



LEADERSHIP STYLES AND WORK CLIMATE OF POLICE STATIONS IN DAVAO CITY, PHILIPPINES

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Abstract:

This paper explored the relationship between the level of leadership styles and the work climate of police stations, particularly in Davao City. It further tried to find out whether or not police supervisors' leadership styles influence the work climate of police stations. The study made use of the descriptive-correlation method utilizing the adapted survey questionnaire to gather the needed information. Respondents were chosen based on their ranks; so, only 317 non-commissioned police officers in the different police stations in Davao City were chosen. Statistical tools used were mean, Pearson's r , and regression analysis. The findings of this study revealed that police subordinates have a high level of leadership styles and work climate in police stations. Moreover, the study revealed a direct relationship between leadership styles and the work climate of police stations as far as Davao City police officers were concerned. The researcher concludes, therefore, that combined factors of leadership styles significantly influence the work climate of police stations. Among the four indicators of leadership styles, transformational leadership styles appeared as the domain that best predicted the work climate of police stations.

Keywords: criminal justice, leadership styles, work climate, correlational design, Philippines

1. Introduction

Work climate problems are poor relationships with colleagues, dissatisfaction with the employer or manager, inability to stand the rules or disciplinary that have been set up by the organization, and experiencing disturbances at the workplace like sexual harassment. Work climate within a police agency can place undue stress on an officer; issues with equipment, problems with other officers or civilian staff, quality of supervision, shift

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work, and your identity within the department (Campbell & Kodz, 2011). It is a known fact that police officers experience traumatic events daily. Whether these events are physically experienced by the officer, or they are witnessing the aftermath, each critical incident can have a lasting effect (Maguen, Metzler, McCaslin, Inslicht, Henn-Haase, Neylan, & Marmar, 2009). This issue of work climate highlights the fact that the reasons stated above have a direct impact on PTSD symptoms.

Most of the employees spend a huge proportion of their lives at work, so naturally, it is important that they have a good work climate. The effects of work climate on all aspects of a person's well-being are much further-reaching than most realize. Law enforcement agencies are similar to most other public organizations; they include people, work-space, resources, work-structure, systems, procedures, and relationships (Klinger, 2004). Although a high salary is certainly an asset to any career and may attract the employee at first, the work climate that they attend to every day is just as important, if not more. A positive, collaborative, creative work climate is what retains employees in the long run, and motivates them to work harder (Rousseau, 2018).

There is a positive relationship between leadership styles and work climate. He found that the work climate is more compatible with a good leadership style. Employees in a better work climate would be eager to learn and apply their abilities, they will therefore do well under a leader who will give a sense of mission, stimulate learning experiences, and arouse new ways of thinking (Hu & Kaplan, 2015). So, the effect of the different leadership styles depends on the context. According to Anitha (2014), there is a significant relationship between leadership styles and employee work climate. Conditions of the workplace play an important role to employees in whether they want to keep working in the organization. A good leadership style can attract new candidates into the pool to apply for the positions that still need to be fulfilled.

The researcher identified major gaps from the studies that showed a few authors in this area of leadership styles although few were conducted in commercial institutions such as banks but the fact that there is an insufficient study, especially with regards to leadership styles and how it impacts on the work climate of the police station of Davao City. In this study, the current researcher finds it appropriate for organizations to understand how leadership styles can influence the police work climate in a police station. This will help the PNP organization in improving its leadership styles at all levels both internal and external industry. The urgency of conducting this study is to identify effective leadership styles that can be best utilized by an organization.

1.1 Study Objectives

This study was conducted to determine which domain of leadership styles best predicts the work climate of police stations. Specifically, this study intended to attain the following objectives: to assess the level of Leadership Styles in terms of transformational leadership style, transactional leadership style, and authoritative leadership style; to ascertain the level of police work climate in terms of support at work, work stress, job challenge, work group, and performance; to determine the significant relationship between leadership styles and work climate of the police station of Davao City; lastly, to

find out which domain of leadership style that best predicts the work climate of police stations. The null hypothesis will be tested at α 0.05 level of significance: there is no significant relationship between leadership styles and the work climate of the police station and there is no domain of independent variable best predicts the dependent variable.

