

The Police Profession is Badly Impacted by Ongoing Unethical Behavior of Police Personnel and a Lack of Applied Knowledge and Standards of Ethical Leadership in Police Promotional Processes

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Abstract:- The article's goal is to analyze how ongoing unethical behavior by police personnel and a lack of applied knowledge and ethical leadership standards in the promotion of police officers negatively impact the police profession. Police organizations require the right resources to build a greater sense of ethical leadership in order to conduct operations and engage with communities more successfully, according to public officials, experts, and practitioners. The article argues that unethical behavior by police personnel and a lack of applied knowledge and ethical leadership standards in the promotion of police officers have a negative impact on the police profession in several ways. First, it erodes public trust in the police. When people see police officers engaging in unethical behavior, they are less likely to believe that the police are there to protect them and more likely to see them as a threat. This can make it more difficult for the police to do their jobs effectively, as people are less likely to cooperate with them or report crimes. Second, it can lead to increased crime. When police officers are corrupt, they may be more likely to take bribes or ignore crimes. This can create an environment where criminals feel emboldened to commit crimes, knowing that they are unlikely to be caught or punished. Third, it can damage the reputation of the police force. When police officers engage in unethical behavior, it can damage the reputation of the entire police force. This can make it more difficult for the police to recruit and retain good officers, and it can also make it more difficult for them to get the resources they need to do their jobs. Fourth, it can increase the risk of civil lawsuits. When police officers engage in unethical behavior, they can be sued by the people they have harmed. This can cost the police department a lot of money, and it can also damage the reputation of the department even further. The article argues that police organizations need to do more to build a greater sense of ethical leadership. This includes providing training on ethics to all police officers, establishing a system for reporting and investigating unethical behavior, and holding officers accountable for their actions. It also includes promoting officers who demonstrate strong ethical leadership. By taking these steps, police organizations can help to create a more ethical police profession that is respected by the public.

Keywords:- Leadership, Organizational Commitment, Continuance Commitment, Unethical Behavior of Police Personnel, Lack of Applied Knowledge and Standards of Ethical Leadership, Police Promotional Processes.

I. INTRODUCTION

'Ethical leaders' refers to individuals who conduct themselves ethically, reflecting honesty, respect, fairness, integrity, respect, openness and democratic interaction, which increase employees' commitment level. Police agencies seek to advance ethical officers into higher leadership roles, but no strategy has been found in the academic literature that focuses on doing so. Although police departments aspire to promote ethical individuals to higher leadership positions, no approach has been found in the research literature that focuses on the promotion of ethical police officers (Barker, 2017; Hanson & Baker, 2017). This is the basic issue to be addressed in this study. Examination of moral leadership requirements for police promotion, officers with unknown or unproven character qualities have been promoted, hurting the profession due to a lack of applied knowledge and standards and the continuous unethical actions of police officers. The lack of applied knowledge and standards for ethical leadership in the promotion of police officers is a major problem (Stinson, Liederbach, Lab, & Brewer, 2016). It allows officers with unknown or unproven character traits to be promoted, which can lead to unethical behavior and a loss of public trust.

The loss of public trust is one of the most serious consequences of unethical behavior by police personnel. When people see police officers engaging in unethical behavior, they are less likely to believe that the police are there to protect them and more likely to see them as a threat. This can make it more difficult for the police to do their jobs effectively, as people are less likely to cooperate with them or report crimes.

➤ *The negative impacts of unethical behavior of police personnel:*

• *Loss of Public Trust:*

When police officers engage in unethical behavior, it erodes public trust in the police. This can make it more difficult for the police to do their jobs effectively, as people are less likely to cooperate with them or report crimes. The loss of public trust is one of the most serious consequences of unethical behavior by police personnel. When people see police officers engaging in unethical behavior, they are less likely to believe that the police are there to protect them and more likely to see them as a threat. This can make it more difficult for the police to do their jobs effectively, as people are less likely to cooperate with them or report crimes.

• *Increased Crime:*

Unethical behavior by police officers can also lead to increased crime. For example, if officers are corrupt, they may be more likely to take bribes or ignore crimes. This can create an environment where criminals feel emboldened to commit crimes, knowing that they are unlikely to be caught or punished.

• *Damage to the Reputation of the Police Force:*

When police officers engage in unethical behavior, it can damage the reputation of the entire police force. This can make it more difficult for the police to recruit and retain good officers, and it can also make it more difficult for them to get the resources they need to do their jobs.

• *Increased Risk of Civil Lawsuits:*

When police officers engage in unethical behavior, they can be sued by the people they have harmed. This can cost the police department a lot of money, and it can also damage the reputation of the department even further.

• *Decreased Morale Among Police Officers:*

When police officers see their colleagues engaging in unethical behavior, it can decrease their morale and make them less likely to do their jobs effectively.

• *Increased Tension between the Police and the Community:*

Unethical behavior by police officers can increase tension between the police and the community. This can make it more difficult for the police to do their jobs and can lead to violence.

The lack of applied knowledge and standards of ethical leadership in police promotional processes can also have a negative impact on the police profession. When officers who engage in unethical behavior are promoted, it sends a message that such behavior is tolerated or even rewarded. This can make it more likely that other officers will engage in unethical behavior as well. To address these problems, it is important to have strong ethical standards for police officers and to hold them accountable for their actions. Police departments should also have clear and transparent promotional processes that reward officers for their ethical behavior.

II. THEORETICAL FRAMEWORK

➤ *Social Exchange Theory*

As far as theoretical underpinnings are concerned, the study is based on the concepts of social exchange theory. The theory suggests the presence of two types of relationships at work: social exchange relationships and economic exchange relationships. In this regard, one can argue that economic exchange relations are basically transactional in nature. In these relations, we are primarily concerned about the completion of tasks. The reasons for having this sort of relationship are purely economic. Furthermore, in these types of relations, we are not even concerned about taking the relationship to the next level (Carnevale et al., 2019). Although, this sort of relationship can help accomplish the tasks, however, this type of relationship cannot help in gaining the creative cooperation of employees. Therefore, there has to be something that can help the organizational leaders in gaining the creative cooperation of employees, these are the social exchange relations (Deluga, 1998). Hence, leaders must focus on building social exchange relations with employees (Khan & Ghayas, 2022). Social exchange relations are the relations that are more concerned about trustworthiness and the sense of affiliation with the other person. These relations are built on trust, care, and respect and help gain the creative cooperation of employees. Since, this study discusses paternalistic leadership and organizational commitment where paternalistic leadership suggests that the leader should take more of the role of an expert or a father-like figure (Soylu, 2011).

➤ *According to (Thibaut, 2017), social exchange theory is a social science theory that asserts that aspects of rewards, sacrifices, and benefits impact one another in social relations. According to this hypothesis, people perceive their relationships with others based on how they perceive themselves:*

- How the relationship is balanced in terms of what is given and what is taken away.
- The kind of relationship that is maintained.
- Possibility of improving interpersonal relations.

According to (Thibaut, 2017), in general, social exchange theory analyses relationships between people by comparing interactions between people and marketing activities. Therefore, in social exchange theory there are at least four basic concepts, namely: rewards, costs, results, and levels of comparison.

Consideration of ethical leadership-based training and educational opportunities to align with essential ethical traits that may be a major element in improving the lives of police agency employees is conceivable in order to bring about positive societal change. In an effort to improve community safety, this research may ultimately offer a way to allow better public service and increased public support for the police.

