

SERVANT LEADERSHIP: THE CHANGE NEEDED IN LAW ENFORCEMENT

by

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Liberty University

A Dissertation Presented in Partial Fulfillment

Of the Requirements for the Degree

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ABSTRACT

Servant leadership is a moral-based form of leadership in which leaders place the well-being of followers before their own (Canavesi & Minelli, 2022). It is a theory that has gained increased notoriety over the past several decades. Despite this, there remains a limited amount of empirical research on it and its potential benefits. However, several professions have adopted it, and their results have been positive. Leadership change is needed in many professions, and law enforcement is no exception. The policing profession faces many challenges, such as recruiting quality candidates and retaining existing personnel. Furthermore, the challenges plaguing policing also exert a tremendous influence on the level of job satisfaction experienced by existing employees. This study addresses servant leadership, including its origin, characteristics, and potential benefits to law enforcement. It also examines how servant leadership is currently employed in police agencies by utilizing a self-report survey administered to graduates of a nationally recognized police training program. Adopting servant leadership in law enforcement organizations offers an avenue by which identified challenges may be addressed positively.

Keywords: servant leadership, characteristics, leadership, law enforcement, job satisfaction, police

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Dedication

The journey to achieve this milestone has been arduous. I fully realize that I could not have achieved this without the support, understanding, and love of my wife and children. They have fully supported me since I first decided to begin this endeavor. I love each of them more than I can express. I would also like to thank my late grandparents who always supported my educational ambitions. Finally, I would like this accomplishment to serve as an example to my grandchildren that it is never too late to accomplish dreams, especially when you have love, support and remain steadfast.

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I would also like to express my gratitude to the Police Executive Research Forum and to those law enforcement leaders who chose to participate in this study. I fully understand the many tasks that those in leadership are asked to accomplish each day. Accordingly, I must thank each participant for taking time out of their hectic schedules to assist in this research. I sincerely hope their contribution to this research will aid in making the profession of law enforcement more resilient and better able to serve the needs of individual police officers and their respective communities.

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List of Abbreviations

Servant Leadership Questionnaire (SLQ)

Police Executive Research Forum (PERF)

Senior Management Institute for Police (SMIP)

CHAPTER ONE: INTRODUCTION

Overview

Effective leadership is necessary for any organization to achieve its goals and thrive in an ever-changing world. The absence of such renders an organization stagnant and ineffective. These statements are no less factual for law enforcement organizations (the terms “law enforcement” and “police” are used interchangeably in this study). For decades, law enforcement agencies (the terms “law enforcement agency” and “law enforcement organization” are used interchangeably in this study) have operated under the autocratic style of leadership, but this style has become inefficient for the role that police organizations must play in the 21st century. Therefore, police agencies must address the leadership crisis within their profession that has become increasingly problematic over the past several decades. The intent of this study was to examine the positive implications of adopting the servant leadership model in police organizations.

Background

Identifying the most effective leadership style is one of the most crucial dilemmas facing law enforcement organizations in the United States. Every day, law enforcement officers face situations that test their emotional and physical limits, ranging from life-threatening encounters with criminals, assisting seriously injured persons, or hostility from community members. Factors such as these can have debilitating effects on police officers and significantly impact their overall job performance. The presence of strong leaders exercising a governance style that provides direction and support to subordinates can provide the needed ingredient to sustain police officers in such circumstances. Furthermore, a style such as this can safeguard subordinates by promoting organizational

unity that allows them to perform their role as police officers effectively (Chanchang, 2016).

The policing profession has undergone numerous changes in the past 30 years and continues to change due to external and internal pressures. The attrition rate is at an all-time high, and the recruitment efforts of police agencies have become severely hampered. For many years, policing has been under the microscope of the media and community members served. New generations of officers are entering the profession, and they require explanations for actions instead of simply completing tasks assigned by leaders. These new officers, as well as those who have years of experience in policing, deserve a higher level of supervision.

Leadership is a defining component of every law enforcement agency. The style employed can affect the attitudes and behaviors demonstrated by subordinates. Weak and ineffective leadership impedes subordinates' ability to be effective in their individual roles. Furthermore, it results in police officers feeling less secure within their agency and less confident in their capabilities. In law enforcement organizations, a lack of administrative direction can result in increased issues related to recruitment and retention as well as a decreased sense of safety and job satisfaction, which affects not only the subordinates, but also the organization (Chanchang, 2016).

Although many leadership theories exist, the servant leadership theory may offer the needed solution to the policing profession. Leadership is a relational process, and servant leadership emphasizes characteristics conducive to building relationships between leaders and subordinates. Servant leaders are driven by a desire to place the needs of others before their own for the purpose of creating an environment where each

organizational member contributes to the accomplishment of identified goals (Greenleaf, 1970). Searle and Barbuto (2011) noted that this type of organizational environment supports increased performance and excellence in subordinates.

Ozyilmaz and Cicek (2015) posited that the exhibiting of servant leadership principles significantly alters how a leader is viewed within an organization while also changing the dynamics by which subordinates are motivated and inspired through the leader's selflessness. Servant leaders can successfully motivate and inspire their followers because of their willingness to place a greater emphasis on their well-being (Wong, 2014). According to Mattke (2015), when leaders exercise servant leadership principles, they facilitate growth, compassion, empathy, and empowerment in followers. Ljungholm (2016) concluded that servant leaders positively affect their followers' perceptions through the relationship they foster with them. The ability of a leader to influence subordinates' perceptions plays a significant role in the overall health of any organization. Those who lead law enforcement agencies by using strong supervisory skills can exert considerable influence on subordinates for the purpose of achieving organizational goals (Northouse, 2019).

The servant leadership approach has been employed in the professions of education, nursing, and nonprofit entities with positive results for organizational members and the organization (Canavesi & Minelli, 2022, van Dierendonck, 2011). These professions have each experienced issues related to attracting new employees and retaining existing ones, and the adoption of the servant leadership model served to reverse those trends (Canavesi & Minelli, 2022). Policing faces a leadership crisis that has been developing for many years as evidenced by Schafer (2009) who found there is

an evident need for effective supervision in police organizations. Additionally, Andrews and Boyne (2010) opined that “management capacity is one of the most pressing issues facing public organizations” (p. 443).

Law enforcement agencies have historically operated as paramilitary institutions and, as such, favored an autocratic style of supervision. With this leadership style, leaders are concerned with simply accomplishing organizational goals by directing the actions of subordinates. Simply stated, leaders give direction to subordinates and subordinates perform their assignments, often with no questions asked. Leaders often exercise little concern for subordinates’ well-being in this style of leading. However, law enforcement has evolved over the past several decades as the world and this nation have changed. Modern policing encompasses a great deal more today than simply enforcing laws, as seen by the profession’s adoption of such programs as community policing and community engagement. Moreover, many of those entering the domain of policing have different generational values and work ethics that do not respond well to the autocratic style. To successfully institute the changes necessary in 21st century law enforcement, police agencies have tried to become more professional by stressing more education for new and current officers, improving training, and emphasizing individuals’ character.

The importance of leadership in law enforcement has become more prevalent due to the reforms that have and continue to take place in policing. Many of these reforms are due to changes in the political and social landscape as well as generational differences of those entering the profession. Across the nation, many police agencies are in decline as they struggle with issues such as recruitment and retention. Furthermore, problems such as these are often influenced by the level of job satisfaction experienced by those

currently serving as police officers. Leaders in law enforcement organizations can exert significant influence on the level of job satisfaction experienced by employees.

Efficacious supervision in law enforcement is critical to ensure the exigencies of organizational members are met. Adopting servant leadership principles is an avenue by which leaders may successfully recognize their subordinates' needs and work with them to ensure those identified needs are met. The use of the traditional autocratic style must be reexamined in relation to its overall effectiveness and in consideration of the mission and expectations of twenty-first century police agencies. According to van Dierendonck (2011), servant leadership offers the needed advantage of positively affecting employee engagement and productivity. This is accomplished by improving job satisfaction which benefits the police organization, individuals, organizational members, community members, and other stakeholders. Furthermore, when leaders display the characteristics associated with this style of leading, those characteristics are often emulated by subordinates in the performance of their work (Ozyilmaz & Cicek, 2015).

Servant leadership is a supervisory approach through which law enforcement agencies may confront the challenges that the policing profession has been and is currently experiencing. According to Laub (1999), leaders who embrace its tenets can inspire subordinates by displaying authenticity, valuing and developing them, fostering relationships, providing effective supervision, and sharing supervision with others. Additionally, Spears (1998) explained that servant leaders may also demonstrate the characteristics of listening, being empathetic, healing, persuading, having foresight, possessing the ability to conceptualize, and stewardship. To successfully lead as a servant

leader, leaders must understand the theory behind servant leadership, so that its principles may be practically applied while leading (Beck, 2010).

Servant leadership should be recognized as a practical solution to the current struggles facing policing in relation to organizational administration. In research on nonprofit organizations, the exercise of servant leadership principles by those in supervisory roles increased subordinate satisfaction and productivity (van Dierendonck, 2011). The same results were realized in other studies involving nursing and education. A servant leader's desire to serve others first and then lead promotes a work environment where subordinates want to experience growth and increased engagement (Lacroix & Verdorfer, 2017). Positive governance principles such as those found in servant leadership can reduce subordinates' work-related stress and positively affect employee retention as well as organizational recruitment efforts. In contrast, the absence of positivity often intensifies issues such as low morale and job satisfaction.

"Servant Leadership" has existed for decades, but there is little factual research available about it (Beck, 2010). Even less research examines the use and impact of this theory in law enforcement organizations. Therefore, this exploratory, quantitative study is intended to supply research on the current use of servant leadership in police agencies and evaluate the theory's positive implications for law enforcement organizations.

Statement of the Problem

The necessity for leadership excellence in law enforcement organizations has never been greater than it is today. Preeminent leader performance is vital in determining any organization's overall success, including law enforcement agencies. Batts et al. (2012) espoused that policing is facing an immediate need for new management and

supervisory techniques. According to E. J. Russell (2016), those in leadership positions in law enforcement agencies must understand that processes and procedures require management, whereas people must be led. Without effective leader performance, organizations cease to grow and function efficiently. In the past decade, high-profile incidents have occurred in policing, placing extreme scrutiny on specific law enforcement agencies as well as the entire profession. This has exacerbated issues plaguing the policing profession such as recruitment, retention, and morale. Adopting and incorporating servant leadership in law enforcement organizations can moderate the effect of these and other issues.

Servant leadership is a moral-based form of governance in which leaders place the well-being of followers before their own (Canavesi & Minelli, 2022). First conceived in 1970 by Robert Greenleaf, it has received a great deal of attention within the past several decades because of its ability to positively impact individual and organizational outcomes (Canavesi & Minelli, 2022). Mayer et al. (2008) described servant leadership as an ethical style of leading in which interest is growing. Furthermore, it appears to complement the “serve and protect” mantra of police organizations (Whitson, 2012/2013).

Prior research has been performed on servant leadership. In several instances, the focus has been on its hidden components, and their propensity to positively impact institutional outcomes (Saleem et al., 2020). Ehrhart (2004) found servant leadership also led to organizational citizenship behaviors that benefited the entire organization, and this was later substantiated by Saleem et al. (2020), who found that it “promoted both fair workplace environments and organizational citizenship behaviors that benefit

organizations” (p. 2). In another study, Liden et al. (2008) validated Ehrhart’s findings through the development of the 28-item Servant Leadership Questionnaire showing positive correlations between servant leadership and performance, organizational commitment, and community citizenship behaviors. In addition, Eva et al. (2019) provided a precise conceptual distinction between servant leadership and other leader styles by identifying important antecedents, outcomes, and components. R. F. Russell and Stone (2002) successfully identified two important consequences of servant leadership: employee job attitude and job performance (Saleem et al., 2020).

Existing literature was reviewed to gain a more comprehensive understanding of servant leadership and the implications of its impact on organizational members and entire organizations. Most of the research studies reviewed have been focused on private or nonservice-oriented entities. However, the literature examined did show servant leadership has been studied in the nursing profession and the field of education. This review also revealed a disparity in servant leadership research related to law enforcement organizations and the relationship between leaders and subordinates, and subordinates’ perceptions of its principles and their ability to positively influence job satisfaction (Yasir & Mohamad, 2016). Therefore, the problem identified in the reviewed literature is that it does not fully address the extent to which servant leadership is employed in law enforcement agencies and the potential positive impact of doing so.