1.2 Framework of the Study

This study is primarily anchored on the proposition of Srivasta (1994) who highlighted that leadership styles among executives and supervisors reported a significant positive relationship between the overall work climate of employees. Work climate was also found related to various individual dimensions of organizational leadership, communication, interaction, influence in decision-making, goal-setting, and control. This proposition is also supported by the Path Goal Theory of leadership by Evans in 1970. It has been developed to explain how a leader's behavior affects the work climate of an organization. He said that the key elements of leadership style are how the person influences the work climate of an organization to achieve the goal.

Also, Organizational climate theory suggests that an organization's leadership style plays an integral role in determining the organizational work climate. Organizational work climate is a summarized perception of how an organization deals with its employees and environments and thus develops from internal factors primarily under leadership influence (Ostroff & Schmitt, 1993). In contrast, organizational culture is created from a broad range of internal and external influences, some of which lie beyond managerial control (Alvesson, 1991).

To enhance the study, a study by Van Schalkwyk, Du Toit, Bothma, and Rothmann, (2010) found that leadership style predicts work climate, which in turn predicts low turnover intention of employees. Low turnover in an organization is frequently seen as retaining talent, which is one of the organizational work climate dimensions (Martins & Von der Ohe, 2003). It could thus be argued that leadership style impacts on low turnover (retaining of talent), which impacts on organizational work climate.

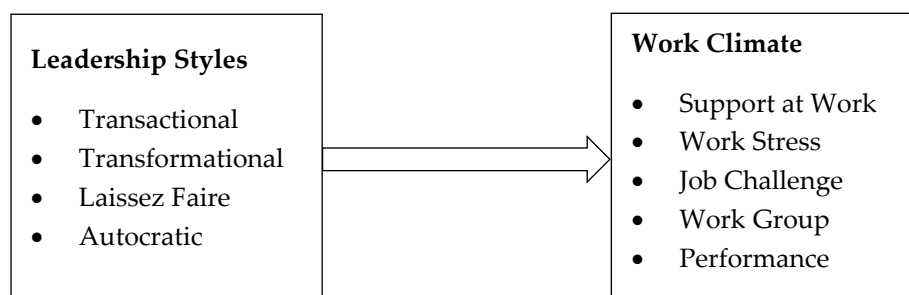


Figure 1: The Relationship between Leadership Style and Work Climate

Figure 1 shows the conceptual framework of the study consisting of the independent variable by Angayo (2015). The police leadership style is based on the following indicators; *transformational leadership style* provides opportunity and confidence

to his subordinates to carry out duties in accordance with his mindset to achieve organizational goals; *transactional leadership style* motivates and influences subordinates by exchanging rewards with a particular performance; *laissez faire leadership style* is maximum freedom is allowed to subordinates. They are given a free hand in deciding their own policies and methods and make independent decisions; and *autocratic leadership style*, leaders retain for themselves the decision-making rights. There is no shared vision and little motivation beyond coercion is exercised.

On the other hand, the dependent variable of this study is the work climate of police stations taken from the study of Bitner, (2013). The work climate of police station is based on the following indicators; *support at work*, leaders give more weight to what is best for workers over what is best for themselves; *work stress* is the strict chain of commands and impersonal rules in policing that suppress employee development and expression; *job challenge* refers to the crisis of police management because they failed to modernize the organizational structure to meet an officers' needs; *work group* is the team effectiveness that is being influenced by pressure or support members and it impact work productivity and performance and *performance*, this refers to the behavior and performance executed by the employee.

2. Literature Review

Leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. These are accomplished through the application of leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership is the integrated sharing of vision, resources, and value to induce positive change. It is the ability to build up confidence and zeal among people and to create an urge in them to be led (Kumar, 2014). Leadership is one of the key aspects of organizational success (Derue, Nahrgang, Wellman & Humphrey, 2011). Organizations are complex and this complexity comes from the fact that they are made up of diverse groups of people. This diversity adds to the organization, but it also makes for a complex place for those in leadership roles. Even those in leadership roles exhibit diversity in their styles of leadership. Transformational leaders are charismatic, attentive, inclusive, and lead by example (Balyer, 2012).

