaningfulness, and decreased levels of turnover intentions (Yarlagadda et al., 2017).

Give Attention to Employee Needs

Supervisor support is directly related to job satisfaction and turnover intentions (Muller et al., 2009). According to Herzberg, job dissatisfaction can be reduced by improving working conditions and the work environment. Providing excellent benefits plan or fringe benefits and

increasing pay will help to increase organizational retention (Allen & Sawhney, 2015). However, in police agencies with limited resources, increasing pay and benefits is not always feasible.

Police officers have many motivating factors for choosing a career in law enforcement, including a strong desire to serve the public (Julseth et al., 2011). Police supervisors may not be able to increase pay or benefits, but attention can be paid to the other needs of officers to increase motivation, job satisfaction, and organizational commitment (Stojkovic et al., 2015). Police agencies can work to meet officer needs by providing a work-life balance, feedback, and treat employees equitably to help boost motivation and job satisfaction (Allen & Sawhney, 2015).

Working as a police officer comes with a large amount of inherent stress. One of the largest sources of job dissatisfaction comes from the lack of a healthy work-life balance (Braun & Peus, 2018). According to Maslow's Needs Theory, employees are more motivated and satisfied in their jobs when their needs are being met (Rasskazova et al., 2016). Police supervisors need to allow police officers to balance their professional and private lives, which can lead to greater job satisfaction. This can be accomplished by revising mandatory overtime policies, creating a more equitable work schedule, and allowing officers to use benefit hours (vacation, paid time off hours, etc.) when needed.

Generally, police officers want to do an excellent job for their supervisors, coworkers, and the community. It is essential that employees receive feedback on their performance, so they understand what they do well and what they need to improve on. Police administrators should encourage management to give both informal and formal appraisals. Informal appraisals can be provided frequently and focus on immediate issues (Allen & Sawhney, 2015). Informal appraisals are beneficial as employees and supervisors can be in contact frequently about the goals and expectations of the employee. Formal appraisals have a fixed scheduled and are

determined in advance; they often include a performance review in writing (Allen & Sawhney, 2015). Formal appraisals usually take place in the form of a yearly review. This helps the employee see in what areas they have improved on over the year, and which areas they fell short. It allows the employee to understand their standing in an organization and gives an opportunity to set goals for the next year. Performance appraisals give management the chance to become facilitators, coaches, and mentors to staff (Allen & Sawhney, 2015).

Equity theory relies on two premises; individuals evaluate their interpersonal relations as a commodity and individuals develop expectations about their evaluation in the organization compared to the number of their contributions (Stojkovic et al., 2015). This is true when it comes to those in law enforcement. Generally, motivation is the highest in an organization when believes they are being treated equitably (Stojkovic et al., 2015). Police supervisors need to employ clear policies and procedures and apply them to all employees in a fair and consistent manner. By creating an equitable environment, motivation will be encouraged within the department.

Supportive Leadership Practices

Police supervisors need to enable staff to feel supported to work effectively, productively, and appropriately. Supportive leadership principles can be used to help grow organizational commitment between employees (Muller et al., 2009). Supportive leaders show concern and take account of their employees' needs and preferences when making decisions (Rafferty & Griffin, 2006). These leadership characteristics help police officers know that they are trusted to perform their job appropriately and have coworkers that they can rely on. This emotional support from supervisors has been shown to help reduce occupational stress, which can greatly benefit police officers (Rafferty & Griffin, 2006).

Section V. Summary and Conclusions

In order to help reduce voluntarily police officer turnover, police administrations need to start encouraging new leadership models. Transactional leadership is currently the most used leadership model, which is utilized in police departments across the country (Stojkovic et al., 2015). However, transactional leadership is failing at reducing voluntary turnover, due to its ineffectiveness at creating a sense of organizational commitment (Cockcroft, 2014). Police administrators need to ensure that supervisors place an emphasis on creating an environment that fosters motivation, job satisfaction, and organizational commitment.

While transactional leadership is ineffective at reducing voluntary police officer turnover, some principles of the leadership model are crucial to the nature of police work. Police administrators need to ensure that new leadership models still incorporate keeping police officers accountable for their actions and having supervisors set defined goals for the department. Officers need to know what is expected of them and that they will be held responsible for their actions. Administrators should also look at incorporating more motivational tactics and supportive leadership principles in order to foster organizational commitment, job satisfaction, and motivation within their departments. Supervisors can draw on the principles of supportive leadership, AL, and purposeful leadership to create a new leadership model that encourages stronger motivation, job satisfaction, and organizational commitment. Further research is needed to investigate the suggested leadership model to determine its effectiveness at reducing voluntary turnover.

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