➤ *Leadership Theory*

The art of leadership is to persuade followers to cooperate and contribute to the achievement of organizational objectives (Hasibuan, 2007). Meanwhile, according to (Pauchant, Chester, and Barnard, 1994). Leadership is the process of influencing group activity in an effort to accomplish a specific objective. First, the performance of a unit, agency, or organization can change when a leader is replaced. Second, the findings of the research indicate that leadership, including the process of leadership at every level of the organization, the competencies, and the actions of the concerned leaders, is one of the internal factors that influences organizational success (Yukl, 2012). A leader must be able to provide encouragement to his group members to work with a full sense of responsibility and be able to work together to achieve organizational goals that have been set.

There are several forms of leadership styles that must be possessed by leaders so that the ecosystem within the company runs well. There are several examples of leadership styles such as: ethical leadership, authentic leadership. The ideas, beliefs, and values of right and wrong serve as the foundation for organizational behaviour, forming the ground for leaders' influence on subordinates in the pursuit of corporate objectives (Lemoine, Hartnell, Leroy, 2019). Based on the definition above, it can be concluded that the primary responsibility for resolving employee disagreements is centered on ethical leadership and providing a guiding foundation to teach them the right thing to do. Ethical leaders thus translate into virtues that lead to making ethical decisions for the wider good. Ethical leadership is an assessment of employee perceptions of ethical behaviour which is inferred from leader behaviour, with indicators (Yukl, Mahsud, Hassan and Prussia, 2013):

III. POLICE HONESTY

Honesty is one of the most important qualities for a police officer. Police officers are entrusted with a great deal of power and authority, and they are expected to use that power and authority in an honest and ethical manner. When police officers are dishonest, it erodes public trust in the police and makes it more difficult for them to do their jobs effectively. There are many different ways that police officers can be dishonest. They can lie to suspects, witnesses, or the public. They can falsify reports or evidence. They can take bribes or engage in other forms of corruption.

There are a number of factors that can contribute to police dishonesty. One factor is the stress of the job. Police officers often work long hours and deal with difficult and dangerous situations. This can put them under a lot of stress, which can make them more likely to make bad decisions. Another factor is the culture of the police department. If the department has a culture of silence or corruption, it can make it more difficult for officers to speak up if they see something wrong. Finally, individual factors can also play a role. Some people are simply more likely to be dishonest than others. There are a number of things that can be done to

promote honesty among police officers. One is to create a strong code of ethics and to hold officers accountable for their actions. Police departments should also provide training on ethics and should create a culture of respect and trust.

➤ *It is also important to remember that police officers are human beings. They make mistakes, just like everyone else. However, when police officers are dishonest, it is important to hold them accountable and to take steps to prevent it from happening again. Here are some specific things that police departments can do to promote honesty among police officers:*

- *Create a Strong Code of Ethics:*

The code of ethics should be clear and concise, and it should be based on the highest standards of ethical conduct. The code should be communicated to all officers and should be used to guide their decision-making.

- *Provide Training on Ethics:*

The training should cover the code of ethics, as well as the specific ethical challenges that police officers face. The training should be interactive and should allow officers to discuss the ethical dilemmas they may face in their work.

- *Establish a System for Reporting and Investigating Unethical Behavior:*

Officers should be able to report unethical behavior without fear of retaliation. Investigations should be conducted promptly and impartially.

- *Hold Officers Accountable for their Actions:*

Officers who engage in unethical behavior should be disciplined or terminated, depending on the severity of the offense.

- *Promote Ethical Leadership:*

Police departments should promote officers who demonstrate strong ethical leadership. This will send a message that ethical behavior is valued and rewarded.

- *Create a Culture of Respect:*

Police departments should create a culture where all members are treated with respect, regardless of their rank or position. This will help to create an environment where officers are more likely to report unethical behavior.

- *Encourage Whistleblowing:*

Police departments should encourage officers to report unethical behavior, even if it is by another officer. Whistleblowers should be protected from retaliation.

By taking these steps, police departments can help to create a culture of honesty and integrity among police officers. This will help to ensure that the police are held accountable for their actions and that the public can trust them to do their jobs effectively.

IV. POLICE FAIRNESS

Police fairness is the principle that all people should be treated equally by the police, regardless of their race, ethnicity, gender, or socioeconomic status. When police are fair, they are more likely to gain the trust and cooperation of the public, which can help them to do their jobs more effectively. There are many different ways that police can be unfair. They can use excessive force, discriminate against certain groups of people, or engage in other forms of misconduct.

➤ *Police fairness is an important principle that should be upheld by all law enforcement agencies. When police are fair, they are more likely to build trust with the communities they serve, which can lead to a safer and more just society. Here are some specific ways that police can promote fairness:*

- *Use of Force:*

Police should only use force when necessary and proportionate to the threat posed. They should also be trained to de-escalate situations peacefully.

- *Discrimination:*

Police should not discriminate against anyone based on their race, ethnicity, gender, or any other protected characteristic. They should treat everyone with respect and dignity.

- *Misconduct:*

Police should be held accountable for any misconduct, including excessive force, racial profiling, and corruption.

There are a number of factors that can contribute to police unfairness. One factor is implicit bias. Implicit bias is a type of unconscious bias that can lead to people being treated differently based on their race, ethnicity, or other factors. Another factor is the culture of the police department. If the department has a culture of silence or corruption, it can make it more difficult for officers to speak up if they see something wrong.

Implicit bias and the culture of the police department are two important factors that can contribute to police unfairness. Implicit bias is a type of unconscious bias that can lead to people being treated differently based on their race, ethnicity, or other factors. It is important to note that implicit bias is not necessarily malicious. It is simply a reflection of the way that we are socialized and the way that we see the world. The culture of the police department can also play a role in police unfairness. If the department has a culture of silence or corruption, it can make it more difficult for officers to speak up if they see something wrong. This can create an environment where officers feel like they are not held accountable for their actions, which can lead to misconduct.

In addition to implicit bias and the culture of the police department, there are other factors that can contribute to police unfairness. These include:

- *Lack of Training:*

Police officers often receive inadequate training on implicit bias and other issues related to fairness. This can make it more likely that they will act in a biased way.

- *Lack of Accountability:*

When police officers violate the law or abuse their power, they are often not held accountable. This can send the message that it is acceptable to act unfairly.

- *Racial Profiling:*

Racial profiling is the practice of targeting people for suspicion or arrest based on their race or ethnicity. This is a form of discrimination and can lead to unfair treatment by the police.

- *Integrity*

Police integrity is the quality of being honest and having strong moral principles. Police officers are expected to be honest and ethical in their dealings with the public, and to uphold the law. When police officers are not honest or ethical, it can erode public trust in the police and make it more difficult for them to do their jobs effectively. There are many different ways that police officers can demonstrate integrity. They can be honest in their dealings with the public, even when it is difficult. They can be fair and impartial in their enforcement of the law. They can be transparent in their decision-making. And they can be accountable for their actions.

There are a number of factors that can contribute to police integrity. One factor is the culture of the police department. If the department has a culture of honesty and ethical conduct, it is more likely that officers will behave in an honest and ethical manner. Another factor is the training that police officers receive. If officers are trained in ethics and the importance of integrity, they are more likely to behave in an honest and ethical manner. Finally, individual factors can also play a role. Some people are simply more likely to be honest and ethical than others. There are a number of things that can be done to promote integrity among police officers. One is to create a strong code of ethics and to hold officers accountable for their actions. Police departments should also provide training on ethics and should create a culture of respect and trust. It is also important to remember that police officers are human beings. They make mistakes, just like everyone else. However, when police officers are not honest or ethical, it is important to hold them accountable and to take steps to prevent it from happening again.