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals and therefore a leader is a person who delegates or influences others to act so as to carry out specified objectives (Swammy, 2014). Leadership is a process by which an individual influences the thoughts, attitudes, and behaviours of others by taking responsibility for setting direction for the firm, and others to see and visualize what lies ahead and figure out how to achieve it. Moreover, defines leadership style as a leader's style of providing direction, motivating people, and implementing plans (Memon, 2014). Leadership styles are seen as approaches that leaders use when leading organizations, departments, or groups (Mehmood & Arif, 2011) Leaders who search for the most effective leadership style may

find that a combination of styles is effective because no one leadership style is best (Darling & Leffel, 2010).

Based on the above, this study adopts the definition of leadership by Hill (2008). A well-directed employee is a focused employee in terms of expectations and organizational goals, such an individual tends to understand product knowledge, procedures, and processes, any time we develop our employees we give them the power and the ability to produce and give their best to the organization hence increased productivity. Leadership style application is determined by the leaders themselves. If the leadership style applied is good and can give a good direction to subordinates, then it creates confidence and work motivation in employees, thus increasing employee morale which also affects better employee performance. Leaders must work together with subordinates/employees to achieve better performance. Sundi (2013) in his research, employee performance is very influenced by leadership style.

Work-climate has historical roots in Frederick Taylor's Scientific Management movement where the goal of Taylor was to have managers design work processes so that employees could perform in a climate conducive to greater productivity (Cooil, Aksoy, Keiningham, & Maryott, 2009). We learn work-climate is central to the social context of an organization (Glisson, 2007). This social context serves as the framework for providing employees with opportunities to contribute to their organization or for employee constraint (O'Neill & Arendt, 2008). Moreover, research finds work-climate has a relationship with service outcomes, employee morale, innovation, and performance (Baltes, Zhdanova, & Parker, 2009).

The leader's behaviors influence employee performance (Momeni, 2009). Moreover, acting as an effective police leader is a choice. Police leadership needs to move beyond giving orders, issuing orders, and demanding obedience. Leaders give more weight to what is best for workers over what is best for themselves. Effective police leadership must be the first to show unconditional loyalty to their people by standing up for them in every instance and looking out for their needs, both personal and professional (Pangaro, 2010).

Leaders have a way of influencing others or subordinates in such a way that the person is willing to do the will of the leadership to achieve company goals. Ivansevich (2008) states that the leadership style of a person is used to influence the work climate or the situation of the organization, to produce the effect of meaning and impact on the achievement of goals that are challenging. It is also glorified by Robbins (2006) defines leadership as the ability to influence a work climate to achieve a goal. Meanwhile, according to Isaac and Hendry (2003), leadership style is a person's ability to control or influence the work climate of others or society toward the achievement of specific departments. The effectiveness of leadership style depends upon the ability of a leader to influence the work climate of employees to accomplish tasks.

3. Material and Methods

This section presents the study participants, materials and instruments, design, and statistical tools.

3.1 Study Participants

The population being considered for the present study are the 317 active members of the Philippine National Police specifically the Non-Commissioned Officers of police stations of Davao City. For the purposes of the current study, the police officers that were studied were those who were members of the Philippine National Police ranking from Police Officer I to Senior Police Officer IV. The researcher believed that the PNP personnel were the suitable respondents wherein they could answer the general and specific research objectives of the study. The researcher opted to include only all personnel who have been in service for more than a year as subjects considering that they had been with their respective police stations for a longer period of time. Also, they can assess and evaluate fairly their immediate supervisor and the work climate of their police stations because of their respective experiences acquired in the duration of their service. The location of the study is Region XI in the District of Davao City, Philippines. Davao City is a highly urbanized City in the island of Mindanao, southern Philippines. It lies at the mouth of the Davao River near the head of Davao Gulf. Largely rural outside its urban core, Davao City is one of the world's largest cities in land area, sprawling among coconut groves and rice lands. Davao City police stations were chosen to be the research locale of the study because some of the police officials assigned in this locale were promoted to the national headquarters that's why appropriate leadership style needs to be assessed.