Purpose Statement

The purpose of this quantitative, exploratory study is to examine the extent to which law enforcement leaders utilize servant leadership in their roles within the profession of law enforcement. In evaluating the existence of servant leadership among

law enforcement leaders, this study also examines the extent to which demographics contribute to its use among the population of leaders surveyed. Using the Servant Leadership Questionnaire (SLQ) developed by Barbuto and Wheeler (2006), survey data were collected from those in various supervisory positions within different law enforcement organizations. The data collected through the SLQ comprised the subjective opinions of leaders related to their use of servant leadership principles while performing their roles as police leaders. Because this theory has been shown to positively impact employee retention, job satisfaction, and organizational commitment in the professions of nursing and education (Canavesi & Minelli, 2022, van Dierendonck, 2011), it is essential for police leaders to know its current prevalence within their profession. This information would allow for servant leadership to be evaluated as a potential solution to the leadership crisis that permeates many police agencies. With the lack of research related to servant leadership in the policing profession, the importance of this study is found in examining the degree to which it is employed in policing from the perspective of current law enforcement professionals in supervisory roles.

Significance of the Study

The profession of law enforcement has undergone many changes in the past decade. Policing has always been a profession infused with stress, but the level of stress and anxiety felt by law enforcement officers today has been exacerbated by decreased levels of job satisfaction brought about by previously referenced changes and the loss of trust and legitimacy that has permeated policing in recent years (Tyler et al., 2015). This lack of job satisfaction has resulted in plummeting morale and distressing issues related to retention and recruitment.

Leadership is the corner stone of every police organization. The absence of strong supervision has compounded the problems facing law enforcement organizations. Law enforcement organizations must embrace a strategy for leading that builds cohesiveness and supports the needs of police officers to overcome the obstacles being faced daily. Police leaders must cultivate an environment where subordinates are motivated to accomplish organizational goals and objectives. Servant leadership provides a path by which this may be accomplished. By emphasizing subordinate well-being, leaders forge relationships that increase levels of job satisfaction, improve morale, and empower subordinates to accomplish organizational goals (van Dierendonck, 2011). In turn, overall organizational health and performance are significantly improved.

Schafer (2010) stated police leadership, in general, is a topic that is understudied in existing criminal justice education. Because there is an absence of research examining servant leadership in police organizations, the results of this study are pertinent to all police leaders. It is beneficial for every individual serving as a leader to understand their governance style and objectively assess its results for the organization and their subordinates. Servant leadership has produced positive results related to job satisfaction and organizational commitment in other professions by placing the needs of employees first (Canavesi & Minelli, 2022). It accomplishes this by stressing the importance of relationship-building by leaders with subordinates and by linking supervision to virtues, ethics, and morality (Saleem et al., 2020). These are important characteristics that police leaders are expected to model to their subordinates (Kouzes & Posner, 2017).

The results of this research will aid police leaders at every level by articulating the benefits of servant leadership in relation to the issues currently negatively impacting

policing. These benefits extend not only to leaders, but more importantly, to subordinates and the overall health of the police agency. When police officers experience higher levels of job satisfaction, their performance improves. The police agency will experience increased efficiency and productivity, and how police officers provide services to the community will also be improved, promoting increased cooperation and collaboration. Additionally, the ability of police agencies to retain existing police officers will be ameliorated, and the ability of the police agency to recruit well-qualified employees will be enhanced. This research will promote further study of servant leadership in law enforcement organizations by exemplifying its positive implications for leaders, subordinates, police organizations, and the communities being served. Furthermore, this study will educate existing leaders to understand the theory itself and its associated characteristics, so they may perform a self-assessment to ascertain their style of supervision. Lastly, the information in this study will allow those in executive administrative positions of law enforcement organizations to identify lower-level leaders and police officers who possess traits and behaviors associated with servant leadership for advancement within the organization.

Research Questions and Hypotheses

This quantitative, exploratory study utilized a primary research question that examined police leaders' perceptions of their use of servant leadership principles. A secondary research question examined if certain demographics affected the usage of it. The third research question examined how leaders' expressions of servant leadership may differ in relation to the subscales of the Servant Leadership Questionnaire. This research was conducted to answer the following research questions and corresponding hypotheses:

RQ1: To what extent do police supervisors exhibit servant leader behaviors?

(RQ1 is a descriptive question and will not be addressed with hypothesis testing)

RQ2: What, if any, relationships exist between the demographic characteristics of police supervisors and levels of servant leader behaviors?

H₀2: Differences in levels of servant leader behaviors across demographic categories are not statistically significant.

H₁2: Differences in levels of servant leader behaviors across demographic categories are statistically significant.

RQ3: How does the expression of servant leadership differ across the subscales of altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship?

H₀3: Demographic characteristics and the servant leadership subscales do not make statistically significant contributions to predicting and explaining the overall expression of servant leadership among police leaders.

H₁3: Demographic characteristics and the servant leadership subscales make statistically significant contributions to predicting and explaining the overall expression of servant leadership among police leaders.

Summary

Canavesi and Minelli (2022) defined servant leadership as a moral-based form of leadership in which leaders place the well-being of followers before their own. Law enforcement leaders have traditionally utilized the autocratic style of leading with little emphasis placed on the well-being of their followers, but this style of leadership has

become counterproductive to 21st century policing. Without effective leadership, organizations risk becoming stagnant and ineffective. To avoid this risk, it is imperative for police agencies to identify a leadership style that will allow them to serve their respective communities effectively and efficiently, while also promoting the overall health and well-being of their agency and individual police officers.

Leadership exists as a defining component of every law enforcement agency. Ineffective leadership in policing serves only to exasperate the existing issues related to morale, retention, and recruitment (Chanchang, 2016). As leadership is a relational process, the ability of servant leaders to place the needs of others before their own to create an environment where followers feel valued offers the most promising avenue by which police agencies may overcome these often-debilitating issues.

This chapter begins by examining the background of leadership in policing. This examination is followed by a discussion of the identified problem which is the need for new supervisory methods in policing to meet the demands of police organizations in the 21st century. The purpose for the study is then explained before the significance of the study is detailed. Chapter 1 culminates by stating the research questions and hypotheses that will be examined in the following chapters. This chapter provides introductory information that serves as the foundation upon which this study is built.

Definitions

The following terms are pertinent to this study:

Job satisfaction: The extent to which an individual is pleased, comfortable, or satisfied with their job (Ali, 2016).

Law enforcement/police: The combination of agencies and their employees responsible for enforcing laws, maintaining public order, and managing public safety (Bureau of Justice Statistics, 2021).

Leadership: The presence of an influential relationship that exists between leaders and followers who intend real change and subsequent outcomes that represent their shared purposes (Daft, 2015).

Organizational citizenship behaviors: “Behaviors that enhance and maintain the social and psychological environment supporting task performance” (Borman & Motowidlo, 1992, p. 63).

Servant leader: A leader who prescribes to the leadership philosophy of servant leadership by placing an emphasis on serving others first (Greenleaf, 1970).

Servant leadership: A nontraditional leadership philosophy composed of behaviors and practices that place the greatest emphasis on serving others (Greenleaf, 1970).

Servant Leadership Questionnaire (SLQ): A scale originally developed in 2008 to measure the major constructs of servant leadership (Liden et al., 2008).

Stakeholder: Any group or individual who is affected or can affect the achievement or organizational goals and objectives (Freeman, 2010).

Theory: A description of a phenomenon and the interactions of its variables that are used to explain or predict (Thomas, 2017).

CHAPTER TWO: LITERATURE REVIEW

Overview

The general topic of leadership and specific leadership theories have been studied for many years by researchers and those in academia. Within this literature review, these topics are examined relative to existing research, with a concentration on servant leadership. Before delving specifically into this theory, it is necessary to establish an understanding of the general concept of leadership. After doing so, prevailing theories are discussed with each containing certain characteristics that may be similar or diverse from one another. Following this examination, the concept of leadership in law enforcement organizations is surveyed, but it should be noted that there is a noticeable absence of literature related to servant leadership in police organizations. However, this style of supervision has been utilized in the professions of nursing and education, as well as in nonprofit organizations, so these areas are examined briefly. In completing this literature review, it became evident there is a lack of existing research on the use of servant leadership principles in law enforcement organizations.

Theoretical Framework

The study of leadership is a field that continues to evolve as evidenced by its past and present interest to researchers (Daft, 2015). Although it has been studied for many years and much empirical research has been accumulated, there remains a great deal of fascination surrounding this subject (Melchar & Bosco, 2010, Lester, 2020). With the immense interest in leadership, it should be no surprise that definitions of this subject have been offered by numerous philosophers, researchers, and academics with no two definitions being exactly alike (Malik & Azmat, 2019). As Stogdill (1974) said, “There

are almost as many definitions of leadership as there are persons who may have attempted to define the concept” (p. 7). That said, there is little universal consensus as to what exactly leadership is and how it should be defined. Merriam-Webster defines leadership as the capacity to lead, while the Oxford Dictionary defines it as the ability to be a leader or the qualities a good leader should have. Daft (2015) defined leadership as the presence of an influential relationship that exists between leaders and followers who desire real change and outcomes that represent their common purposes. Malik and Azmat (2019) espoused leadership to be a social influence process through which a leader influences followers and assigns tasks to them for the purpose of accomplishing identified goals and objectives.

Leadership is perhaps the key component affecting employee engagement and attainment of organizational goals (Yasir & Mohamad, 2016). This is true for every entity including law enforcement agencies. The style of supervision embraced by police agencies can positively or negatively affect all employees, leaders, the organization, and stakeholders. Based on the issues plaguing most law enforcement agencies related to recruitment, retention, and morale, the status quo style of autocratic leadership has become inconsistent with employee needs. Conversely, servant leadership theory calls on organizational leaders to place the needs of subordinates first by serving them and then leading (Spears, 2005; Yasir & Mohamad, 2016). This theory is composed of traits and behaviors that motivate and inspire subordinates which is needed in law enforcement to overcome the obstacles of reduced recruitment, poor retention, and low morale. Greenleaf outlined the attributes that servant leaders must possess to positively impact followers

(Yasir & Mohamad, 2016). Successful leaders influence organizational outcomes by building relationships with subordinates based on trust and respect.

The purpose of this research study was to examine the need for a philosophy shift in law enforcement relative to supervisory style. To that end, leadership in general as well as specific theories were examined, culminating in a review of servant leadership. The literature reviewed herein explored and explained why this theory offers the best solution for law enforcement organizations to overcome the prevalent issues currently being experienced nationwide.

Understandings of Leadership

Based on the definitions of leadership examined previously, it is evident that this subject is primarily concerned with the relationships between leaders and followers, and the impact of those relationships on the organization. It is also clear that an individual serving as a leader must possess certain attributes to be successful. However, much discussion exists regarding which attributes equate to greater effectiveness. Coupled with the discussion regarding the most exact definition of this subject and which characteristics position one leader over another is the debate as to whether an individual is born a leader or if an individual can learn the needed traits to become a successful one. Therefore, included in this discussion is an examination of the prevalent styles of leading, and the necessity for a leader to initiate change within an organization which is often a key role for any person in such a position (Daft, 2015).

There has been considerable research and much written on leadership and the effects of individual leaders on organizational success. Strong leaders are needed at every level within an organization if it is to grow and demonstrate effectiveness (Dubrin, 2013).

Research studies have examined the presence of efficiency, effectiveness, productivity, organizational commitment, and job satisfaction expressed by both leaders and followers emphasizing the latter. For any leader to be successful as measured by these variables, it must be recognized that leadership exists as a reciprocal relationship in which leaders and their followers exert influence on one another (Daft, 2015). As stated, the variables outlined above are primarily examined concerning individual employees of an organization, so it should be evident that the primary focus of supervision is individual organizational members. As Daft (2015) postulated, leadership is a “people activity.”

A review of existing literature on this topic shows a key component to success is the ability to attain organizational goals while also improving overall performance and excellence (Searle & Barbuto, 2011). True leadership transcends positional authority and is described as both an art and science by Daft (2015). While certain aspects can be learned through books, the ability to lead effectively must also involve practice and firsthand experience resulting in personal exploration and personal development (Daft, 2015). This combination of learning mechanisms provides an avenue by which an individual may evolve into a multifaceted leader who exemplifies true leadership. Because specific skills and attributes are essential, it must also be recognized that the ability to lead requires personal qualities that are difficult to see, but powerful in nature (Daft, 2015). Through the refinement of attributes, characteristics, and skills, leadership is born and reflected in an individual’s ability to relate to followers and achieve organizational objectives and goals. Theories and views on this subject change over time as additional studies and research are conducted, and it is becoming increasingly clear in

many professions today that there exists a need for governance that is grounded in positive, people-oriented interactions (van Dierendonck, 2011).