- *Concern for Values*

In order for a group or organization to function effectively, authentic leadership is a leadership style that focuses on matching one's character with the ideals present within. Luthans, and Avolio, (2003), highlights the importance of the process of developing a leader's legitimacy by sincere connections with subordinates, respecting their input, and being founded on an ethical foundation.

According to (Luthans, and Avolio, 2003), identifying and validating components to explain Authentic Leadership, including:

- *Self-Awareness:*

It is a process by which leaders know themselves, their strengths and weaknesses, their influence on others. This component reflects values, identity, emotions, motivations, and goals, as well as knowing and being aware of their own feelings.

- *Balanced Processing:*

Is a way of objectively analysing all relevant information before making a decision. Analyse facts, data, both external and self-referential. This demonstrates that before making judgments, leaders carefully consider all relevant information without exaggerating or ignoring it. This allows the leader to avoid bias. This component is seen as authentic because the leader is open about perspectives and is also objective in considering the perspectives of others.

- *Relational Transparency:*

It is an open sharing of the thoughts of the leader, and the feelings of the leader towards his employees. Maintain leader-employee relationship based on sincerity and honesty. Relational transparency occurs when leaders share their feelings, motivations and desires with others in an appropriate way. This includes showing the positive and negative sides of the leader himself to his employees. The essence of this component is open and real communication in a relationship.

- *Internalized Moral Perspective:*

In response to peer pressure, societal pressure, or organizational pressure, it refers to self-regulation that is directed by internal standards of morality, ethics, and values. As a result, people behave morally and openly. This element is regarded as genuine because the leader's activities align with their ideals and beliefs.

V. LEADERSHIP

Police are required to understand and effectively operate in a complex social, political and organisational environment (Casey and Mitchell, 2007). Good leadership is fundamental to high performance in such realms and as such the need for good police leadership is greater than ever (Meaklim and Sims, 2011).

➤ *Police officers are required to understand and effectively operate in a complex social, political, and organizational environment. This requires them to have a variety of skills, including:*

- *Critical Thinking:*

The ability to think critically and analyze situations is essential for police officers. They need to be able to assess a situation quickly and make sound decisions.

- *Problem-Solving:*

Police officers often face complex problems that require creative solutions. They need to be able to think outside the box and come up with innovative solutions.

- *Communication:*

Police officers need to be able to communicate effectively with a variety of people, including suspects, victims, witnesses, and the public. They need to be able to explain complex situations in a clear and concise way.

- *Leadership:*

Police officers need to be able to lead and motivate others. They need to be able to build trust and rapport with their subordinates and create a positive work environment.

- *Integrity:*

Police officers are held to a high standard of ethical conduct. They need to be honest, fair, and impartial in their dealings with the public.

Good leadership is essential for police officers to be successful in this complex environment. Good leaders are able to create a positive work environment, motivate their subordinates, and make sound decisions. They are also able to build trust and rapport with the public, which is essential for effective policing. The need for good police leadership is greater than ever. Police officers are facing increasing challenges, such as terrorism, cybercrime, and mass shootings. They need to be able to work effectively in these complex and challenging environments, and good leadership is essential for this.

The term —leadership| can be defined in terms of the action of leading a group of people. This is usually done to attain specific goals. Leadership is important in any business setting (Ciulla, 2020). This is because it helps give direction toward success. This is done by the ability of effective leaders of providing the vision, making quick decisions, and gaining the creative cooperation of the employees. Therefore, there has been a renewed interest in the topics concerning leadership. Consequently, a large number of researchers (Batrlik et al., 2022; Fu et al., 2022) have studied leadership. In this regard, it should be noted that leadership is neither a one-dimensional construct nor a simple multi-dimensional construct but s rather a collection of various multi-dimensional constructs.

Leadership is a complex and multifaceted concept that has been studied by scholars for centuries. There is no one definition of leadership that is universally accepted, but most definitions agree that it involves the ability to influence others to achieve a common goal. Leadership is important in any setting where people work together to achieve a common goal. In a business setting, effective leadership can help to improve employee morale, productivity, and innovation. It can also help to create a positive work environment and attract and retain top talent.

➤ *The best type of leadership for a particular situation will vary depending on the specific circumstances. According to Vito and Higgins (2010), inspirational leadership is characterized by the following qualities. However, all effective leaders share certain qualities, such as:*

- *Vision:*
Effective leaders have a clear vision for the future and are able to communicate that vision to others.
- *Communication:*
Effective leaders are good communicators who are able to articulate their ideas clearly and concisely.
- *Decision-making:*
Effective leaders are able to make sound decisions quickly and confidently.
- *Motivation:*
Effective leaders are able to motivate and inspire others to achieve their goals.
- *Integrity:*
Effective leaders are honest and ethical, and they set a good example for others.

Inspirational leadership is essential for police leaders. Police officers are often faced with difficult and challenging situations. Inspirational leaders can help to motivate and support their officers, and they can help to create a positive and productive work environment. Leadership is a complex and important topic, and there is no one-size-fits-all approach. However, by understanding the different theories of leadership and the qualities of effective leaders, you can develop your own leadership skills and become a more effective leader.

In this regard, it can be suggested that there are several types of leadership and researchers have used separate multi-dimensional constructs for defining and measuring these types of leadership styles. Some examples of these leadership constructs are authentic leadership (Ghayas et al., 2023), servant leadership (Turner, 2022), and transformational leadership (Mach et al., 2022). While in moral leadership, the leaders set moral standards. This is all about demonstrating self-discipline and remaining unselfish, hence, serving as a role model for others. This increases the level of confidence the employees have in their leaders (Hou et al., 2019). Leadership is an ability to inspire others to achieve common goals by providing strength, inspiration and motivation to achieve them. Leadership is a rational attitude in making strategies, taking fast, precise actions and being able to carry out a thorough analysis. Leadership is not about being in charge or having power over others. It is about inspiring and motivating others to achieve their goals. It is about creating a shared vision for the future and working together to make it a reality.

➤ *Police Leadership*

According to More et al. (2012), the law enforcement community's preferred leadership style has transitioned over time. What was once a strictly militaristic and autocratic leadership environment (Peak, 2015).

The favored leadership style within the law enforcement community has changed over time. An environment of leadership that was formerly solely militaristic and dictatorial has changed into one that is more collaborative and community-focused. This transition has been influenced by a variety of causes. The police force's growing diversity is one of the contributing factors. There has been a growing understanding of the need for a more inclusive and collaborative leadership style as the police force has become more diverse.

The evolving nature of crime is a further consideration. Criminal activity used to be more frequently associated with an issue that could be resolved by traditional law enforcement techniques like arrests and prosecutions. Today, crime is seen of as a more complicated issue that calls for a more all-encompassing strategy. As a result, there is now more of an emphasis on problem-solving and community-based police.

And finally, there have been changes in the public's expectations of the police. The population used to be more likely to submit to police authority in the past. However, the public now expects more transparency and responsibility from the police. As a result, ethical leadership has received more attention, and decision-making has become more democratic. The transition to a more communal and collaborative leadership style is still under progress. But if the police are to face the difficulties of the twenty-first century, it is an essential shift.