3.2 Materials and Instruments

There were two sets of survey questionnaires used in this study. It was contextualized in the local setting and will be subjected to validation by a panel and experts. The first set of the tool assesses the different leadership styles of Police Commissioned officers adapted from the study of Anyango (2015) with the following indicators: transformational leadership, transactional leadership, laissez-faire leadership style, and autocratic leadership. The scale to be used for this variable in order to measure it was the Multi-Factor Leadership Questionnaire. The respondents will indicate their answers on a five-point Likert scale that ranges from 5-1 corresponding from always manifested to not manifested at all. Additionally, the scale will be used to determine the choice for a response to each item in the questionnaire. The second set of instruments evaluated the dependent variable which is the level of the work climate of the non-commissioned police officers developed by Bitner (2013) with the following domains: work stress, job challenge, work group, and performance.

3.3 Design and Statistical Tools

This study employed the quantitative non-experimental research design using the descriptive-correlation technique. In this research design, the researcher was able to

determine if there is a significant relationship between leadership styles and the work climate of the police station in Davao City. The study revolves around identifying and quantifying the relationship between variables, through surveys. Hence, correlation was deemed most suited for the purposes of the present study because correlation meets the goals of the present study of identifying and quantifying relationships between variables (Barratt, Choi, & Li, 2011).

In a correlational study such as this one, the following steps were taken: first, the variables pertinent to the study were identified. For this study, these include leadership styles and work climate. Second, they were measured and quantified using an adapted survey questionnaire modified by the researcher. These measurements were correlated with one another using statistical tools in order to determine whether a significant relationship exist between the variables. The statistical tool used in this study was Pearson's correlation analysis, which is used to measure the relationships (Williams, Grajales & Kurkiewicz, 2013). The dependent variable in this study is the work climate while the independent variable is leadership styles. Pearson's Correlation Coefficient was used in this study to define the relationship of leadership style with work climate.

This study used a universal sampling technique. This refers to the selection of a sample where not all the people in the population have the same probability of being included in the sample and for each one of them, the probability of being selected is unknown. The researcher decided to the use universal sampling technique because the respondents may give valuable information to examine the hypothesis of the study.

The following statistical tools were utilized by the researcher in processing the gathered data: mean is used to determine the level of leadership styles and work climate of the police station; Pearson (r) was utilized to determine the relationship between leadership styles and work climate of the police station; lastly, regression analysis was applied to determine which domain of leadership style best predicts the work climate of the police station.

4. Results and Discussion

This chapter presents the results of the study, based on the problems raised in the previous chapter. Discussions of the topics are arranged in the following order: leadership styles, work climate of the police station, and correlation and regression between measures. The standard deviation in the two descriptive tables, Table 1 and Table 2, ranged from 0.47 to 0.51 which is less than 1.0 as the typical standard deviation for a 5-point Likert scale.

4.1 Leadership Styles of Police Supervisor

The first objective of this study was to assess the level of leadership styles of police supervisor as observed by their subordinates. The level of leadership styles was assessed in terms of transformational leadership style, transactional leadership style, authoritative leadership style, and laissez-faire leadership style. Illustrated in Table 1 is the level of leadership style with an overall mean of 4.05 and a descriptive level of Agree, indicating

that all enumerated indicators were oftentimes manifested. The overall mean was the result obtained from the mean of the indicators for the specific terms from the questionnaire intended for this particular indicator which is appended in this study. As shown in the table below, *transactional leadership style* obtained the highest mean of 4.27 which was descriptively assessed as *Very High*. It was followed by *transformational leadership style* with an equal mean of 4.25 or *Very High*. The strongly agreed interpretations of these two indicators indicated that the police subordinates have always experienced the statements in their respective workplaces. Then followed by the *Authoritative Leadership Styles* with a mean score of 3.86 or *High*, and the lowest was *Laissez-faire Leadership Styles* with a mean of 3.85 or *High*. This was indicative that the police subordinates oftentimes observed the statements appended in their workplaces.