Leadership and Management

“Leadership” and “management” are often used interchangeably, even though the two concepts differ. It is also true the two concepts augment one another, so their relationship is important. Therefore, in any discussion of leadership, it is prudent to provide a cursory examination of the management concept. Haber (2011) posited that the ability to collaborate with people includes the components of each, and both involve striving to achieve identified goals. As stated, these two concepts are diverse, but both must be present for any organization to succeed. While leadership often focuses on strategic goals for the future and successfully initiating needed change, management is concerned with short-term goals and ensuring specific tasks related to day-to-day organizational activities are accomplished. Absent management activities, the ability to lead does not occur. As Haber (2011) espoused, both can occur concurrently within an organization.

Leadership and its Importance

Those in academia and other researchers use various methods to gather data on leadership, so a comprehensive understanding may be gained as to what makes an individual an effective leader. Research on this topic has become increasingly diverse as it is investigated from various dimensions and perspectives (Malik & Azmat, 2019). In doing so, some researchers focus on the identification of various trainings or programs to develop the skills needed to lead, while others examine a leader’s ability to improve the organization’s performance. Amagoh (2009) concluded that leadership development

should be comprehensive in nature and systematically integrated into the organization's culture, so leaders may be produced who can confront and overcome organizational challenges. Amagoh further explained that a leadership crisis does exist in organizations and to overcome this crisis, organizations and those responsible for leader development must employ a systemic approach. This statement underscores the necessity for any profession to recognize and motivate their foremost leaders and to provide them with the tools needed to be successful in their roles (Evans, 2021). Amagoh also found that an organization dedicated to learning and improving itself will facilitate change, empower its employees, promote the sharing of information and employee collaboration, encourage learning and employee development, and promote leadership building.

Organizational performance is positively impacted by effective supervision, and this statement is corroborated in existing literature (Evans, 2021). Northouse (2019) discussed the importance of leadership, and that individuals with strong supervisory skills can exert substantial influence on subordinates to achieve identified goals. Andrews and Boyne (2010) found that "management capacity is one of the most pressing issues facing public organizations" (p. 443), and effective supervision is linked to high performance. Every organization wants to perform at a high standard, but to do so often incorporates the measures of increasing the quantity and capacity of work performed by its members. Leadership is a key ingredient in achieving this milestone and requires guiding organizational members toward identified goals using communication and motivation by ensuring the right people are in the right positions (Hao & Yazdanifard, 2015). According to Andrews and Boyne (2010), there is a positive correlation between capacity and performance as well as leadership and performance. Furthermore, regarding public

service performance, their findings supported the assumption that “high-performing governments have better capacity than their lower-performing counterparts, and the impact of capacity is enhanced through leadership” (Andrews & Boyne, 2010, p. 450).

Because leadership is integral to organizational success, it is important to identify valid and reliable mechanisms by which it may be measured to provide insight as to what, if any, improvements may be needed. It is often difficult to accomplish this task based on available data and the many styles of supervision that exist. This statement is supported by Kivipõld and Vadi (2010), who found the ability to measure an entity’s leadership capability is necessary to improve its performance over time. Since organizations strive to improve their capabilities and because effectual oversight is an integral component of any improvement, organizations should seek to establish metrics by which their leaders may be measured for overall effectiveness.

Leadership is also important when change is needed. Change is unavoidable in most aspects of life, and no profession or organization is exempt. Both are affected by various forces prompting the necessity for change (Abutayeh et al., 2016). It is only when organizational members trust in their leader that change will successfully occur (Hao & Yazdanifard, 2015). Many organizations solicit individuals for leadership roles because they are seen as agents of change. Change is often a difficult and time-consuming process, but one that is necessary. The supervisory style employed by organizational leaders can dictate the change process, including the resistance offered by individual members. Accordingly, it is beneficial for leaders to develop relationships with their subordinates beyond merely assigning day-to-day tasks for completion. It is the responsibility of leaders to guide subordinates in the desired direction while also

motivating them to improve their performance and engage in innovation (Hao & Yazdanifard, 2015). Vigoda-Gadot and Beerli (2012) conducted a study “to explain how and why public employees engage in activities targeted at changing and improving the public work environment and its job processes even when no formal rewards are offered in return” (p. 573). In this study, Vigoda-Gadot and Beerli (2012) focused primarily on leader behavior, leader-member exchange relations, and employees’ perceptions of politics in public organizations. Their findings revealed that the quality of relationships between leaders and followers in public organizations plays a fundamental role in an employee’s desire to demonstrate behaviors toward others that serve to improve the organization’s effectiveness (Evans, 2021).

Leadership Theories

Various theories of leading have emerged over the years through study and research. Haber (2011) explained that this subject has been studied and discussed by scholars since the time of Aristotle. While some of these theories are quite diverse, some share certain similarities. It is evident by the abundance of definitions offered for leadership, that it remains a subject filled with diversity and elusive to define. Therefore, it has been postulated that leadership exists more as a process as opposed to a subject to be strictly defined. Yukl (2013) defined leadership as “the process of facilitating individual and collective efforts to understand and influence people to realize shared objectives” (p. 7); while Chemers (2000) defined leadership as “a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task” (p. 27).

Leadership is multidimensional, and there are many theories espousing different methodologies by which an individual may lead. It has the potential to impact a variety of factors within an organization such as job satisfaction and employee productivity (Visvanathan et al., 2018). As such, there has been substantial effort expended in examining its different dimensions, and this has resulted in “generating considerable organizational and social research of leadership styles and behaviors” (Khan et al., 2016, p. 2). The available literature on the dominant theories is plentiful. Each theory has been refined and modified over time, but it is important to note that none of the theories are completely irrelevant (Khan et al., 2016). Accordingly, performing a cursory review of each is necessary to ensure a basic understanding of their underlying premises.

Trait Theories

Every theory of leadership is classified based on its approach to the subject. Trait theories examine the distinguishing personal characteristics of leaders (Daft, 2015). The oldest and most well-known trait theory became known as the “great man” theory, and it espoused that certain persons were born with traits such as assertiveness, knowledge, and decisiveness that made them great leaders. While research in the 1940s and 1950s suggested a weak association between personality traits and success as a leader, the work of Stogdill (1948) did appear to offer a correlation between the two. Stogdill (1948) performed a literature review examining over 100 studies based on the trait approach. His examination revealed a correlation between certain personality traits and the ability to lead effectively, although the relative importance of a particular trait was situationally based. Stogdill again reviewed additional studies based on the trait approach between

1948 and 1970. Once again, he found personal characteristics which were linked to effective leadership, but this linkage was also observed to be situationally based.

Through subsequent research by McGregor (1960), the great man theory was found to be morally flawed. In a review to identify personal traits that distinguished leaders from non-leaders, Kirkpatrick and Locke (1991) found that certain key traits “help the leader acquire necessary skills; formulate an organizational vision and an effective plan for pursuing it; and take the necessary steps to implement the vision into reality” (p. 48). Theories of leading progressed from the idea that leaders are born to a reflection of certain traits that may predict the potential for leadership in an individual (Khan et al., 2016).

Behavior Theories

The behavioral approach to leading examines the pattern of behavior that a leader demonstrates (Bhattacharyya & Jha, 2018). A leader’s behavior may consist of observable styles and activities utilized to accomplish goals and objectives (Bhattacharyya & Jha, 2018). The defining works related to this approach were based on research conducted by Blake and Moulton in 1985, Stogdill in 1963, and Likert in 1967 (Bhattacharyya & Jha, 2018). In relation to the behavioral approach, it is important to recognize that a leader’s strengths are not simply personal traits, but can also be patterns of behavior (Daft, 2015). This approach gained notoriety because behaviors can be learned much faster than traits can be developed. The behavior approach encompasses three primary theories: autocratic, democratic, and laissez-faire (Bhattacharyya & Jha, 2018). Autocratic leadership is characterized by power and authority being concentrated

with the leader as evidenced by their impersonal nature, control of group activities, and aversion to follower feedback and opinions (Harms et al., 2018).

In contrast to the autocratic style is the democratic style of leadership which occurs when a leader chooses to delegate authority to subordinates for task completion, encourages subordinate participation in decision-making, and fosters an affable work environment (Daft, 2015; Harms et al., 2018). The autocratic and democratic styles were studied by Lewin et al. (1939) at the University of Iowa. The results of their study were interesting, yet predictable, based on the characteristics of the two styles. If the leaders of the autocratic and democratic groups were present in a work environment, Lewin et al. found the groups' performance to be equivalent, but if the leaders were absent from the work environment, the autocratic group saw diminished performance levels, while the democratic group's performance remained consistent (Lewin et al., 1939). Additionally, Lewin et al.'s research showed members of the autocratic group were more dependent upon the leader for direction in the performance of their work.

A third behavioral theory of leading is known as *laissez-faire*. This style is characterized by leader passivity and the abdication of responsibility (Yukl, 2010). A leader prescribing to the *laissez-faire* style allows the members of a group to make their own decisions and only becomes involved in the group dynamics if requested by the group or a group member (Harms et al., 2018). According to Judge and Piccolo (2004), leaders who prescribe to this style are seen as ineffective, and the practice of the *laissez-faire* style can potentially be detrimental to the overall performance of subordinates. Lastly, the *laissez-faire* style of supervision is also characterized by a leader's "lack of

commitment to recognize or accommodate followers' needs for development or well-being" (Skogstad et al., 2007, p. 81).

Contingency Theories

A contingency approach examines a particular situation present within an organization in which leadership is needed (Daft, 2015). Because of the focus on a specific context, contingency theories are often referred to as situational theories. Within the contingency approach, no one style of supervision is sufficient for every situation that may arise (Khan et al., 2016). Research into this approach suggests a leader's effectiveness depends on their behavior and style concerning a given situation. The premise of contingency theories is that a leader can analyze a given situation and, from their analysis, determine an appropriate behavior to improve the effectiveness of their oversight methodology (Daft, 2015).

Transactional Theory

While transactional leadership is not classified as a contingency theory, it is based on the concept of contingency. This theory has its focus on the exchanges that occur between leaders and followers (Bass, 1985). Khan et al. (2016) posited that this style is grounded upon a series of agreements between the leader and their followers. Followers may be rewarded in some way or recognized for their positive contributions related to accomplishing organizational goals (Khan et al., 2016). Conversely, no reward or recognition will be received if followers fail to achieve identified goals or objectives.

Influence Theories

Leadership theories included under the umbrella of influence theories examine the influence process between leaders and followers. A leader can influence followers to

change in a variety of ways. The mechanisms by which this is done will be examined as influence theories are discussed. The dominant styles of leading categorized as influence theories are transformational, charismatic, and Machiavellian. The emergence of influence theories showed greater progression toward the value placed on the exchanges between leaders and followers (Khan et al., 2016). The trend of examining and valuing these exchanges served as an impetus to the emergence of relational theories such as servant leadership.

The transformational style of leading has increased in popularity due to its emphasis on an individual's self-motivation and the development of followers by leaders (Northouse, 2019). It is a theory that serves to change and transform people by focusing on emotions, values, ethics, and standards (Northouse, 2019). This theory is defined by Daft (2015) as a leader's ability to bring about meaningful change in their followers and organization. Judge and Piccolo (2004) posit transformational leadership is comprised of four primary components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders who subscribe to this theory can convince subordinates that the needs of the organization are greater than their own personal needs which, in turn, enables subordinates to fulfill their personal needs for achievement and self-actualization (Khan et al., 2016; McCleskey, 2014). Some researchers directly align servant leadership with transformational leadership due to the above description. However, to do so presents an inexact conclusion as transformational leadership espouses organizational accomplishment as the motivating factor for transformational leaders, whereas those leaders who ascribe to servant leadership are focused primarily on the welfare of subordinates (Schroeder, 2016). The transformational

style is focused on the practice of healing broken organizations (Reinke, 2004). Ehrhart (2004) conducted a cross-sectional study involving grocery store departments and concluded that servant leadership is empirically different from transformational. In addition, Ehrhart discovered evidence that the practice of servant leadership contributed to fair workplace environments and organizational citizenship behaviors which served to benefit the organization.

When the transformational style is employed, the literature indicates that the needs of the group are given greater priority than the need of the leader or individual followers (Khan et al., 2016). Transformational leaders focus on the needs and inputs of their followers to transform them into future leaders by increasing their motivation and empowering them to act (Daft, 2015; Khan et al., 2016). The transformational style of supervision promotes an effort to move followers' performance beyond their perceived limits, whereas servant leadership strives to create an ongoing process by which "leaders and followers raise one another to higher levels of morality and motivation beyond self-interest to serve collective interests" (Hoch et al., 2018, p. 503). For these reasons as well as its emphasis on foresight, the transformational style of leading has gained a great deal of interest and acceptance in many organizations. It has helped pave the way for an increased interest in relational theories such as servant leadership.