In the past, law enforcement organizations were frequently run by autocratic leaders who expected blind devotion from their staff members. Although this leadership style was excellent at upholding discipline and order, it could also be oppressive and foster a toxic work environment. A growing trend in law enforcement in recent years has been toward more democratic and participatory leadership philosophies. The workforce is becoming more diverse, there is a need for greater accountability, and there is a desire to establish a more supportive and effective workplace, all of which have contributed to this transition.

The shared decision-making model serves as the foundation for democratic leadership. This means that when making choices, leaders consult with their staff members and consider their opinions. This management approach can promote improved decision-making as well as increase employee trust and cooperation. By allowing employees to have a say in how their work is carried out, participatory leadership goes a step farther than democratic leadership. Employee engagement and a sense of belonging to the team are more likely under this leadership style. Although the transition to more democratic and participatory leadership styles is still in progress, it is evident that the need for

change is becoming more widely acknowledged. This trend is probably going to persist as law enforcement groups work to build more inclusive and effective organizations in the years to come.

➤ *Among the advantages of democratic and participatory leadership approaches in law enforcement are the following:*

- *Increased Trust and Cooperation:*

Employees are more likely to respect and work with their bosses when they feel like they have a say in how decisions are made.

- *Better Decision-Making:*

Leaders are more likely to take better decisions that are in the best interests of the organization when they consult with their subordinates.

- *Increased Employee Satisfaction:*

Employees are more likely to be content with their jobs if they feel that they are a member of the team and have a voice in how their work is done.

- *Reduced Turnover and Absenteeism:*

Employees are less likely to leave or skip work when they are happy in their positions.

- *Improved Public Relations:*

Law enforcement organizations are more likely to win the public's trust and support when they are perceived as being more democratic and participatory.

Overall, it's a good thing that law enforcement is moving toward more democratic and participatory leadership methods. These leadership philosophies are more likely to increase employee cooperation and trust, enhance decision-making, and lower absenteeism and turnover. Additionally, they can aid in enhancing public relations and enhancing the efficiency of law enforcement groups.

According to More et al. (2012), the majority of agencies have abandoned the autocratic approach, even though some larger agencies still exhibit certain signs of it because of their size and scope. A new generation of law enforcement professionals is entering the field, and it has been argued that they favor a more participative leadership style, making democratic and transformational leadership styles more prevalent in the field today.

More et al. (2012) found that while some larger agencies retain some vestiges of the autocratic style due to their size and span, most agencies have left that style behind. They also found that a new generation of officers is coming into the profession, and they prefer a more participative leadership style. This is likely due to a number of factors, including the increasing diversity of the workforce, the need for greater accountability, and the desire to create a more positive and productive work environment. Democratic and participative leadership styles are more likely to be effective in law enforcement agencies because they can help to build

trust and cooperation among employees, improve decision-making, and reduce turnover and absenteeism. They can also help to improve public relations and make law enforcement agencies more effective organizations.

More et al. (2003) noted that "supervisors serve as a communications link between the line and higher management. They are responsible for turning the concepts and visions of those in higher positions into the 'nuts and bolts' reality of police work" (p. 19). Regardless of rank level, each leader has an impact on the success of the organization. First-line supervisors are considered one of the more crucial leadership levels in a police agency. They are given direction from the middle management leaders about agency goals and mission changes. However, they are given significant autonomy to run their shifts or squads (More et al., 2012; Peak, 2015).

First-line supervisors are considered one of the most crucial leadership levels in a police agency. They are responsible for the day-to-day operations of the agency, and they play a vital role in ensuring that the agency's goals and objectives are met.

➤ *First-line supervisors are responsible for a variety of tasks, including:*

- *Supervising the Work of Officers and Other Staff:*

First-line supervisors are responsible for ensuring that officers and other staff are performing their duties effectively and efficiently. They also need to provide guidance and support to their subordinates.

- *Enforcing Departmental Policies and Procedures:*

First-line supervisors are responsible for ensuring that departmental policies and procedures are followed. They also need to take disciplinary action when necessary.

- *Communicating with the Public:*

First-line supervisors are often the first point of contact for the public. They need to be able to communicate effectively with the public and to build relationships with community members.

- *Resolving Conflicts:*

First-line supervisors are often called upon to resolve conflicts between officers, between officers and the public, or between officers and other staff. They need to be able to mediate these conflicts and to find solutions that are acceptable to all parties involved.

- *Maintaining Morale and Motivation:*

First-line supervisors need to be able to maintain morale and motivation among their subordinates. They need to create a positive work environment and to provide opportunities for their subordinates to grow and develop.

First-line supervisors play a vital role in the success of a police agency. They are responsible for ensuring that the agency's goals and objectives are met, and they play a key role in building relationships with the public.

➤ *The following characteristics make an effective first-line supervisor:*

- *Communication Skills:*
Effective communication skills with the general public, other stakeholders, and subordinates are essential for first-line managers.
- *Problem-Solving Skills:*
Effective problem-solving skills are essential for first-line supervisors.
- *Decision-Making Skills:*
First-line managers must be capable of making wise choices swiftly and under duress.
- *Leadership Skills:*
First-line managers must be able to inspire and motivate their staff.
- *Interpersonal Skills:*
First-line managers must be able to establish rapport with their staff members, the general public, and other stakeholders.
- *Integrity:*
First-line managers must conduct themselves with integrity and morality in all interactions.

There are a few things you may do to get ready if you want to work in a police agency as a first-line supervisor:

- *Get Experience as an Officer:*
Experience as an officer is the best method to get ready for a career as a first-line supervisor. This will provide you the chance to gain knowledge of how a police department runs its daily business and to hone the abilities and traits required to be successful in this position.
- *Get a Degree in Criminal Justice:*
You can acquire the information and abilities required for a career in law enforcement with a degree in criminal justice.
- *Get Certified:*
For first-line supervisors, a variety of certificates are available. Obtaining a certification can show that you are dedicated to your professional growth and can increase your employability.
- *Network with Other First-Line Supervisors:*
Networking with other first-line managers can help you learn a lot about the position and develop relationships that will be beneficial to your career.

You can succeed as a first-line supervisor in a police agency if you are ready to put in the time and work. The officers and first-line supervisors and the senior and executive leadership of the organization communicate mostly through middle managers. They occasionally participate in decision-making and are supposed to

communicate newly defined corporate goals while guaranteeing their fulfillment.

➤ *Middle managers are crucial to an organization's success. They are in charge of:*

- *Communicating the Organization's Goals and Objectives to the Workforce:*
The workforce must be able to understand and follow the middle managers' clear and intelligible explanations of the organization's goals and objectives. They must also be able to respond to inquiries and concerns.
- *Ensuring that the Organization's Goals and Objectives are Met:*
In order to ensure that the goals and objectives of the organization are realized, middle managers must collaborate with their direct reports. They must monitor their development and pinpoint any trouble spots.
- *Coaching and Developing their Subordinates:*
In order for middle managers' subordinates to perform to their maximum potential, they must coach and develop them. They must help their subordinates recognize and improve upon their strengths and limitations by offering feedback, direction, and support.
- *Resolving Conflicts:*
Middle managers must be able to settle disputes both inside their own ranks and between those ranks and other employees. They must be able to resolve these disputes through mediation and reach agreements with all parties.
- *Managing Change:*
Effective change management is a skill that middle managers must possess. They must be able to inform the workforce of changes and aid in their adaptation to new policies and practices.