Table 1: Level of Leadership Styles of Police Supervisors

Indicator	SD	Mean	Descriptive Level
Transformational Leadership Styles	.553	4.25	Very High
Transactional Leadership Styles	.578	4.26	High
Authoritative Leadership Styles	.641	3.86	High
Laissez-faire Leadership Styles	.678	3.85	High
Overall	.512	4.05	High

4.2 Work Climate of Police Stations

The second objective was to ascertain the level of work climate of police stations, measured through a survey questionnaire with the following indicators: *support at work*, *work stress*, *job challenge*, *work group*, and *performance*. Reflected in Table 2 is the level of work climate of police with an overall mean of 4.03 which had a descriptive meaning of *High*, indicating that all of the enumerated indicators were observed oftentimes. The overall mean was the result considered from the calculated mean of the indicators of the specific items from the questionnaire intended for this particular indicator which was affixed in this study.

Table 2: Level of Work Climate of Police Stations

Indicator	SD	Mean	Descriptive Level
Support at Work	.502	4.19	High
Work Stress	.542	4.07	High
Job Challenge	.560	4.02	High
Work Group	.561	3.95	High
Performance	.581	3.94	High
Overall	.474	4.03	High

Among the enumerated indicators, *support at work* obtained the highest mean score of 4.19, showing that police subordinates oftentimes experienced the statements underlying support at work. Followed by work stress with a mean score of 4.07 or a descriptive level of *High*. Moreover, *job challenge* followed having the third highest mean of 4.02 or *High*. The second last indicator having a mean score of 3.95 was *work group* which meant that police subordinates oftentimes observed the statements underlying work group. Lastly,

with the last indicator, yet having *high* descriptive level mean rating of 3.94, *performance* was identified.

4.3 Significance on the Relationship between Leadership Styles and Work Climate

One of the most important purposes of this study was to determine the significant relationship between the leadership styles of police supervisors and the work climate of police stations. To determine the relationship, the null hypothesis was tested at the 0.05 level of significance.

Table 3: Significance on the Relationship between Leadership Styles and Work Climate of Police Stations

Leadership Styles	Work Climate of Police Stations					
	Support at Work	Work Stress	Job Challenge	Work Group	Performance	Overall
Transformational Leadership	.653** (.000)	.556** (.000)	.474** (.000)	.582** (.000)	.520** (.000)	.642** (.000)
Transactional Leadership	.621** (.000)	.606** (.000)	.545** (.000)	.476** (.000)	.494** (.000)	.632** (.000)
Authoritative Leadership	.564** (.000)	.534** (.000)	.536** (.000)	.497** (.000)	.550** (.000)	.620** (.000)
Laissez-Faire Leadership	.487** (.000)	.527** (.000)	.577** (.000)	.451** (.000)	.562** (.000)	.604** (.000)
Overall	.739** (.000)	.709** (.000)	.685** (.000)	.640** (.000)	.683** (.000)	.798** (.000)

As shown in Table 3, the overall r-value of the correlation between the level of leadership styles of police supervisors and the level of work climate of police stations was 0.798 with a probability value of $p < 0.05$. Since the *p-value* is less than 0.05, there was a significant relationship between the leadership styles of police supervisors and the work climate of police stations.

4.4 Domain of Leadership Styles Best Predicts Work Climate of Police Stations

Exhibited in Table 4 is the regression analysis showing the predictive ability of leadership styles on the work climate of police stations. The analysis shows that when factors in leadership styles were regressed on the overall work climate of police stations, it generated a P value of .000. Furthermore, this means that leadership styles significantly influence the work climate of police stations in the combined Capacity. The R^2 of 64.5% was attributed to the leadership styles which mean that 35.5% of the variation can be attributed to the other variables not covered in the study.