Although not directly classified as an influence theory, authentic leadership was born from transformational theory. It is most often defined in one of three ways, with each based on a different viewpoint and emphasis (Northouse, 2019). The intrapersonal viewpoint is focused more closely on the leader, in that the leader leads based on life experience and the meaning they attribute to those experiences (Northouse, 2019). The

interpersonal perspective is characterized as relational in that leaders and followers exhibit an effect on each other (Northouse, 2019). The final perspective is referred to as developmental and is viewed as a style of leading that can be nurtured over time. Walumbwa et al. (2008) developed and assessed a theory-based measure of authentic leadership in which they conceptualized it as a pattern of behavior grounded in “the leader’s positive psychological qualities and strong ethics” (Northouse, 2019, p. 200). Walumbwa et al. postulated that it is composed of four distinct, yet related, components which are “self-awareness, internalized moral perspective, balanced processing, and relational transparency” (Northouse, 2019, p. 200). Leaders who prescribe to the authentic theory understand their values and allow those values to guide their interactions with others (Northouse, 2019). The characteristics of this theory have been examined extensively, and this increased interest has also promulgated interest in servant leadership.

Charismatic leaders possess the ability to inspire followers to be more productive than they might normally be, while also having an emotional impact on them (Northouse, 2019). The passion exhibited by a charismatic leader serves to motivate followers to achieve specific goals regardless of their own self-interest which leads to follower submission (Northouse, 2019). The results of this style of leadership can be positive or negative depending upon the motives of the leader.

The final influence theory is known as the Machiavellian style. Niccolò Machiavelli authored the book entitled *The Prince* in 1513 in which he explained the welfare of the state must come first and, to that end, leaders must often take unscrupulous actions to accomplish objectives and goals (Northouse, 2019). In today’s world, this is

better explained by stating leaders must often use their power for the betterment of the organization regardless of the impact on individual followers. This theory is similar in several respects to the autocratic style, and both have lost favor in most organizations and professions.

Relational Theories

Relational theories of leading are used to examine how leaders and followers interact and their propensity to exert influence over one another. Those who support relational theories view leadership as a relational process in which all participants are engaged in achieving a desired outcome or vision for an organization (Northouse, 2019). While the transformational leader style was previously discussed as an influence theory, it can also be viewed as a relational theory. A second example of a relational theory is that of servant leadership. Servant leadership is perhaps the best example of a relational theory, and it will be examined in greater detail in later sections. With every relational theory, leaders must cultivate certain qualities and characteristics for meaningful relationships with others to be developed (Northouse, 2019). Those qualities and characteristics include emotional intelligence, integrity, high moral standards, courage, the ability to empower others, and effective communication as well as others.

Leadership in Law Enforcement

The importance of leadership in law enforcement has become more pronounced in the past decade due to high-profile incidents involving several police agencies. Although many of the actions taken by police officers involved in these incidents were determined to be within the agency's policies and procedures as well as the bounds of law, some were found to be noncompliant, illegal, or even egregious in nature. Several of these

incidents led to protests and violence which served only to increase the scrutiny placed upon law enforcement. As Schafer (2009) explained, effective leader oversight is a central ingredient in the ability of formal and informal groups to achieve the desired outcome. In the profession of law enforcement, the presence of insufficient supervision has the potential to result in negative consequences for the police agency, its employees, and other stakeholders (Schafer, 2009).

Law enforcement supervisors are the leaders of their agencies and serve as an example to those they lead. Subordinates often look to their supervisors as role models and persons to be emulated. Therefore, it is incumbent upon law enforcement organizations to provide effective leadership. Schafer (2009) explained that there is an evident need for effective governance in police organizations, and this is seen in the range of historical and contemporary incidents involving law enforcement officers and police agencies failing to fulfill their duty to serve their respective communities by exercising professionalism, integrity, and accountability. Furthermore, Schafer (2010) stated, "Police leaders and leadership remain understudied within existing criminal justice scholarship" (p. 644).

While leadership in general and the styles of leadership employed in law enforcement organizations have been studied, the existing research is limited in comparison to other professions. There are certain styles of leading that are most often attributed to police organizations. Numerous law enforcement organizations remain hostage to a paramilitary structure that emphasizes an authoritarian style in which information and directives flow from the top down (Stone & Deluca, 1985). Even today, despite research supporting more modern models of leading, many police leaders refuse

to change their mindsets. This mentality will persist until additional empirical research specific to law enforcement supervision is conducted and made available for dissemination and review.

In an authoritarian system, the police chief or executive law enforcement officer has ultimate control and funnels directives downward to lower-level supervisors who follow established departmental policy and procedure in what is termed the chain of command (Evans, 2021). While the autocratic style of leading is prevalent in many law enforcement organizations, there do exist police organizations in which those in supervisory positions have begun to utilize more contemporary leadership theories, such as transformational and transactional (Evans, 2021). With these theories, the emphasis remains on the police agency as opposed to those who compose the organization.

The changes that have occurred in leadership styles in some police agencies were brought about due to several factors ranging from a recognition of generational differences among newer employees to influence exerted through education, culture, and politics. Leadership changes specifically related to governance have most often occurred as a result of research indicating that relationships between leaders and subordinates are multifaceted and include such variables as emotional intelligence, intellectual competence, and managerial competence (Hawkins & Dulewicz, 2007). In a study utilizing a 360-degree version of the Leadership Dimensions Questionnaire, Hawkins and Dulewicz (2007) collected data related to competency, organizational context, leader performance, and follower commitment; the results showed a positive correlation between leader performance and emotional intelligence. Despite these findings, more

research, based on observation and fact, is needed that is specifically related to leadership in law enforcement organizations.

A plethora of research related to law enforcement supervision centers on a leader's responsibility to oversee subordinate behavior to reduce any form of misconduct. Since law enforcement officers are the most visible component of any government and, more specifically, the criminal justice system, any form of misconduct is highlighted. To combat inappropriate behavior, leadership styles within law enforcement organizations must evolve. To effectuate this result, it is necessary to understand the effects of leaders' negative traits on subordinates as opposed to simply studying what traits make an effective leader. Schafer (2009) surveyed 1,000 law enforcement supervisors to ascertain what traits effective leaders exhibit. Schafer (2009) showed effectiveness to be strongly correlated to the traits of integrity, work ethic, communication, and care for subordinates; while those leaders characterized as ineffective failed to display these traits. Field (2002) posited that it was time for police leaders to acknowledge the changes taking place in the field of policing and embrace the change dynamic to move leadership to the next level.

Over the past several decades, actions have been taken, for a variety of reasons, to examine what have been deemed deficiencies in law enforcement. These actions have ranged from presidential executive orders to the establishment of various committees or commissions, such as the President's Task Force on 21st Century Policing created through executive order by President Barack Obama. More than one of these actions has recommended law enforcement executives improve supervisory training to mitigate perceived inadequacies. However, there exists a lack of observational research for police executives to examine to make meaningful changes related to leader development. Thus,

there is a void in existing literature related to the topic of leadership as it relates to the policing profession.

The lack of investment into law enforcement leadership training stands in direct opposition to corporations in the private sector that continually invest funding into cultivating and developing their leaders. Government organizations generally fail to invest the needed funding and resources into developing existing or potential leaders, and the availability of factual research produced by government organizations related to the topic of leadership is also very scarce. According to Geller (1985), while resources available to police leaders are growing, for more than half a century few existed for law enforcement to reference.

Attempts have previously been made to compare supervision in policing to that found in for-profit organizations, but this research was found to be incompatible due to the differences that exist between leading in these two types of organizations. Research specific to law enforcement oversight is crucial for leaders to overcome the obstacles prevalent in the field of policing today. Morreale (2002) stated, "Capable and focused leadership is an important ingredient for effectiveness and success of any organization" (p. 12). Additionally, Leonard and More (2000) stressed that the single most crucial factor dictating the success or failure of any organization is its superintendence, and those police agencies exhibiting success will have a strong executive who elevates employee performance. In police organizations where mediocrity is found, there is most likely managerial incompetence (Leonard & More, 2000). Law enforcement organizations and their executives must understand the importance of effective oversight in every facet of

their organization. Schafer (2009) espoused the skills necessary for it are best developed through a combination of three factors: education, experience, and mentorship.

Servant Leadership: Its History and Definition

While not specifically termed as such, the idea of servant leadership dates to the 4th century in the writings of Lao-Tzu (Kaul, 2014). Lao-Tzu was a Chinese philosopher who wrote about the importance of serving others and how doing so could positively impact society by reducing moral decay (Kaul, 2014, Lester, 2020). The best example of servant leadership is the life of Jesus Christ. For Christians, Jesus Christ is the Son of God who came to the earth not to be served as a king but to serve others. This is seen in numerous biblical passages in the New Testament and exemplified in the story of Jesus washing the feet of his disciples to demonstrate service to others. Jesus Christ continuously guided his disciples by demonstrating how to be a servant, and in doing so, He inspired his followers to emulate his actions and behaviors (Kaul, 2014). In his writings, Greenleaf (1977) saw Jesus Christ as the personification of a servant leader. Accordingly, this theory is greatly influenced by Judeo-Christian traditions and values (Reinke, 2004).

Robert Greenleaf (1970) coined the term servant leadership in his essay entitled “The Servant as Leader.” Greenleaf (2005) conceived this idea after reading the book *Journey to the East* by Herman Hesse. In this story by Hesse, several men were on a mythical journey sponsored by a group known as the Order, and the central character was a man by the name of Leo who was on the journey as a servant to oversee the menial chores of the group (Greenleaf, 2005). Leo proved to be the most essential member of the group, because his spirit and characteristic manners served to sustain the group in their

journey. This was shown in the disappearance of Leo along the journey which threw the group into disarray and caused the other group members to suspend their journey (Greenleaf, 2005). Years later, one of the men was reunited with Leo and adopted into the Order. Once inside the Order, the man quickly learned that Leo, who participated in the journey as a servant, was the Order's leader and known as a guiding spirit as well as a noble leader (Greenleaf, 2005).

From the above story, it is inferred that leaders must be seen as servants first. Greenleaf (1970) posited that a servant leader is a servant first. He said servant leadership begins with an individual's natural feeling that he or she wants to serve, and this is followed by their conscious choice to aspire to become a leader (Greenleaf, 1970). Servant leaders place the needs, aspirations, and interests of their subordinates above their own (Sendjaya & Sarros, 2002). The primary motivation of a servant leader is to transform subordinates to "grow healthier, wiser, freer, more autonomous, and more likely themselves to become leaders" (Greenleaf, 1977, pp. 13–14). Summarily, servant leaders view stewardship as one of their primary responsibilities (Saleem et al., 2020). When leaders utilize the servant leader style of leading, they utilize less institutional power and control and allow subordinates to exercise more authority and autonomy (Northouse, 2010). While the terms "servant" and "leader" are often thought of as opposites, Greenleaf combined the terms to create a paradoxical idea which is most often viewed as logical and intuitive (Spears, 2005). This theory continues to evolve. Since Greenleaf birthed the term servant leader over 5 decades ago, the idea of servant leadership continues to create what Spears (2021) referred to as a "quiet revolution." The work of Greenleaf is seen as the catapult for recent research into this theory and has aided

in the development of a more modern definition of the term. This theory is gaining momentum as a practical style of leading in many industries. While empirical evidence supporting servant leadership is growing, there remains little support for its practical application and potential usage in law enforcement. According to Sendjaya and Sarros (2002), one reason for this may be the belief that servant as a leader is an oxymoron in that it is difficult for some to think and function as a leader and a servant at the same time (Sendjaya & Sarros, 2002).

Leadership research has traditionally focused on leaders as opposed to the followers (Avolio et al., 2009). Yet, after decades of studies, there is still disagreement surrounding a common definition of the term. As previously stated, theories evolve and change over time, and there is now a demand for a leadership theory that emphasizes relationships between leaders and followers. Servant leadership satisfies this need, and its component of a servant mentality places leaders and followers on an equal plane (Evans, 2021). The ability to impact subordinates and the organization in a positive manner is a key component of effective oversight (Mumford et al., 2000). Any relationship between a leader and subordinate is influenced by a leader's style, organizational culture, identified goals and objectives, and various other outside components. Leaders who prescribe to servant leadership principles can encourage their subordinates to increase overall productivity while also positively affecting the level of employee engagement (Yong, 2013). Servant leaders recognize that the needs of subordinates and their well-being are paramount in their ability to lead in an altruistic manner.