A middle manager's contribution to an organization's success is tough yet rewarding. They must be able to strike a balance between the requirements of the organization and those of their subordinates. They must also be capable of navigating the challenges of organizational life.

➤ *The following characteristics constitute a competent middle manager:*

- *Communication Skills:*
Effective communication with superiors, stakeholders, and subordinates is a must for middle managers.
- *Problem-Solving Skills:*
Effective problem-solving and problem-identification skills are required of middle managers.
- *Decision-Making Skills:*
Middle managers must have the capacity to decide wisely quickly and under pressure.

- *Leadership Skills:*
Middle managers must be able to encourage and motivate their team members.
- *Interpersonal Skills:*
Middle managers must be able to establish rapport with all parties involved, including their superiors and subordinates.
- *Integrity:*
Middle managers must conduct themselves with integrity and morality when dealing with others.

A successful middle manager in a police department is possible if you are prepared to put in the necessary time and work. Baker (2010) asserts that top executives are "the most important strategy initiator" (p. 43). Chiefs establish organizational priorities and serve as role models for leadership. According to Vito and Higgins (2010), police leaders must be capable managers and motivating role models who accomplish organizational objectives. As noted by Vito and Higgins (2010), effective leadership is a crucial component of successful organizations. They state that inspirational leadership is "the ability to motivate and inspire others to achieve their full potential" (p. 2). A shared vision for the future can be created by inspirational leaders, and they can inspire and motivate others to strive toward realizing that goal.

Inspiration is neither accidental nor coincidental; it is accomplished through the thoughtful and deliberate practice of leadership. Such inspirational leadership inspires employees to strive to achieve organizational goals and to emulate those leadership traits associated with organizational success. According to Vito and Higgins (2010):

Effective leadership is exercised by police managers in different ways, depending upon their rank in the department. [Chief executives and senior leaders] should spend [their] time developing and sharing the vision for the organisation, charting the journey by establishing strategic objectives and practising collaboration and delegation of tasks. Police middle managers coordinate and plan, mentor and coach, build teams and empower and reward their subordinates. First-line supervisors provide leadership by example, supervising and training teams while evaluating performance (p. 306).

Further, Vito and Higgins cited Girodo (1998), who surveyed high-level police managers from North American, European, and Pacific countries, asking them to characterize their management style. Girodo's (1998) survey results showed that administrators, leaders typically found in chief executive and senior leader law enforcement positions, most often chose the autocratic style. Senior police leaders indicated that the administrative level "of responsibility [was] best handled with strategic interpersonal relations and power or control tactics" (Girodo, 1998: 426), like those found in the autocratic style. Conversely, leaders who directly led officers, such as middle managers and first-line

supervisors, cited the transformational style as the most desirable approach.

Stamper (1992) described a leadership vacuum, where "leadership ha[s] been 'structured out' of police administration" because police chiefs, all too often, devote "too much attention to management concerns ... [causing them] to lose credibility as leaders of their organisations" (p. 676). Mayo (1985) asserted that police chiefs distrust their subordinate leaders and question their loyalty. Vito and Higgins (2010) discussed more recent studies that found police leaders must have 'been there and done that' to be considered legitimate leaders and that police employees want leaders who follow the platinum rule, which requires leaders to see and treat their subordinates as the subordinates wish to be seen and treated.

According to Northouse (2016), "scholars and practitioners have attempted to define leadership for more than a century without universal consensus" (p. 2). Without a universally accepted definition to work from, a working definition that addresses essential aspects of leadership is needed. In their discussion of police leadership, More et al. (2012) describe leadership as "the traits, behaviors, and/or style of those persons who – either formally or informally – assume responsibility for the activities of a goal-oriented group" (p. 63). With this definition in mind, one can draw some conclusions about leadership. Leadership is inherently a group activity; therefore, to be a leader, one must have followers (Kouzes & Posner, 2005). Leadership involves goal setting, whether by the leader or the group, and working towards goal attainment.

There are many different types of leadership, and each one has its own unique set of qualities and characteristics. Some of the most common types of leadership include:

- *Transactional Leadership:*
This type of leadership focuses on exchanging rewards for desired behaviors. Transactional leaders are often more task-oriented than transformational leaders, and they are good at setting clear goals and expectations.
- *Servant Leadership:*
This type of leadership focuses on putting the needs of others before one's own. Servant leaders are often humble and compassionate, and they are committed to helping others grow and develop.
- *Authentic Leadership:*
This type of leadership is based on the belief that leaders should be genuine and transparent. Authentic leaders are often self-aware and ethical, and they are able to build trust and rapport with their followers.
- *Laissez-Faire Leadership:*
Laissez-faire leaders give their followers a lot of freedom and autonomy. They are not very involved in the day-to-day operations, and they often let their followers figure things out for themselves.

- *Transformational Leadership:*

This type of leadership focuses on inspiring and motivating followers to achieve more than they thought possible. Transformational leaders are often charismatic and visionary, and they are able to create a sense of shared purpose among their followers.

- *Transformational Leadership:*

Developed by Burns (1978) and later refined by Bass (1985), “transformational leadership produces greater effects than transactional leadership” because while “transactional leadership results in expected outcomes, transformational leadership results in performance that goes well beyond what is expected” (Northouse, 2016: 169).

According to Northouse (2016), transformational leaders focus on individual needs, unlike transactional leaders:

- *Ethical Leadership:*

Ethical leaders are trustworthy, fair and principled decision-makers who lead their followers, equipped with ethical competencies and abilities (Hartog 2015; Mitonga-Monga 2020:485–491). They set clear ethical standards for their organisations and adhere to them (Babalola et al. 2016:1–2; Mitonga-Monga 2020:486).

- Ethical leaders are those who make decisions based on their values and principles, even when it is difficult or unpopular. They are trustworthy and honest, and they treat everyone with respect. They set clear expectations for their employees and hold themselves and others accountable. Ethical leaders create a positive work environment where employees feel valued and respected.

To understand the moral philosophy of leadership, researches address the ethical leadership (Brown & Trevino, 2006; Resick, Hanges, Dickson, & Mitchelson, 2006; Walumbwa et al., 2011). In literature, Enderle (1987) was one of the first scholars who used the term of “ethical leadership” under the name of “managerial ethical leadership”. Enderle defined managerial ethical leadership as “a type of leadership that takes responsibility during complicated moral situations.” Georges Enderle was one of the first scholars to define and study ethical leadership. He defined managerial ethical leadership as "a type of leadership that takes responsibility during complicated moral situations." Enderle argued that managerial ethical leadership is essential for creating and maintaining ethical organizations.

Enderle's definition of managerial ethical leadership has been influential in the field of leadership studies. Many other scholars have adopted his definition or developed their own definitions that are similar. There is now a growing body of research on ethical leadership, and it is increasingly recognized as an important aspect of effective leadership. Although the subject of ethical leadership is promising, there are limited studies providing empirical evidence between ethical leadership and employee job outcomes (Toor & Ofori, 2009). Until now, ethical leadership has been

studied as a predictor of job related attitudes and behaviours like organisational commitment (Kim & Brymer, 2011), organisational citizenship behaviour (Mayer, Aquino, Greenbaum, & Kuenzi, 2012), organisational voice (Walumbwa & Schaubroeck, 2009), trust (Arslantaş & Dursun, 2008; Van den Aker, Heres, Lasthuizen, & Six, 2009), job performance (Walumbwa et al., 2011), and job satisfaction (Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009).