Table 4: Significance on the Influence of the Domain of Leadership Styles on the Work Climate of Police Stations

Work Climate					
Leadership Styles (Indicators)		B	β	t	Sig.
Transformational Leadership Style		.271	.330	7.633	.000
Transactional Leadership Style		.194	.227	5.107	.000
Authoritative Leadership Style		.164	.221	4.719	.000
Laissez-Faire Leadership Style		.177	.253	5.468	.000
R	.803				
R ²	.645				
F	150.696				
Q	.000				

Specifically, when all indicators were factored in the regression model, transformational leadership style was found to be the best predictor in explaining the influence on the work climate of police stations. As shown in the regression results, the p-values were lower than 0.05, thus the null hypothesis that there is no domain of independent variable best influence the dependent variable is rejected.

5. Recommendations

The high level of authoritative and laissez-faire leadership style of police supervisors is oftentimes manifested which means that maximum freedom is allowed to subordinates. They are given freehand in to decide their own policies and methods and to make independent decisions. Sometimes, police leaders retain for themselves decision-making rights. Therefore, police supervisors in police stations are encouraged to minimize this kind of behavior because it may reduce the amount of group inputs, it may impair the morale of the group, it may eliminate innovation from the process and it may cause employees to be unproductive. Also, it may encourage subordinates not to work together as a team and they may not work as hard as when they are being actively led by a police supervisor.

Further, performance has the lowest mean in work climate which denotes that the employees' feelings regarding supervisors' behavior and performance are oftentimes impressive. Such finding necessitates encouragement of the police supervisors to engage themselves more towards their subordinates and expose themselves more in doing work or responsibility that will bolster their leadership styles. In line with this, police supervisors are motivated to employ unity of command, and exercise span of control and chain of command in order to have a successful output. Supervisors are hereby recommended to empower their subordinates' behavior which consists of the delegation of authority to its employees, enhancing their independence and autonomy in decision-making, coaching, and information sharing.

This inquiry also revealed that police leadership styles relate to work climate along with police subordinates in police stations. With this, it is recommended that police commissioned officers or police supervisors and higher police officials having control

over non-commissioned officers shall take into consideration their strategies, techniques, and behaviors in handling them. Police stations' facilities and work spaces shall also be taken into consideration. Emphasis shall be placed on the indicators that relate well to the work climate in police stations. The National Police Commission (NAPOLCOM) shall likewise explore these factors in evaluating the performance of its police supervisors, the police commissioned officers.

Transformational Leadership style of leadership styles was found to be the best predictor of the work climate of police stations among police subordinates. To this effect, police supervisor must continue to promote creativity and innovation through collaboration, builds and maintain the motivation and satisfaction of subordinates, and foster organizational change by influencing positive behavior. To this end, Philippine National Police may become more effective and efficient in enforcing the laws of the land.

6. Conclusions

This inquiry revealed a high level of leadership styles, which includes a high level of authoritative leadership style and laissez-faire leadership style but a very high level of transactional and transformational leadership style. On the other hand, the overall level of work climate of police stations is high, with a high level for support at work, work stress, job challenge, work group, and performance.

Moreover, there exists a significant relationship between the leadership styles and the work climate of police stations. This is confirmatory to the proposition of Ivansevich (2008) who states that the leadership style of a person is used to influence the work climate or the situation of the organization, to produce the effect of meaning and impact on achievement of goals that are challenging. Moreover, this result was validated in the theory of Path Goal Theory of leadership by Evans in 1970. It has been developed to explain how a leader's behavior affects the work climate of an organization. He said that the key elements of leadership style are how the person influences the work climate of an organization to achieve the goal. The overall leadership styles significantly influence with work climate in police stations. In their singular capacities, four indicators (transformational leadership style, transactional leadership style, authoritative leadership style, and laissez-faire leadership style) have a casual relationship with the work climate of police stations. Thus, the first null hypothesis which says that there is no significant relationship between leadership styles and the work climate of police stations is rejected.

Furthermore, when leadership styles were regressed, transformational leadership style was found to have the most significant predictor in a combined capacity. It was supported by the proposition of Tims, Bakker, and Xanthopoulou (2011) who have argued that employees need to enthusiastically change their work environment to their benefit; so, they try to control their work. In these conditions, particular transformational leadership behaviors can affect the actual availability of employees' job resources. In other words, transformational leaders by stimulating their followers to think on their

own work for making their own decisions, encourage them to actively increase their own resources (Breevaart, Bakker, Hetland, Demerouti, Olsen, & Espevik, 2014). Hence, the second null hypothesis which says that there is no domain of independent variable best predicts the dependent variable.