Servant leadership is multifaceted, and it exists as a moral-based style of supervision. It connects the act of governance to virtues, ethics, and morality (Saleem et

al., 2020). As Reed et al. (2011) espoused, this model of leading places a greater emphasis on the moral, emotional, and relational dimensions of a leader's behaviors as opposed to the traditional emphasis on competency inputs and performance outputs. Leaders who exercise its principles place a priority on meeting the needs of their subordinates as well as other stakeholders as opposed to satisfying their own (Canavesi & Minelli, 2022). This fact challenges those individuals who desire to lead as servant leaders, because human beings are naturally selfish placing personal wants or desires above the needs of others. Prior research on this topic in the fields of education and nursing has shown that the adoption of servant leadership principles by those in supervisory roles can positively impact various individual and organizational outcomes such as job satisfaction and organizational commitment (Canavesi & Minelli, 2022, van Dierendonck, 2011). Sousa and van Dierendonck (2017) also found it to positively impact employee engagement and overall productivity. The emergence and increasing interest surrounding this theory in many professions have changed the dynamics of how leaders are viewed within an organization and the methods by which subordinates are motivated and inspired to adapt to the selfless disposition of these types of leaders (Ozyilmaz & Cicek, 2015).

According to Canavesi and Minelli (2022), the 21st century has seen a dramatic increase in interest in the moral nature of leaders as not only necessary for society's well-being but also an essential ingredient in any organization's success. The traits and characteristics common to servant leadership position it as the most promising theory to satisfy moral concerns. It exists as a comprehensive approach to leading that allows it to positively affect individual and group outcomes to include organizational citizenship

behavior, job satisfaction and performance, and employee commitment (Canavesi & Minelli, 2022). The ability to affect outcomes such as these in a positive manner is critical for police organizations struggling with retention, recruitment, and low morale. The work of Canavesi and Minelli further substantiated the research of Ozyilmaz and Cicek (2015) in which they concluded the servant-first nature of servant leadership significantly influences employees' job satisfaction, psychological climate, and organizational citizenship behavior. A servant leader also provides an example for subordinates to emulate. These leaders teach subordinates by the example they display especially in relation to serving others and leading effectively and efficiently (Panaccio et al., 2015). Ozyilmaz and Cicek (2015) found that subordinates reciprocate the behaviors of their servant leader by consciously choosing to demonstrate serving behaviors to others. This, in turn, fosters an environment where tasks are accomplished in a collaborative manner (Ozyilmaz and Cicek, 2015). Ozyilmaz and Cicek (2015) also concluded that it creates a strong psychological climate between organizational members, and overall, it serves to exert a positive impact on the lives of subordinates. Due to these factors, organizational members overwhelmingly accept servant leadership. The cumulative results of the studies mentioned here would seem to signify that this theory of leading should be given careful consideration by law enforcement agencies as a strategy to employ to combat the pressing issues being faced.

Greenleaf (1977) stated that the servant leader model has the potential to positively impact subordinates in what he termed an "unobtrusive manner." R. F. Russell and Stone (2002) posited that servant leadership also positively impacts leaders by enhancing their perception of leading and inspiring others. This positive impact is

accomplished through the follower-driven approach upon which it is based which is quite different from traditional theories of leading found in some organizations, including law enforcement.

Characteristics of Servant Leadership

To better understand servant leadership as a model for leaders to follow, it is necessary to know the values, traits, and characteristics that most often compose it. Greenleaf (1977) was the first to write about these traits and characteristics. Since then, researchers have examined this theory to identify associated traits to further define and describe the characteristics of a servant leader. Researchers have narrowed and expanded Greenleaf's (1970) initial identification of servant leader characteristics with varying success. Spears (2005) revisited the 10 characteristics of the theory that he extracted from Greenleaf's original writings. According to Spears (2005), the following 10 characteristics were of critical importance: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to subordinate growth, and building community.

Listening

Leaders are most often heralded for their ability to communicate effectively as well as their decision-making capabilities often under stressful conditions. While it is true these abilities are essential for servant leaders, they must be strengthened by a leader's dedication to listening to followers (Spears, 2005). Listening is an art, and leaders must have the ability to listen to subordinates for the purpose of understanding what is being said as well as what is not being said. Being able to listen intently to others in conjunction

with what Spears (2005) called regular periods of reflection is essential to growing as a servant leader.

Empathy

The willingness and ability of an individual to understand and empathize with others is essential to being a servant leader (Spears, 2005). Every individual is special and wants to be accepted and recognized for their contributions. To be successful as servant leaders, leaders must cultivate their ability to be empathetic (Spears, 2005). Oxendine (2020) stated, “Empathy is the pathway to each of the competencies of servant leadership” (p. 4). When leaders express empathy to subordinates, it assists in paving the way for relationships to be forged and strengthened by building trust and respect needed for effective leadership (Oxendine, 2020).

Healing

The ability of a leader to learn the art of healing is vitally important for “transformation and integration” (Spears, 2005, p. 33). Servant leaders must recognize the fact that subordinates may have “broken spirits,” and they may have emotional scars that plague them, affecting their performance (Spears, 2005, p. 33). The ability to heal subordinates is a process in which servant leaders must play an integral role and requires a leader to actively communicate with their subordinates.

Awareness

A servant leader is strengthened by their ability to exercise general awareness as well as their ability to display self-awareness. When leaders possess awareness, they are better able to discern issues related to the concepts of ethics, values, and power (Spears, 2005). Being aware allows servant leaders to recognize issues or shortcomings not only

in their own person but also in their followers. According to Spears (2005), awareness “lends itself to being able to view most situations from a more integrated, holistic position” (Spears, 2005, p. 1).

Persuasion

Servant leaders use less institutional power in accomplishing identified goals and objectives, because they have developed relationships with their subordinates. Through these relationships, servant leaders can utilize persuasion to convince followers to support ideas and actions, as opposed to obtaining compliance through coercion (Spears, 2005). The ability to persuade followers rather than relying on institutional authority provides for the building of consensus among organizational members (Spears, 2005). According to Spears (2005), this characteristic offers the most notable differences between more traditional styles of leadership and servant leadership.

Conceptualization

Servant leaders strive to nurture their ability to be a visionary leader (Spears, 2005). Leaders who can conceptualize a problem or situation can see beyond day-to-day issues and the immediate implications. The ability to practice conceptualization requires self-discipline and practice for many persons striving to lead as a servant leader (Spears, 2005). Whereas a traditional leader is often more focused on short term goals, a servant leader must consciously choose to think in a broader-based manner. To do so effectively, servant leaders must train themselves to see the big picture or potential ramifications of actions and decisions. Servant leaders must work to achieve a delicate balance between their ability to think conceptually, and their ability to direct the day-to-day activities of their followers (Spears, 2005).

Foresight

The characteristic of foresight is the ability to see the probable outcome of a particular decision or action, and it is very much related to the concept of conceptualization. When leaders demonstrate foresight, they do not see the future as something predetermined but rather as something they can create or shape. Spears (2005) explained this characteristic is one that servant leaders may be born with, because it is “deeply rooted within the intuitive mind” (p. 35). The presence of foresight enables leaders to examine the past for valuable lessons to be applied to present realities. They can then use this information to ascertain future consequences of a decision made in the present (Spears, 2005). The characteristic of foresight has received little attention by leadership researchers and is believed to be hard to define but easy to identify (Spears, 2005). Because of its importance to servant leadership, foresight is deserving of greater exploration by researchers and those in academia.

Stewardship

Stewardship emphasizes placing the needs of others first and foremost. Servant leadership espouses that a leader places the needs of followers before their own. Therefore, stewardship and servant leadership are quite similar. Block (2023) espouses stewardship to be a choice that leaders must make much like Greenleaf (1970) stated an individual must first want to serve before making a choice to aspire to lead. Additionally, Block (2023) says the choice of stewardship is composed of two parts with the first being to act in service of the long run, and the second to serve those with less power. Stewardship, much like servant leadership, presents a serve to lead mentality (Block, 2023). Both servant leadership and stewardship call upon those in leadership roles to

serve the needs of followers first by employing openness and persuasion as opposed to institutional power or coercion (Spears, 2005).

Stewardship involves not only caring for people but also taking care of organizational resources and those responsibilities within their prevue. To aid in accomplishing these tasks, servant leaders empower their followers to attain organizational goals as a team. The characteristic of stewardship plays an integral role in a leader's ability to do so because it focuses on the level of trust that has been nurtured between organizational members.

Commitment to the Growth of Others

Not only do servant leaders believe in placing the needs of others first, but they also have a strong belief in the intrinsic value of subordinates, extending beyond their ability to contribute to the organization (Spears, 2005). As such, servant leaders strive to continuously nurture their subordinates' growth, both as individuals and as employees (Spears, 2005). The idea of commitment to growth also includes a leader's willingness to assist followers in growing spiritually. Servant leaders fulfill their commitment to the growth of their followers by understanding their developmental needs and assisting them in refining the skills necessary to be successful in their personal and professional endeavors.

Building Community

It is said that servant leaders use consensus in decision-making as opposed to formal, institutional power (Spears, 2005). This is one method by which servant leaders build community within an organization. Building community involves developing and nurturing relationships with followers which in turn allows for trust to be developed

Morris & Hurt, 2022). To build community, servant leaders must also listen to subordinates to hear their ideas and perspectives regarding a variety of issues, as opposed to those strictly related to organizational matters. This ability helps create a comradery between leaders and subordinates extending beyond the organization. When servant leaders strive to build community within their organization, they provide an avenue by which followers may participate in interactions with one another that increase their connectivity as well as the exchange of ideas for the purpose of enriching one another.

Additional Perspectives

Other researchers have also proposed characteristics necessary for a servant leader. Liden et al. (2008) identified necessary characteristics as behaving ethically, helping subordinates grow and succeed, empowering others, emotional healing, conceptual skills, and creating value for a community as being fundamental to servant leadership theory. Boone and Makhani (2012) explain that servant leaders must possess and cultivate the ability to create values, exhibit servanthood, develop relationships, behave ethically, and willingly put the needs of subordinates first. In the 1980s prior to research into servant leadership gaining momentum, Kouzes and Posner (2017) asked leaders what they did when they were performing at what they believed to be their personal best. The results of their survey showed a great similarity among leaders. These similarities were related to certain identifiable behaviors and actions that made a noticeable difference in their organization and employees (Kouzes & Posner, 2017). These behaviors and actions identified by Kouzes and Posner were subsequently termed the five practices of exemplary leadership, and they were model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart.

While supervisory titles are given to individuals, it is a person's behavior toward others that earns respect. According to Kouzes and Posner (2017), exemplary leaders understand the only manner by which to gain employee commitment and achieve high standards is to model the behaviors expected from organizational members. Additionally, a leader must be attuned to their own principles and values and be able to articulate those to others to effectively model the way (Kouzes & Posner, 2017). Exemplary leaders must inspire subordinate commitment, as opposed to trying to command it through institutional power. Kouzes and Posner (2017) explained that commitment is achieved by enlisting other organizational members in a common vision, which occurs through a leader's ability to appeal to a shared vision. This vision is provided by the leader. People in any type of organization desire to be led by persons who see the possibilities of a better tomorrow, and exemplary leaders have the capacity to promote employee excitement (Kouzes & Posner, 2017). Leaders who successfully maintain these standards will inspire a shared vision in their subordinates. Each of the behaviors discussed above are relevant to servant leadership.

Leading in any organization often involves change and the willingness to grow and improve. When leaders challenge the process, they display an appreciation for the contributions of others. They understand innovative ideas can come from any organizational member if they are given the opportunity and freedom to make decisions and express themselves. Taking risks is a component of leadership that cannot be ignored if one is to achieve greatness. Challenging the process involves recognizing opportunities that should be seized to innovate and improve (Kouzes & Posner, 2017). According to Kouzes and Posner (2017), dreams will not become realities through the efforts of one

individual. Therefore, leaders must be willing to share power and responsibility by allowing subordinates to make decisions and act on their own. While leaders maintain oversight, control, and ultimate responsibility, they must trust subordinates to make informed decisions that are in the best interest of the organization (Kouzes & Posner, 2017). For leaders to feel comfortable enabling others to act, they must build relationships with subordinates as this is the pathway by which trust is developed. And finally, leaders must practice the skill of encouraging the heart. Leaders must applaud subordinates for work well done and understand that every person needs encouragement at certain times to achieve identified goals and objectives. By exhibiting the above referenced behaviors, leaders are placing the needs of subordinates above their own, and this is the principal component of servant leadership.