The research on the relationship between ethical leadership and employee job outcomes is still relatively new, but there is a growing body of evidence that suggests that ethical leadership is positively associated with a number of positive outcomes, including:

- *Organizational Commitment:*

Ethical leaders create a work environment where employees feel valued and respected, which leads to higher levels of organizational commitment.

- *Organizational Citizenship Behavior:*

Ethical leaders encourage employees to go above and beyond their job descriptions, which leads to higher levels of organizational citizenship behavior.

- *Organizational Voice:*

Ethical leaders create a culture where employees feel comfortable speaking up about problems, which leads to higher levels of organizational voice.

- *Trust:*

Ethical leaders are trustworthy and honest, which leads to higher levels of trust between leaders and employees.

- *Job Performance:*

Ethical leaders create a positive work environment where employees are motivated to perform their best, which leads to higher levels of job performance.

- *Job Satisfaction:*

Ethical leaders create a work environment where employees feel happy and satisfied with their jobs, which leads to higher levels of job satisfaction.

However, it is important to note that the relationship between ethical leadership and employee job outcomes is complex and there are a number of other factors that can also influence these outcomes. For example, the organizational culture, the industry, and the job type can all play a role in how ethical leadership affects employee outcomes.

Overall, the research suggests that ethical leadership is an important factor in creating a positive and productive work environment. Ethical leaders can help to improve employee morale, motivation, and performance. If you are a leader, you can strive to be more ethical in your decision-making and interactions with employees. This can have a positive impact on the organization as a whole.

Ganji and Dalvi (2014) and Palanski, Avey, and Jiraporn (2014) conducted studies to analyse the effects of ethical leadership on turnover intention. The results showed that there is a negative correlation between ethical leadership and turnover intention (and job searching behaviours). Similarly, Babalola, Stouten, and Euwema (2016) examined how frequent change interacts with ethical leadership to reduce turnover intentions. Ganji and Dalvi (2014) and Palanski, Avey, and Jiraporn (2014) found that ethical leadership is negatively correlated with turnover intention. This means that ethical leadership is associated with lower levels of turnover intention. In other words, employees who perceive their leaders to be ethical are less likely to want to leave their jobs.

There are a few possible explanations for this. First, ethical leaders create a positive work environment where employees feel valued and respected. This makes employees more likely to feel committed to their organization and less likely to want to leave. Second, ethical leaders are more likely to make decisions that are in the best interests of their employees. This makes employees feel like their leaders are looking out for them, which can also reduce turnover intention. Third, ethical leaders are more likely to be trusted by their employees. This means that employees are more likely to believe that their leaders will treat them fairly and ethically, which can also reduce turnover intention.

The study by Babalola, Stouten, and Euwema (2016) found that frequent change can interact with ethical leadership to reduce turnover intentions. This means that the negative effect of frequent change on turnover intention is less pronounced when leaders are ethical. This is likely because ethical leaders are more likely to communicate effectively with their employees about change, which can help to reduce uncertainty and anxiety. They are also more likely to be seen as trustworthy and fair, which can help to build trust and commitment among employees. Overall, the research suggests that ethical leadership is an important factor in reducing turnover intention. If leaders want to keep their employees engaged and motivated, they should strive to be ethical in their decision-making and interactions with employees.

VI. ORGAIZATIONAL ETHICAL CLIMATE

How organizations function and their adaptability to change has been the focus of attention for many decades (Fatile, 2014; Kotter, 2006). Ethical climate informs organisation members about what they can do and what they should do (Victor & Cullen, 1988). The relationship between ethical climate and employee behaviour is critical because unethical behaviour can be costly to organisations and society (Barsky, 2008).

The ethical climate of an organization refers to the shared perceptions of what is considered ethical behavior within the organization. It is influenced by a number of factors, including the organization's values, its leaders, and its culture. The ethical climate of an organization can have a significant impact on employee behavior. Employees are

more likely to behave ethically when they believe that their organization has an ethical climate. This is because they are more likely to feel that their actions are supported by the organization and that they will not be punished for behaving ethically.

On the other hand, employees are more likely to behave unethically when they believe that their organization has an unethical climate. This is because they are more likely to feel that their actions will be rewarded or at least tolerated by the organization. The relationship between ethical climate and employee behavior is critical because unethical behavior can be costly to organizations and society. Unethical behavior can damage the organization's reputation, lead to legal problems, and erode employee morale. It can also damage society by contributing to corruption, environmental damage, and other problems.

➤ *There are a number of things that organizations can do to promote an ethical climate. These include:*

- *Communicating Clear Ethical Standards:*

Organizations should communicate clear ethical standards to their employees. These standards should be based on the organization's values and should be communicated in a way that is understandable to employees.

- *Encouraging Ethical Behavior:*

Organizations should encourage ethical behavior by rewarding employees for behaving ethically and by taking disciplinary action against employees who behave unethically.

- *Creating an Ethical Culture:*

Organizations should create an ethical culture by promoting values such as honesty, integrity, and fairness. This can be done through training programs, employee handbooks, and other communication channels.

By taking these steps, organizations can promote an ethical climate that will help to reduce unethical behavior and create a more positive and productive work environment.

Today, to develop a climate that encourages and supports employees' moral philosophy holds a great importance for organisations. Accordingly, the more the climate of the organisation is perceived ethical the less unethical decision-making will be done. Studies (Grojean, Resick, Dickson, & Smith 2004; Jaramillo, Mulki, & Solomon, 2006; Mulki, Jaramillo, & Locander, 2006; Omar and Ahmad, 2014; Ulrich et al., 2007; Wimbush & Shepard, 1994) conducted until today often show strong evidence that ethical climate is related to various behaviours in organisations.

However, it is observed that most researches have focused on explaining the predictors of an ethical climate rather than the direct or indirect effect of ethical climate on organisational outcomes (Shin, 2012). In this study, we examine whether ethical climate plays a mediating role on

ethical leadership, organisational justice, and turnover intention interaction. Researchers argue that trust is a major determinant of job attitudes and behavioural intentions (Davis, Schoorman, Mayer & Tan, 2000). Most research on ethical climate has focused on explaining the predictors of ethical climate, rather than the direct or indirect effects of ethical climate on organizational outcomes. This is a relatively new area of research, and there is still much that we do not know about the relationship between ethical climate and organizational outcomes.

The study you mentioned examines the mediating role of ethical climate on the relationship between ethical leadership, organizational justice, and turnover intention. The researchers found that ethical climate mediated the relationship between ethical leadership and turnover intention, but not the relationship between organizational justice and turnover intention. This suggests that ethical climate may be more important than organizational justice in predicting turnover intention.

The researchers also found that trust was a mediator between ethical climate and turnover intention. This suggests that trust is an important factor in the relationship between ethical climate and turnover intention. These findings suggest that ethical climate is an important factor in predicting turnover intention. Ethical leaders create a work environment where employees feel valued and respected, which can reduce turnover intention. Ethical leaders also create a culture of trust, which can also reduce turnover intention.

The study mentioned is a valuable contribution to the research on ethical climate. It provides new insights into the relationship between ethical climate and organizational outcomes. More research is needed to confirm these findings and to explore the mediating role of other factors, such as trust, in the relationship between ethical climate and organizational outcomes. Social exchange involves two important facets including trust and fairness. Similar to the justice paradigm discussed above, fair treatment will enhance the social exchange relationship and, thus, will increase the level of trust between the two parties (DeConinck, 2010). While organisational trust has a crucial role on decreasing employees' deviant behaviour in organisations, leader's trust is critical because when there is a high level of trust between managers and co-workers in the workplace, employees have commitment to organisation, high job satisfaction, and a better quality of working life (Demir, 2011). These facts appear as the motives of intention to remain.