In this respect, this study confirms that transformational leadership plays an important role in the introduction of a healthy work climate through positive psychological states and behaviors of leaders. Also, the significant influence of the aggregated weights of these dimensions indicates that an increase in overall conditions of leadership styles only causes a trivial increase in the work climate of police stations.

Acknowledgements

The completion of this undertaking could not have been possible and successful without the participation and assistance of great people. They encouraged me to pursue and persevere to finish this book. Their contributions are sincerely appreciated and gratefully acknowledged.

To my very supportive, approachable, and generous adviser, our MSCJ faculty, Dr. William A. Revisa for the guidance and endless support.

To my panel of examiners, Dr. Carmelita B. Chavez, Dr. Nestor C. Nabe, Dr. Ana Helena R. Lovitos, and Dr. Eugenio S. Guhao for imparting knowledge and expertise for the betterment of my study.

To my family and friends as my inspiration to finish this book and for their undying love and support.

Above all, our Almighty God for enabling me to complete this book. Despite all the struggles and hardships, it is Him who gave me strength, wisdom, guidance, provisions, and unconditional love. Bringing back all the Glory and Honor to God.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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Appendix

Table 1.1: Level of Leadership Styles in Terms of Transformational Leadership

Item	SD	Mean	Descriptive Level
My supervisor helps me find meaning in my work.	2.84	4.45	Very High
My supervisor makes others feel good to be around him/her.	.69	4.35	Very High
I am proud to be associated with my supervisor.	.67	4.30	Very High
My supervisor provides appealing images about what we can do.	.69	4.30	Very High
I have complete faith in my supervisor.	.68	4.27	Very High
My supervisor expresses in a few simple words what we could and should do.	.68	4.26	Very High
My supervisor helps others develop themselves.	.73	4.25	Very High
My supervisor let others know how he/she thinks we are doing.	.66	4.25	Very High
My supervisor provides others with new ways of looking at puzzling things.	.67	4.22	Very High
My supervisor gets others to rethink ideas that they had never questioned before.	.69	4.18	High
My supervisor enables others to think about old problems in new years.	.70	4.15	High
My supervisor let others know how he/she thinks we are doing.	.78	4.11	High
Overall	0.57	4.26	Very High

Table 1.2: Level of Leadership Styles in Terms of Transactional Leadership

Item	SD	Mean	Descriptive Level
My supervisor tells others what to do if they want to be rewarded for their work.	.67	4.33	Very High
My supervisor tells us the standards we have to know to carry out our work.	.72	4.28	Very High
My supervisor calls attention to what others can get for what they accomplish.	.72	4.27	Very High
My supervisor provides recognition/rewards when others reach their goals.	.71	4.24	Very High
My supervisor is always satisfied when others meet agreed-upon standards.	.72	4.21	Very High
As long as things are working, my supervisor does not try to change anything.	.72	4.18	High
Overall	0.55	4.25	Very High

Table 1.3: Level of Leadership Styles in Terms of Authoritative Leadership

Item	SD	Mean	Descriptive Level
My supervisor gives orders and clarifies procedures.	.74	4.24	Very High
As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	.70	4.16	High
My supervisor is the chief judge on the achievements of employees.	.75	4.11	High
My supervisor believes employees need to be supervised closely because they are not likely to do their work.	.87	3.97	High
I feel insecure about my work and need direction.	1.21	3.47	High
My supervisor believes that most employees in the general population are lazy.	1.37	3.18	Moderate
Overall	.64	3.86	High

Table 1.4: Level of Leadership Styles in Terms of Laissez-faire Leadership

Item	SD	Mean	Descriptive Level
As a rule, my supervisor allows me to appraise my own work.	.79	3.98	High
My supervisor gives me complete freedom to solve problems on my own.	.82	3.95	High
In complex situations, my supervisor allows me to work my problems out on my own way.	.86	3.94	High
In most situations I prefer little input from my supervisor.	.80	3.93	High
My supervisor stays out of the way as I do my work.	.94	3.76	High
In general, my supervisor feels it is best to leave subordinate alone.	1.06	3.57	High
Overall	.67	3.85	High