Kouzes and Posner (2017) explained that leaders must recognize the contributions of subordinates by displaying appreciation for their efforts. Organizational members want to feel needed, and they also want to feel that their efforts are contributing to the organization in a positive manner. Leaders who take time to celebrate the contributions of subordinates are fostering a sense of community while also satisfying the needs of subordinates (Kouzes & Posner, 2017). Through the examination of these five practices put forth by Kouzes and Posner, it is apparent that they align with the theory of servant leadership. While these behaviors and actions are not specifically labeled as characteristics of this theory, they are synonymous with those characteristics identified by other researchers as being present in a servant leader. The behaviors identified above make a profound impact on individuals' commitment and motivation, work performance, and the overall performance of an organization (Kouzes & Posner, 2017).

R. F. Russell (2001) examined servant leadership using Kouzes and Posner's Leadership Practices Inventory from 1997 and Hall and Tonna's Inventory of Values from 1998. Both inventories are validated research instruments. While these research instruments did not provide the necessary information to definitively identify a servant leader, R. F. Russell (2001) found 20 attributes needed for effective supervision. Those attributes included eight functional attributes commonly employed by those leaders practicing servant leadership: vision, credibility, trust, service, modeling, pioneering, appreciation for others, and empowerment.

Another characteristic of importance in examining this theory is emotional intelligence. The link between emotional intelligence and servant leadership has been studied by several researchers. Winston and Hartsfield (2004) espoused that the similarities between the two subjects make it a vital component for examination and further research. According to Mayer and Salovey (1997), emotional intelligence is composed of four constructs: an individual's ability to appraise and express emotion, the capability of using emotion to enhance cognitive processes and make decisions, one's ability to understand and analyze emotions in self and others, and the ability to regulate emotion. The work of Bradberry and Greaves (2009) is similar to that discussed above in that they contend that emotional intelligence is composed of four primary skills: self-awareness and self-management compose personal competence, and social awareness and relationship management compose social competence. Although the terminology used may be different, the underlying components of the above definitions of emotional intelligence are similar. The relationship of emotional intelligence to servant leadership, according to Winston and Hartfield (2004), is solely dependent upon "the outcomes of

the four constructs that describe leader-follower relationship behavior” (p. 1), and those outcomes are defined as affect-based trust, empathy, altruism, commitment, caring and concerned behaviors, openness, and responsiveness.

Servant leadership promotes leader behaviors that positively influence subordinates and their individual productivity, resulting in a work experience that is successful and satisfies employees’ needs (Reed et al., 2011). The prevailing philosophy of this theory as promulgated by Greenleaf (1977) is that it begins with an individual’s desire to serve others, followed by a desire to lead. Leaders make a concerted effort to invest in their subordinates’ growth, both personally and professionally, by establishing relationships with them, but it is the moral and ethical constructs of the theory which differentiate it from other leadership models. According to Zhu et al. (2015), “Ethical leaders serve as a role model for ethical conduct visibly and intentionally to influence their followers’ ethical decision-making processes and actions” (p. 83). Leaders accomplish this through the development of relationships with subordinates in which they regularly communicate, whether by word or action, their own values, ethics, and principles (Zhu et al., 2015). Through these interactions, subordinates are provided a moral example to emulate and identify with as the relationship is solidified. Leaders such as this are critical to the work of law enforcement especially as it relates to building respectful and trusting relationships with subordinates and the communities being served.

Servant leaders place the needs of subordinates before their own, and in doing so, they are also demonstrating benevolence, which has been found to have a positive effect on subordinates in relation to job satisfaction, creativity, and engagement (Neubert et al., 2016). Servant leaders have confidence in their subordinates’ abilities to accomplish

assigned tasks and to take appropriate action when they see something that should be done. Subordinates' willingness to act is based on the trust and power-sharing demonstrated by servant leaders and promoted in the theory's tenets. Police officers are continually placed in situations where they must act quickly. When police officers feel their leaders trust in their decision-making capabilities, the actions they take will most often be representative of the values, norms, and ethics emulated by their organizational leaders.

The behaviors displayed by servant leaders have a significant impact on subordinates' self-perceptions and how their perceptions influence their performance within the organization, according to Ljungholm (2016). Boone and Makhani (2012) also suggested the presence of servant leadership within an organization cultivates an environment of cohesion and understanding among leaders and subordinates as well as between individual subordinates. Each behavior associated with this style of supervision is grounded in self-efficacy and motivation (Luo & Zheng, 2018). Servant leaders strive to create an organizational atmosphere that fosters support for each member and is based on positive relationships that contribute to the realization of organizational goals and objectives. This is accomplished through the desire of servant leaders to serve and place the needs of others ahead of their own. As Carroll (2005) concluded, the incorporation of servant leadership principles in the philosophy of an organization renders results supporting the theoretical implications of the theory.

Measuring Servant Leadership

Understanding the characteristics of servant leadership is important to determine if it is currently being utilized by leaders within an organization and to what extent.

Ehrhart (2004) examined the relationship between organizational citizenship behaviors at the component-level, utilizing Borman and Motowidlo's (1993) definition of organizational citizenship behavior, and found that organizational citizenship behaviors are "behaviors that enhance and maintain the social and psychological environment supporting task performance" (p. 63). For his study, Ehrhart developed a survey questionnaire composed of four sections entitled "Servant Leadership Items," "Procedural Justice Climate Items," "Helping," and "Conscientiousness." Ehrhart's research offered support for the relationship of servant leadership and procedural justice climate to overall component-level organizational citizenship behaviors. The findings suggest a direct relationship between servant leadership and component-level organizational citizenship behaviors, and this relationship was positively influenced by the procedural justice climate (Ehrhart, 2004).

Barbuto and Wheeler (2006) sought to develop and validate a method by which servant leadership could be measured. To do so, they combined the previously discussed characteristics identified by Spears (1995) with the premise of Greenleaf (1970) that servant leaders desire first and foremost to serve others. They then developed five to seven sample items for each characteristic, followed by a process of elimination based on language that could be seen as distracting or confusing (Barbuto & Wheeler, 2006). After revision and validity testing, the five subscales of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship were decided upon. Using these five subscales, questions were developed to measure each of them. The result was the 23-item SLQ that has become widely used by various entities and researchers to ascertain if leaders are employing principles of the theory.

The work of Barbuto and Wheeler (2006) was followed by Liden et al. (2008), who sought “to define and validate the dimensions that constitute servant leadership as a construct” (p. 162). To do so, Liden et al. identified nine dimensions, which were then used to devise a 7-factor model in which each of the seven factors consisted of four indicators. Through their research, Liden et al. concluded that servant leadership was useful in forecasting organizational commitment, community citizen behavior, and in-role performance.

Following the work of Liden et al. (2008), Sendjaya et al. (2008) developed the Servant Leadership Behavior Scale, which is a multidimensional measurement tool composed of 35 items and 6-dimensions. The six dimensions composing this scale are voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality, and transforming influence (Sendjava et al., 2008). This measurement tool is characterized by its emphasis on service orientation, holistic outlook, and moral spirituality without which, as Sendjava et al. (2008) postulated, servant leadership is no different than any other existing theory. In the years following Sendjava et al.’s research, additional measurement tools have been introduced such as the Servant Leadership Survey developed by van Dierendonck and Nuijten (2011). In their research, van Dierendonck and Nuijten (2011) identified the following eight characteristics as being associated with this theory: empowerment, accountability, standing back, humility, authenticity, courage, interpersonal acceptance, and stewardship. To measure these eight characteristics, van Dierendonck and Nuijten developed the multidimensional Servant Leadership Survey, composed of 30 items. Based on their research, they concluded the

survey was valid and reliable in relation to accurately measuring the components of servant leadership.

If an organization such as a law enforcement agency chooses to adopt this theory of leading, it is necessary to understand the metrics by which every leader may measure success. While instrumentation such as Barbuto and Wheeler's (2006) SLQ may be used to formally ascertain its overall success in the organization, individual police leaders should also understand metrics that they can use to assess its impact on individual employees or smaller groups of officers. The following metrics as put forth by Greenleaf (1970) may be used, but police leaders must understand the use of these metrics require them to utilize the tool of observation to formulate both subjective and objective assessments. The first metric is growth, which gauges whether subordinates are growing as individuals, both personally and professionally (Greenleaf, 1970). The second metric examines whether subordinates are becoming healthier in relation to their development as more complete human beings (Greenleaf, 1970). The third metric involves wisdom in which a leader must assess whether subordinates are gaining greater experience, knowledge, and judgment that allows them to exhibit conceptualization and foresight (Greenleaf, 1970). Next, leaders must determine if subordinates experience greater freedom relative to their own inhibitions, and do they feel more empowered to make decisions (Greenleaf, 1970). Leaders must also evaluate whether their efforts as servant leaders are successfully transforming subordinates into servant leaders, and this is done by observing whether subordinates are reciprocating appropriate behaviors (Greenleaf, 1970).

Servant Leadership Across Industries

In examining the potentially positive role of servant leadership in law enforcement organizations, it is important to explore whether this theory has been used successfully in other industries and if doing so yielded a positive impact. This information would prove fruitful for the adoption of this supervisory style in policing as the tenets of the theory do not change based on a particular occupation (Evans, 2021). The available literature related to servant leadership indicates that it has been employed in such fields as nursing, education, and nonprofit organizations. Therefore, a cursory review of the results of utilizing its associated principles in these professions is beneficial.

Servant Leadership in the Nursing Profession

The nursing profession has seen a dramatic rise in the issues of retention and job satisfaction in the past several years. As in law enforcement, costs associated with turnover are a major concern for healthcare organizations, so the need to retain employees is paramount. The impact of job satisfaction among those in the nursing profession must be understood by leaders if the rate of attrition is to be slowed. The same holds true for law enforcement leaders. To achieve this end, leaders must understand job satisfaction within any profession is related to increased employee productivity and work–life quality. To improve retention, organizational leaders in the nursing profession have examined alternative styles of supervision such as servant leadership.

Just as in law enforcement organizations, subordinates of those in nursing leadership positions are often cynical, because many achieve their positions of authority as a reward for political acumen or clinical proficiency as opposed to demonstrated skill

as a leader (Homburg et al., 2013). The traditional hierarchical structure found in nursing, like the system prevalent in policing, is not adaptive to change. According to Buchan et al. (2013), nursing environments that are unsupportive in nature serve only to create increases in absenteeism, emotional exhaustion, and a desire to exit the organization. In a study of 628 nurses, Gregersen et al. (2014) found that supervisors who intentionally developed a highly valued relationship with their subordinates in which positivity, mutual respect, and trust were prevalent were able to accomplish identified organizational goals.

Mitterer (2017) conducted a quantitative study examining the relationship between servant leadership and its impact on job satisfaction and turnover in the nursing profession. In this study, Mitterer collected survey responses from 283 nurses to examine the relationship between the theory's principles exhibited by nursing leaders in relation to psychological engagement, behavioral responses of subordinates, level of job satisfaction, and turnover intention. Based on the survey results, Mitterer determined there is a positive correlation between servant leader behaviors demonstrated by nursing leaders and psychological engagement, behavioral responses, and job satisfaction of subordinates. Furthermore, the results indicated a negative correlation between job satisfaction and turnover intention which would be expected based on the positive correlation between servant leader behaviors and the factors identified above (Mitterer, 2017). Regarding the profession of nursing, the results of Mitterer's research would suggest the adoption of servant leader behaviors by those in supervisory positions would serve to benefit the profession by decreasing retention concerns and increasing job satisfaction among employees.

Servant Leadership in Education

The need for servant leadership in the field of education has also been explored by researchers and those who work in the profession. In the literature reviewed, the use of this style of leading was examined from the perspective of administrators to subordinates and teachers to students. Alshammari et al. (2019) explained that the ability to focus on the growth and well-being of individuals and communities provided through this leader approach appears to be a promising method by which to solve problems and provide avenues for personal development. This same sentiment can also be applied to the environment of law enforcement. In educational settings, teachers and administrators who function as servant leaders are not simply experts or classroom managers, but they also serve as leaders in their schools and communities (Alshammari et al., 2019).

Alshammari et al. (2019) performed a study to ascertain if this theory was a recognizable form of governance in the eyes of students at a private higher education institution. Through their research, empirical evidence was gathered showing students did recognize servant leader behaviors in their professors (Alshammari et. al., 2019). Additionally, Schroeder (2016) found school principals who embrace this model of leading increase the overall effectiveness demonstrated by the teachers they supervise. According to Schroeder, effectiveness is measured by positively impacting teachers' personal beliefs and attitudes, interactions with colleagues and students, oversight in the classroom, and teachers' desire and ability to contribute to the building of a stronger school community. For any administrator in an educational setting to function as a servant leader and improve the effectiveness of subordinates, the administrator must embody the characteristics of servant leadership (as described previously) and

demonstrate the five practices of exemplary leadership (i.e., modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart) as identified by Kouzes and Posner (2017; Schroeder, 2016).