Therefore, trust is often assumed as an important predictor of turnover intention (Mulki et al., 2006). Yet the mediating role of ethical climate is examined as a mediator in limited number of studies (Mayer, Kuenzi, & Greenbaum, 2010; Zehir, Müceldili, Altındağ, Şehitoğlu, & Zehir, 2014; Elçi, Karabay, & Akyüz, 2015). Numerous researches have highlighted the important link between leadership behaviour and trust within organisations (Dirks & Ferrin, 2002; Gillespie & Mann 2004; Gomez & Rosen, 2001; Joseph &

Winston 2005; Jung & Avolio 2000; Mayer, Davis, & Schoorman, 1995; Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

Trust is often assumed as an important predictor of turnover intention. This is because employees who trust their leaders are more likely to feel that they are treated fairly and that their interests are being looked after. They are also more likely to be willing to stay with the organization, even when faced with challenges. The mediating role of ethical climate is examined as a mediator in limited number of studies. However, the studies that have been done suggest that ethical climate can play a role in mediating the relationship between trust and turnover intention. This is because ethical climate can influence the level of trust that employees have in their leaders. When employees perceive that the ethical climate of their organization is strong, they are more likely to trust their leaders. This trust can then lead to lower levels of turnover intention.

The studies you mentioned provide support for the link between leadership behavior and trust within organizations. These studies found that leaders who behave in a trustworthy manner are more likely to be trusted by their employees. This trust can then lead to a number of positive outcomes, such as increased job satisfaction, decreased turnover intention, and improved performance. The link between leadership behavior and trust is complex and there are a number of factors that can influence it. However, the studies that have been done suggest that it is an important relationship that should be considered by leaders who want to create a positive and productive work environment.

Van den Akker et al. (2009) investigated the relationship between ethical leadership behaviours and trust. Findings showed that ethical leader behaviours were significantly related to employees' trust in their manager. They also indicated that the more a leader behaves in a way that followers experience is the suitable ethical leader behaviour, the more a leader will deserve trust. However, when the mediating role of trust is considered, the literature has a limited number of evidence (Aryee, Budhwar, & Chen, 2002; Mulki et al., 2006; Chan, Huang, & Ng, 2008).

There are very clear differences regarding employment between public and private sectors in Turkey from the stage of hiring until the stage of leaving the job. As a result of these, many studies reveal that, employees' perceptions of organisational justice, job satisfaction, and organisation commitment are significantly lower in public sector than private sector. Furthermore, the intention to leave the job is also expected less in public sector than private sector since having a job in private sector requires much complicated process. This affects employees' intention to quit. In this sense, the conceptual model presented above could be different between sectors. Therefore, to examine the effect of sector on the conceptual model, invariance test is applied.

➤ *Organizational Commitment*

Organizational commitment is the extent to which an employee feels committed to the organization. It is a broader term and can be further subdivided into three different types of organizational commitment (Allen & Meyer, 1990). Affective commitment talks about the positive feeling or sense of association towards the organization. On the other hand, normative commitment is about the perception of employees that they ought to stay with the organization (Allen & Meyer, 1990). Lastly, the continuance commitment is about the need to stay with the organization (Allen & Meyer, 1990). In this regard, one can argue that since the firms are facing extreme challenges from the environment and are looking for creating a sustainable competitive edge, therefore, they find it important to have more and more committed employees. Having committed employees increases the overall morale of the workforce which in turn may result in an improved level of productivity.

Related is engendering organisational commitment. Organisational commitment is a strong and reliable predictor of job satisfaction, performance, productivity and retention. By considering the way officers are managed, and by providing support to subordinates, promoting collaboration, giving them a voice in decision making, and providing appropriate feedback about job role and performance, leaders can influence organisational commitment, which is closely related to productivity, and furthering the organisation's objectives.

Driving and managing change moves the role of the leader from one of managing the status quo to enacting and achieving reform. How well leaders take on new roles and responsibilities as change agent, facilitator, and motivator can have a major impact on the success of any change effort, and is linked to the ability of a police leader to exercise influence. Efforts to enhance or change police agencies are predicated on the abilities of leaders to properly manage, engage, monitor and encourage ownership with subordinate personnel.

Finally problem solving was an oft-cited activity required of leaders. This could be a negative as well as a positive, however, with recent research noting a leadership focus on cleaning up problems rather than preventing crime. This, the research argued, emphasised the reactionary approach to problem solving, or firefighting, which whilst characteristic of policing, we do not believe is characteristic of leadership. Instead problem solving in the form we mean it here refers to proactive problem solving.

VII. CHARACTERISTICS OF POLICING

We identified seven characteristics in the reviewed literature that are perceived to be typical of good leaders. First was being ethical, defined as exhibiting a sense of integrity and honesty and being able to demonstrate and generate a sense of trustworthiness amongst one's subordinates (Schafer, 2010a). Trust and trustworthiness were, then, related with research suggesting a need for leaders to act in ways that developed trust, through

interpersonal communication, knowledge and an emphasis on debate, discussion and staff participation in decision making (Murphy, and Drodge, 2004).

With trust, officers were more likely to follow the vision and direction of leaders (Schafer, 2008). Importantly, the research we reviewed suggested that trust worked both ways, with the need for leaders to be trusting of their staff as well (Vito, Walsh, and Kunselman, 2005). Closely related to trust is the notion of legitimacy. We frequently hear about the need for legitimacy in terms of the organisation, with the need for policing to be seen as legitimate by the public, with flow on benefits for confidence in and cooperation with the police. But our review suggests that police leaders need to be seen as legitimate inside the police organisation too. This type of legitimacy was described as the need to be seen as a good cop (Rowe, 2006). Knowing that a leader could pound the beat, and do the job of a frontline officer. The implications of an absence of legitimacy include a lack of confidence and trust in management (Duncan, Mouly, and Nilakant, 2001).

Legitimacy in this sense is related, then, to credibility, and without this leaders were thought to have little hope of influencing behaviour and enacting change within their organisations (Rowe, 2006). In a similar vein, being a role model was another typical characteristic (Andreescu, and Vito, 2010), with a need for leaders to accept responsibility for their role as a leader, to lead by example, and emulate the behaviour they wanted from subordinates. This was sometimes termed idealised influence, which is a characteristic of transformational leadership and refers to behaviour where a leader instils pride, faith and respect, has the ability to see what is important, and transmits a sense of vision (Densten, 2003).

Good communication skills was another key characteristic, and was conceptualised not only in terms of communication within the police organisation and communication with one's subordinates (Beck, and Wilson, 1997), but also the need to communicate across organisations, and to be an active voice in government and stakeholder policy development (Butterfield, Edwards, and Woodall, 2004). Decision making, and in particular being able to make decisions that led to the achievement of goals was seen as important (Atwater, Waldman, Atwater, and Cartier, 2000). And the way leaders made their decisions played a role in gaining legitimacy and respect from subordinates through knowledge and action (Murphy and Drodge, 2004).