Table 2.1: Level of Work Climate in Terms of Support at Work

Item	SD	Mean	Descriptive Level
I have trust and confidence in my supervisor.	.62	4.48	Very High
Supervisors maintain high standards for honesty and integrity.	.61	4.48	Very High
Supervisors communicate organizational goals and priorities.	.65	4.37	Very High
Supervisors generate high levels of motivation and commitment to work.	.66	4.34	Very High
Supervisors help employees succeed in their career.	.72	4.28	Very High
Supervisors support my need to balance work and other life issues.	.67	4.27	Very High
Supervisors value input from all employees.	.67	4.26	Very High
Supervisors treat all employees fairly.	.72	4.21	Very High
I can express my opinions without fear of reprisal.	.85	4.13	High
Supervisor demonstrates favoritism.	1.31	3.33	Moderate
Supervisors value loyalty over competence.	.68	4.27	Very High
I do not trust my supervisor.	1.51	2.97	Moderate
Overall	.50	4.19	High

Table 2.2: Level of Work Climate in Terms of Work Stress

Item	SD	Mean	Descriptive Level
I am satisfied with my department.	.71	4.25	Very High
I am satisfied with the training I received.	.75	4.24	Very High
I am satisfied with departmental policies.	.75	4.20	Very High
I have enough information to do my job well.	.69	4.19	High
I am satisfied with the access I have to work related equipment.	.74	4.17	High
I am satisfied with departmental practices.	.72	4.17	High
I receive fair evaluations and criticism.	.77	4.11	High
Expectations for my workload are reasonable.	.69	4.10	High
Arbitrary action, favoritism and coercion are not tolerated by supervisors.	.97	3.99	High
Overall	.54	4.07	High

Table 2.3: Level of Work Climate in Terms of Job Challenge

Item	SD	Mean	Descriptive Level
My work gives me a sense of accomplishment.	.64	4.38	Very High
I have opportunities to develop leadership skills.	.68	4.25	Very High
My training needs are met.	.77	4.05	High
I am provided rewards for high performance.	.82	4.04	High
Supervisor give me enough autonomy to perform my work.	.83	3.99	High
I have a feeling of personal empowerment at work.	.86	3.90	High
I am not rewarded at work for my performance.	1.24	3.53	High
Overall	.56	4.02	High

Table 2.4: Level of Work Climate in Terms of Work Group

Item	SD	Mean	Descriptive Level
My co-workers cooperate to get the job done.	.75	4.24	Very High
My co-workers share constructive suggestions to improve my work.	.73	4.23	Very High
I recommend my department as a good place to work.	.74	4.22	Very High
I have strong relationship with my co-workers.	.77	4.20	Very High
I feel encouraged by my co-workers.	.77	4.18	High
My co-workers recognize my potential to handle higher levels of responsibility.	.75	4.16	High
Supervisors promote communication between work groups.	.74	4.13	High
My co-workers treat each other fairly.	.77	4.13	High
I have been bullied, teased or ridiculed by co-workers.	1.51	3.07	High
My co-workers do not cooperate.	1.45	2.91	Moderate
Overall	.56	3.95	High

Table 2.5: Level of Work Climate in terms of Performance

Item	SD	Mean	Descriptive Level
My department prepares me to perform well at work.	.72	4.17	High
I am held accountable for achieving results.	.72	4.14	High
Producing high-quality service and performance is important to my co-workers.	.75	4.14	High
My co-workers use all available resources to perform work well.	.73	4.13	High
My evaluations are a fair reflection of my performance.	.75	4.12	High
Discussions with supervisor about my performance are worthwhile.	.78	3.97	High
Management actions reduce motivation to perform well.	1.03	3.76	High
My performance at work is better than my co-workers	1.02	3.71	High
My department does not prepare me to perform my work well.	1.41	3.32	Moderate
Overall	.58	3.94	High

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