Kiker et al. (2019) stated that just as the principles of this theory are being adapted to the business world, the K-12 educational world has begun to apply this model of leading in administrative, teaching, and support roles. As Greenleaf (1977) noted, those in school administrative positions should focus on the alignment between their supervisory duties and allegiance to the principles of servant leadership. Several studies conducted examining the use of this theory in educational settings have concentrated on high schools. Patterson (2003) researched servant leadership as an extension of transformational theory and identified seven constructs composing it: love, humility, altruism, vision, trust, empowerment, and service. Rice (2020) conducted a phenomenological qualitative study involving eight high school principals in Los Angeles County, California to ascertain the degree to which principals perceived the importance of Patterson's seven constructs. The methodology for Rice's study involved the collection of data through virtual interviews of the participating high school principals using scripted, open-ended questions developed by the researcher. The results of the study showed each participant believed the constructs as postulated by Patterson were necessary components of servant leadership and contributed to increased effectiveness and cohesiveness of school communities.

Servant Leadership in Nonprofit Organizations

Nonprofit organizations have also benefited from the adoption of the servant leader model. Allen et al. (2018) asserted that nonprofit organizations face challenges that

set them apart from public corporations and businesses. With the foundation of the model focused on serving others, nonprofit organizations, which are community-oriented entities, are well-suited to employ its associated principles (Carroll, 2005). As law enforcement agencies are also community-oriented in nature, the principles of servant leadership would be beneficial to them as well. In a case study, Mattke (2015) analyzed the effects of this style of leading in a nonprofit organization and found that the utilization of its principles is well-suited to its community mission. These results are consistent with research conducted by Sendjaya and Sarros (2002), who found the theory's principles and protocols have actual applications in many organizations, including nonprofits.

Lester (2020) conducted a qualitative study to understand the experiences of employees who worked for a nonprofit organization in Shreveport, Louisiana that employs the servant leadership model. Lester sought to determine if employees experienced greater job satisfaction when leaders employed its identified behaviors. The study included interviews with seven employees about their experiences relative to the model's principles being utilized within their nonprofit organization to include the behaviors of listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, growth, and building community (Lester, 2020). Lester found "practicing servant leadership principles during the daily functions of the organization made lasting impressions on the participants and added to fulfillment on the job" (p. 112).

Endorsement of Servant Leadership

While many theories exist, the profession of law enforcement needs a governance method that will uplift law enforcement officers by providing increased support and job

satisfaction. Incorporating such a model of leading will also serve to combat issues related to recruitment and retention that many law enforcement organizations are encountering. Organizational leaders across a wide range of professions as well as researchers have begun examining the issues of power and authority, and the benefits of leaders and subordinates relating to one another in ways that are less coercive and serve to demonstrate support for one another (Greenleaf, 2005). Servant leadership offers the most promising results to police agencies to successfully overcome issues related to recruitment, retention, and improved job satisfaction because of its comprehensive approach to leading (Canavesi & Minelli, 2022). Morality and ethics are emerging as principal components of leader oversight, and organizations are becoming more supportive of the premise that allegiance to authority by subordinates is critical and dependent upon the servant nature of the leader (Greenleaf, 2005). Furthermore, servant leadership has also been shown to positively impact individual and group outcomes, specifically organizational commitment, organizational citizenship behavior, job performance, and job satisfaction (Canavesi & Minelli, 2022).

In law enforcement organizations, the act of leading has traditionally been masked in command and control or what some would identify as an autocratic style. But with the ever-increasing issues plaguing police agencies, the need for a dynamic shift in a leader's philosophy is becoming increasingly evident. As Gardner and Reece (2012) explained, those in executive levels of police administration should embrace the principles of servant leadership and provide education to all in supervisory positions related to the disciplines required to model it to subordinates. The utilization of the servant leader model would serve to inspire subordinates and increase trust between all organizational

members as well as the police agency and the community it serves. But most importantly, the adoption of the servant leader model by police leaders at every level will aid in reducing issues associated with recruitment and retention by improving the level of job satisfaction experienced by organizational members.

Some police leaders may be skeptical of the use of servant leadership in a paramilitary institution such as policing. Some police leaders may perceive it as encouraging leaders to be soft, but in fact, this theory of leading promotes inner strength, and those that demonstrate it have strong ethical and moral principles which are needed in law enforcement leaders (Gardner & Reece, 2012). Furthermore, servant leaders demonstrate an internalized courage to promote the welfare of their subordinates first followed by the welfare of the community they serve and their police organization (Gardner & Reece, 2012). While law enforcement organizations rely on chain of command for its operation, this fact alone does not preclude police organizations from successfully implementing the principles associated with this style of leading.

Police leaders are indeed looked to for making command decisions in certain circumstances where time and speed of action is an urgency (Gardner & Reece, 2012). However, in previous research, it has been shown that leaders can provide direction in emergency situations or other crises without the use of repressive or dominant actions or behaviors. Thus, the chain of command and needed organizational discipline in law enforcement can be maintained while also allowing leaders to encourage subordinate participation, demonstrate mutual respect, and promote independent thinking among subordinates (Gardner & Reece, 2012). Therefore, law enforcement leaders who choose

to serve the needs of their subordinates first will create a strong paradigm for the law enforcement profession in the 21st century.

CHAPTER 3: METHODS

Overview

In recent decades, the burgeoning number of leadership theories includes a more ethical, people-centered theory of supervision called servant leadership. Introduced by Greenleaf (1977), this theory has been described as a leader model that emphasizes the needs of followers and introduces a more principled component. The biggest difference between it and other types of leadership theories is that servant leaders are genuinely concerned with their followers (Greenleaf, 1977). The ideal of service is rooted in the leader–follower relationship, based on equality with a strong focus on social responsibility.

Law enforcement organizations across the United States are in what has been deemed a crisis. This is because many police agencies are struggling with issues related to employee morale, job satisfaction, retention, and recruitment. The presence of such issues severely impacts law enforcement's ability to perform their role within society. These issues are often interdependent, so any proposed solution must have the capacity to positively influence each one. To address these issues, researchers have identified leadership as a key factor that has the potential to influence each of these issues either positively or negatively, depending upon the methodology employed. Through research in the professions of nursing and education, it has been shown that servant leadership can positively impact morale and job satisfaction which in turn can exert a positive impact on employee retention and the recruitment of qualified candidates. Therefore, the application of this theory of supervision to the law enforcement work environment should be

examined to aid police organizations at every level in overcoming the prevalent issues of job satisfaction, morale, recruitment, and retention.

The purpose of this research was to examine the extent to which law enforcement leaders exercise the tenets of servant leadership in their roles within the profession. This chapter includes the steps of data collection in seven sections: design, research questions, hypotheses, participants and setting, instrumentation, procedures, and data analysis.

Design

This study incorporated a quantitative design based on examination of group differences, correlations, and predictions drawn from survey data. A survey is a quantitative data collection instrument that is developed to document human perspectives on a range of simple to complex concepts (Babbie, 1990). Surveys are used to gather data from a sample of the population of interest through self-report by participants. In this study, the use of a survey was justified because it provided the most efficient and economical method of collecting information about the population of interest from a sample of that population, and an aim of this study was to generalize the results to the population of law enforcement leaders in the United States. A survey method is further appropriate when the population of interest spans a large geographical area, as does law enforcement supervision in the United States. A survey is the most practical approach to use when attempting to gain a representative picture from a large group of individuals (Brown & Hale, 2014). Finally, the use of a survey provides a systematic method by which information can be gathered in relation to a specific topic (Fink & Kosecoff, 1998), because it is composed of precise questions or statements that convey the clear intended meaning (Dillman et al., 2014).

Research Questions

Three research questions were used to guide this research.

RQ1: To what extent do police supervisors exhibit servant leader behaviors?

RQ2: What, if any, relationships exist between the demographic characteristics of police supervisors and levels of servant leader behaviors?

RQ3: How does the expression of servant leadership differ across the subscales of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship?

Hypotheses

RQ1 is a descriptive question and will not be addressed with hypothesis testing.

RQ2 will be addressed with inferential statistics to test the following hypothesis:

H₀₂: Differences in levels of servant leader behaviors across demographic categories are not statistically significant.

H₁₂: Differences in levels of servant leader behaviors across demographic categories are statistically significant.

RQ3 will be addressed with inferential statistics to test the following hypotheses:

H₀₃: Demographic characteristics and the servant leadership subscales do not make statistically significant contributions to predicting and explaining the overall expression of servant leadership among police leaders.

H₁₃: Demographic characteristics and the servant leadership subscales make statistically significant contributions to predicting and explaining the overall expression of servant leadership among police leaders.

Participants and Setting

The participants were graduates of the Senior Management Institute for Police within the past six years. This is a nationally recognized training program available to police leaders of ranks from police lieutenant to police chief. It is provided by the Police Executive Research Forum which is a well-respected police research and policy organization whose goal is to aid law enforcement organizations in the delivery of police services “through the exercise of strong national leadership, public debate of police and criminal justice issues, and research and policy development” (PERF, 2022, para. 1). To take part in this study, participants had to (a) currently be a police leader, (b) be at least a lieutenant in rank, (c) hold a bachelor’s degree or at least 120 hours of college credit, and (d) have a minimum of 3 years of experience in a supervisory position.

To gauge an adequate sample size, a power analysis was run on G*Power 3.1.9.2 for multiple regression (RQ3). Based on seven potential predictors for the regression (two demographic characteristics and five servant leadership subscales), a significance level of $\alpha = .050$, a medium effect size $f^2 = .15$, and power of $1 - \beta = .95$, the estimated sample size was determined to be $N = 153$ police supervisors. Servant leadership literature shows this estimate as adequate (e.g., Sahawneh & Benuto, 2018 used a sample size of $N = 155$ participants to examine satisfaction with instructors in an online setting related to this theory).

Technically, the research setting is the environment in which the participant completes the online survey. However, the larger research setting is the department where the participant works and the nature of their followers.

Instrumentation

The data collection instrument was the 33-item Law Enforcement Servant Leadership Survey (see Appendix A). The bulk of the survey is composed of the SLQ (Items 1–23). Barbuto and Wheeler (2006) developed and validated the SLQ to examine several characteristics identified as necessary for servant leadership to exist. The SLQ is composed of 23 statements. Participant responses are measured with a 5-point Likert scale of frequency: 0 (*not at all*), 1 (*once in a while*), 2 (*sometimes*), 3 (*fairly often*), and 4 (*frequently, if not always*). It is included in its entirety on the Law Enforcement Servant Leadership Survey (see Appendix A) with permission.

Servant leaders serve their followers. To develop and validate a method that captured this essence of service, Barbuto and Wheeler (2006) combined the 10 characteristics of a servant leader discussed by Greenleaf (1977) and Spears (1995). After careful examination, Barbuto and Wheeler eliminated various characteristics that were also common to other leader styles. Next, after extensive revision and validity testing, they developed five to seven sample items for each characteristic that were either ultimately retained or eliminated because of distracting or confusing language (Barbuto & Wheeler, 2006). The result was the 23-item SLQ that provides an overall measure of servant leader behavior. The SLQ has become widely used to ascertain if leaders are employing the principles of the theory in their role within an organization.

In addition to an overall measure of servant leadership, the SLQ also measures five subscales: Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship. The first subscale of Altruistic Calling is defined as a leader's "deep-rooted desire to make a positive difference in others' lives" (Barbuto &

Wheeler, 2006, p. 318). Leaders who are high in Altruistic Calling place the interests of followers before their own and will invest great effort in meeting followers' needs.

Behavior related to Altruistic Calling is measured by SLQ Items 1–4, which have more than adequate reliability (Cronbach's $\alpha = .82$)

The second subscale of Emotional Healing describes a leader's ability to provide for followers' "spiritual recovery from hardship or trauma" (Barbuto & Wheeler, 2006, p. 318). Leaders accomplish this by expressing empathy and employing listening strategies that allow them to truly hear and understand what followers are saying or trying to say.

Leaders who rate high in Emotional Healing can provide an environment where followers feel safe to divulge professional and personal issues (Barbuto & Wheeler, 2006).

Behavior related to Emotional Healing is measured by SLQ Items 5–8, which have more than adequate reliability (Cronbach's $\alpha = .91$).