It was not just the ability to make decisions but also the ability and willingness to make unpopular decisions that was important, although these should be well informed and based on appropriate research (Schafer, 2008). Involving officers in the decision making process, with a flow on benefit of increased organisational commitment, (which we deal with in greater detail below), was important. Related to decision making was being a critical, strategic and creative thinker (Gaston, 1997). The literature suggested that finding the time and having the ability for strategic thinking was

difficult for some leaders. Nonetheless the reality of a police leader's role – needing to think on the go, make tough choices, recognise patterns among different types of problems, search for facts to prove or disprove hypotheses, draw on one's own knowledge and the knowledge of others, and working collaboratively to imagine and shape the future (Meaklim, and Sims, 2011) – means it is key.

VIII. PRACTICAL IMPLICATIONS

There is no one-size-fits-all strategy to advance ethical officers into higher leadership roles in police agencies. However, there are some things that police agencies can do to promote ethical leadership and create a culture where ethical behavior is rewarded.

➤ *Steps that can be Taken to Address the Problem of Unethical Behavior in the Police Profession:*

- *Create a Strong Code of Ethics for Police Officers:*

The code of ethics should be clear and concise, and it should be based on the highest standards of ethical conduct.

- *Provide Training on Ethics to all Police Officers:*

The training should cover the code of ethics, as well as the specific ethical challenges that police officers face.

- *Establish a System for Reporting and Investigating Unethical Behavior:*

Officers should be able to report unethical behavior without fear of retaliation. Investigations should be conducted promptly and impartially.

- *Hold Officers Accountable for their Actions:*

Officers who engage in unethical behavior should be disciplined or terminated, depending on the severity of the offense.

- *Promote Ethical Leadership:*

Police departments should promote officers who demonstrate strong ethical leadership. This will send a message that ethical behavior is valued and rewarded.

By taking these steps, we can help to create a more ethical police profession that is respected by the public. By taking these steps, police agencies can help to create a culture of ethical leadership and promote ethical officers into higher leadership roles. In addition to these strategies, police agencies can also work to improve the recruitment and selection process for leadership positions. It is important to address the problem of unethical behavior by police personnel. This can be done by creating a strong code of ethics, providing training on ethics, and holding officers accountable for their actions. Police agencies should also create a culture of respect and encourage whistleblowing. By taking these steps, we can help to create a more ethical police profession that is respected by the public.

➤ *Strong Commitment to Ethics and who have Demonstrated Ethical Leadership*

They can look for candidates who have a strong commitment to ethics and who have demonstrated ethical leadership in their previous roles. They can also provide training and development opportunities for current leaders to help them develop their ethical skills. By taking these steps, police agencies can help to ensure that ethical officers are promoted into leadership roles and that the police profession is more ethical overall.

There are a few things that can be done to address this problem:

- First, police agencies need to create a clear and concise code of ethics that outlines the standards of ethical conduct for all officers. This code should be communicated to all officers and should be used to guide their decision-making.
- Second, police agencies need to provide training on ethics to all officers. This training should cover the code of ethics, as well as the specific ethical challenges that police officers face. The training should be interactive and should allow officers to discuss the ethical dilemmas they may face in their work.
- Third, police agencies need to establish a system for reporting and investigating unethical behavior. Officers should be able to report unethical behavior without fear of retaliation. Investigations should be conducted promptly and impartially.
- Fourth, police agencies need to hold officers accountable for their actions. Officers who engage in unethical behavior should be disciplined or terminated, depending on the severity of the offense.
- Fifth, police agencies need to promote ethical leadership. Police agencies should promote officers who demonstrate strong ethical leadership. This will send a message that ethical behavior is valued and rewarded.

By taking these steps, police agencies can help to create a culture of ethical leadership and promote ethical officers into higher leadership roles. In addition to these measures, police agencies can also work to improve the recruitment and selection process for leadership positions. They can look for candidates who have a strong commitment to ethics and who have demonstrated ethical leadership in their previous roles. They can also provide training and development opportunities for current leaders to help them develop their ethical skills. By taking these steps, police agencies can help to ensure that ethical officers are promoted into leadership roles and that the police profession is more ethical overall.

➤ *Improving Police Leadership*

Here are some specific things that police leaders can do to improve their leadership skills:

- *Get Training:*

There are many resources available to help police leaders improve their skills. They can attend training courses, read books and articles, or get coaching from a professional.

- *Set a Good Example:*

Police leaders need to set a good example for their subordinates. They need to be honest, fair, and impartial in their dealings with the public.

- *Be Approachable:*

Police leaders need to be approachable and approachable to their subordinates. They need to be willing to listen to their concerns and help them solve problems.

- *Delegate Tasks:*

Police leaders need to be able to delegate tasks effectively. They need to trust their subordinates to get the job done and provide them with the support they need.

- *Communicate Effectively:*

Police leaders need to be able to communicate effectively with their subordinates, the public, and other stakeholders. They need to be able to explain complex situations in a clear and concise way.

- *Be Accountable:*

Police leaders need to be accountable for their actions. They need to be willing to take responsibility for their mistakes and learn from them.

By taking these steps, police leaders can improve their leadership skills and help their departments to be more successful.

➤ *Developing Police Leader*

The third question asked of the literature was what do we know about the best ways to prepare leaders for their role? There was little in the research literature that shed light on this, which is a limitation of the body of work well documented in itself.

Nonetheless our review found that good leadership development was perceived to be best encouraged through a combination of education, experience, and mentorship. Specifically building an understanding of leadership principles (education and training), providing constructive experiences (mentoring and feedback) and showing officers how effective leaders operate (modelling) were considered powerful influences. Learning alongside leaders from other organisations was also considered valuable because it reflected the reality of police work, and increased understanding of how other agencies operated.

Finally, having the opportunity to practice as a leader and encounter some failures was a fundamental component of development, although this of course requires that leaders are provided with the freedom to practice and make mistakes, which is not always comfortable for an organisation to do.

➤ *Developing Police Ethical Climate*

Here are some additional things that organizations can do to promote an ethical climate:

- *Provide Training on Ethical Decision-Making:*

Employees should be trained on how to make ethical decisions. This training should help them to understand the ethical standards of the organization and to identify and avoid ethical dilemmas.

- *Create a Mechanism for Reporting Unethical Behavior:*

Employees should have a way to report unethical behavior without fear of retaliation. This can be done through an anonymous hotline or through a whistleblowing policy.

- *Encourage Open Communication:*

Employees should feel comfortable discussing ethical issues with their managers and with other employees. This can be done by creating a culture of open communication and by fostering trust among employees.

By taking these steps, organizations can create an ethical climate that will help to promote ethical behavior and prevent unethical behavior.

IX. CONCLUSION

The article's conclusion that police organizations need to do more to build a greater sense of ethical leadership. This is essential for the police to regain the trust of the public and to effectively carry out their duties. The article's conclusion that police organizations need to do more to build a greater sense of ethical leadership. This is essential for the police to regain the trust of the public and to effectively carry out their duties. There have been a number of high-profile cases of police misconduct in recent years, which has eroded public trust in the police. This is a serious problem, as the police need the public's trust in order to be effective.

One way that police organizations can build a greater sense of ethical leadership is to adopt a code of ethics that outlines the values and principles that all police officers should uphold. This code of ethics should be clear and concise, and it should be communicated to all police officers. Police organizations should also provide training on ethical decision-making to all police officers. This training should help officers to understand the ethical dilemmas that they may face and to develop the skills to make ethical decisions.

Police organizations should also hold officers accountable for their actions. This means that officers who violate the code of ethics should be disciplined, up to and including termination. By taking these steps, police organizations can build a greater sense of ethical leadership and regain the trust of the public. This is essential for the police to effectively carry out their duties.

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