The third subscale of Wisdom is defined as the leader's awareness of the work environment and ability to anticipate consequences from the actions that take place (Barbuto & Wheeler, 2006). Leaders who possess wisdom are adept at recognizing surrounding cues and interpreting their implications (Barbuto & Wheeler, 2006).

Behavior related to the subscale of Wisdom is measured by SLQ Items 9–13, which have more than adequate reliability (Cronbach's $\alpha = .92$).

The fourth subscale of Persuasive Mapping refers to a leader's ability to employ sound reasoning in analyzing a situation or making decisions based on factual conditions (Barbuto & Wheeler, 2006). Leaders who possess the characteristic of Persuasive Mapping can create a shared vision with their followers in relation to the organization's future. By providing compelling reasons for accomplishing identified tasks to followers,

they are credible and influential (Barbuto & Wheeler, 2006). Behavior related to the subscale of Persuasive Mapping is measured by SLQ Items 14–18, which have more than adequate reliability (Cronbach's $\alpha = .87$).

The final subscale of Organizational Stewardship is defined as a leader's propensity to accept responsibility for the impact of the organization on the larger community around the organization (Barbuto & Wheeler, 2006). Leaders who exhibit Organizational Stewardship strive to ensure that the decisions they make and the strategies they enact reflect a sincere desire to better the community for all stakeholders (Barbuto & Wheeler, 2006). Behavior related to this subscale is measured by SLQ Items 19–23, which have more than adequate reliability (Cronbach's $\alpha = .89$).

While developing the SLQ, Barbuto and Wheeler (2006) verified its validity and reliability. The SLQ provides evidence of four types of validity (Green et al., 2015). Barbuto and Wheeler confirmed face validity by employing a panel of 11 expert judges to perform theoretical a priori analysis and correctly categorize the items in the 11 initial servant leader behaviors 60% of the time. After four items were rewritten for clarity, a subsequent panel of five expert judges correctly categorized every item 80% of the time. Barbuto and Wheeler confirmed convergent validity by showing parallels between complete measures of transformational leader behavior and leader-member exchange, demonstrating “strong and consistent patterns between servant leadership and transformational leadership” (p. 314). Additionally, Barbuto and Wheeler confirmed divergent validity by showing shared variance between leader-member exchange and each subscale of servant leadership that revealed “stronger relationships with each of the servant leadership subscales than it did with transformational leadership” (p. 314).

Finally, Barbuto and Wheeler demonstrated predictive validity by showing that the five SLQ subscales were positively correlated with outcome variables of motivation to perform extra work, employee satisfaction, and perceptions of organizational effectiveness. The SLQ has been demonstrated to have face, convergent, discriminant, and predictive validity (Green et al., 2015).

The SLQ has been used by numerous researchers. For example, Ostrem (2006) provided baseline means of servant leadership. Beck (2010) used the SLQ in a mixed methods study of the antecedents of the theory. The SLQ was chosen for this current study because it contains a predefined array of responses, from which a participant must choose one. This satisfied the research objectives and statistical measurement of results.

The remaining items on the Law Enforcement Servant Leadership Survey measured demographic variables (see Appendix A). Items 24–28 measure professional demographics such as rank, years of service, agency type, and agency morale. Items 29–32 measure personal demographics such as age, education, gender, and race. Finally, Item 33 asks if the participant had heard of this theory before agreeing to complete the survey.

Procedures

Prior to assembling the survey used in this study, Dr. John Barbuto of California State University-Fullerton was contacted via email to obtain his permission to utilize the SLQ in this study (see Appendix B). Next, permission was sought and granted by the Liberty University Institutional Review Board (see Appendix C). Once IRB permission was granted, the data collection began with assistance from the Senior Management Institute for Police of the PERF. The study was explained to Mr. Matthew Harmon of

PERF's Senior Management Institute for Police and permission was requested to access recent graduates to participate in this study (see Appendix D). Recent graduates were defined as individuals who completed the training program in the preceding 6 years. The survey itself was set up on the digital site www.surveymonkey.com. Upon IRB approval, the invitational email (see Appendix E) and link to the SurveyMonkey online version of the Law Enforcement Servant Leadership Survey was emailed to my PERF contact. It was asked that the invitation and survey link be sent to individuals who graduated from their Senior Management Institute for Police training program in the last 6 years. The invitational email also contained the informed consent letter (see Appendix F). Potential participants were asked to read the informed consent, and if they agreed to participate, they were instructed to click the included link to access the survey. Once the SurveyMonkey survey was open so that participants could access it, the accumulation of participants was monitored until the estimated number of participants needed was obtained.

Limitations

The procedures for collecting data included consideration of the study's limitations. Limitations are aspects of a study that can limit researchers' ability to obtain accurate findings, but which researchers cannot control (Creswell & Creswell, 2018). In this study, one limitation was recent PERF graduates' willingness to participate. A second limitation was the researcher's inability to confirm that the participant who completes the survey also met the inclusion criteria. A third limitation is that the survey generates self-report data. Self-reported data are a potential limitation, because they record attitudes or recollections rather than measure participants' behavior directly in the

setting where it occurs (in this study, direct observations would pertain to servant leader behaviors exhibited in the workplace). Self-reported data can be complicated by a related limitation, which is that many people are uneasy about being studied (O'Sullivan et al., 2017) and, as such, may respond to survey items in ways they believe will make them appear more suitable to researchers (i.e., behavior that reflects the social desirability bias; O'Sullivan et al., 2017). Candor itself is a fifth and final limitation. Given the heightened sensitivity created by current acerbic attitudes and criticisms leveled at law enforcement personnel, participants may wish to conceal or overstate information.

The steps employed to mitigate limitations were as follows. The principles of social exchange predict that participants will decide to respond to a survey voluntarily provided they feel the benefits outweigh the costs and they trust the research or researcher (Dillman et al., 2014). The link to the survey instrument was emailed from PERF personnel. Because graduates of the PERF training program recognize PERF as a legitimate organization, they are likely to trust the invitation and feel less risk responding to potentially sensitive questions, which were kept to a minimum (Dillman et al., 2014). The participants were also assured that their identity will remain anonymous, and their responses maintained confidentially (Dillman et al., 2014). The invitational email highlighted the benefits of participation so that participants understood that their contributions were important (Dillman et al., 2014). In this study, contributions were important to informing prospective improvements in law enforcement agency policies. Participants were told that they were the best group to survey because their jobs focus on guiding the officers whose jobs involve direct contact with the community. The cost of participation was minimal (i.e., only the time invested to complete the survey), but the

convenience was maximal because the survey could be completed online (Dillman et al., 2014).

Delimitations

Delimitations are also part of the data collection procedures because they constitute choices that a researcher makes to narrow the focus of the study. The main delimitation was that the study participants were restricted to PERF graduates from the last 6 years. Law enforcement leaders around the country who might not have taken the PERF training course or had completed other police trainings might also have had valuable contributions to the topic of servant leadership. If this study was replicated with police leaders who had not completed PERF training or who had completed other police trainings, there is a possibility that the findings would be different. A second delimitation was that information was not sought through the instrumentation as to whether participants were exposed to emergencies or ethical dilemmas that influenced their supervisory behaviors excessively, as this might have inadvertently revealed the identity of a police organization or even an individual in leadership and violated promises of confidentiality.

Ethical Assurances

Procedures were followed to protect participants' rights. Participant rights were protected through this study's full compliance with Liberty University's IRB specifications for conducting ethical research. University IRB approval was obtained prior to data collection. Participation in the study was voluntary, and deception was not used. Implied consent included transparent disclosure of the study title, purpose, costs, benefits, risks, participant confidentiality, and voluntary participation (see Appendix F).

This study involved a grave concern: police leadership. Therefore, confidentiality of participants' identifying information took priority. Confidentiality was initially put in place by enabling the SurveyMonkey Anonymous Responses setting, which precludes digital software from collecting and storing participants' identifying information (<https://www.surveymonkey.com>). Following the data collection process, participants were only identified as a case number that could not be traced to them. Finally, the data were securely stored on a password-protected computer when not in use. All raw data accumulated will be erased 5 years after study completion.

Data Analysis

In this section, types of data analysis that are consistent with the research questions, hypotheses, and data collected are identified. A concise rationale for each type of data analysis is provided. Significance was set at $\alpha = .050$.

For RQ1 ("To what extent do police supervisors exhibit servant leader behaviors?"), descriptive statistics were used. This is appropriate because the question refers to the extent that police supervisors exhibit servant leader behaviors. Hypothesis testing and assumption tests are not applicable to descriptive statistics.

For RQ2 ("What, if any, relationships exist between the demographic characteristics of police supervisors and levels of servant leader behaviors?"), group comparison statistics were used to see if exhibition of servant leadership differs across demographic characteristics. This is appropriate because most of the demographic characteristics are categorical (e.g., gender and race). For group comparisons, the data were first examined to ensure that they met the assumptions of *t* tests and analysis of variance (ANOVA) tests. These group comparison tests primarily require that the data

are normally distributed and show homogeneous variance. Effect size statistics (Cohen's d and $p\eta^2$) were generated from the data.

For RQ3 ("How does the expression of servant leadership differ across the subscales of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship?"), the extent to which police supervisors exhibit theory behaviors was examined for the relative emphasis of the five subscales. This involved a multiple regression in which the overall extent of servant leadership was regressed onto the subscales. The many assumptions of multiple regression will be tested (Tabachnick & Fidell, 2019). Regression was appropriate because the analytical goal of RQ3 was to identify any subscale characteristics that predicted the extent to which police supervisors exhibit behaviors associated with the theory.

The purpose of this chapter was to explain and define the methodology utilized to perform this quantitative, exploratory study. Doing so in a complete fashion provides a framework for the interpretation of research data accumulated. In Chapter Four, the findings of this research study will be presented which will, in turn, allow for research conclusions to be drawn. Those conclusions will be presented in Chapter Five.

CHAPTER FOUR: FINDINGS

Overview

The primary purpose of this quantitative, exploratory study was to examine the extent to which law enforcement leaders utilize servant leadership. For several years, law enforcement agencies have experienced a crisis of supervision (Schafer, 2009) and difficulties attracting new employees while also retaining existing employees. These issues focus the spotlight on organizational leaders as well as employee morale and serve to reiterate that management capacity is one of the most pressing issues facing public organizations (Andrews & Boyne, 2010).

The act of leading, in any form, is a relational process. In servant leadership, the relational process emphasizes building relationships between leaders and subordinates. Specifically, servant leaders place the needs of others before their own to create an environment where each organizational member contributes to the accomplishment of organizational goals (Greenleaf, 1970). Leaders' willingness to place a greater emphasis on the well-being of their subordinates creates an environment where subordinates are inspired and motivated (Wong, 2014), while also facilitating employee growth, compassion, empathy, and empowerment (Mattke, 2015). Through changing the dynamics by which subordinates are motivated and inspired through the leader's selflessness, servant leadership significantly alters how a leader is positioned within an organization (Ozyilmaz & Cicek, 2014). Leaders who exhibit strong supervisory skills, regardless of gender, also exert considerable influence on subordinates for the purpose of achieving organizational goals (Northouse, 2019). This type of organizational

environment supports increased performance and excellence in subordinates (Searle & Barbuto, 2011). The purpose of this study was to evaluate the above claims.

This results chapter is organized into three main sections. First, the research questions and applicable hypotheses are listed. Second, descriptive statistics are presented. Third, the result section itself is organized by the research questions. Data were analyzed using the Statistical Package for Social Sciences (IBM® SPSS® Statistics 28). Percentages are rounded off to whole numbers and may not add up to precisely 100%. Statistical significance was set at $\alpha = .050$. Before analysis, data were screened, checked for reliability, and collapsed into SSs which is explained in the opening text of the results section.

Research Questions and Hypotheses

Three main research questions guided this research.

RQ1: To what extent do police supervisors exhibit servant leader behaviors?

RQ1 is a descriptive question and will not be addressed with hypothesis testing.

RQ2: What, if any, relationships exist between the demographic characteristics of police supervisors and levels of servant leader behaviors?

H₀2: Differences in levels of servant leader behaviors across demographic categories are not statistically significant.

H₁2: Differences in levels of servant leader behaviors across demographic categories are statistically significant.

RQ3: How does the expression of servant leadership differ across the subscales of altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship?

H₀₃: Demographic characteristics and the servant leadership subscales do not make statistically significant contributions to predicting and explaining the overall expression of servant leadership among police leaders.

H₁₃: Demographic characteristics and the servant leadership subscales make statistically significant contributions to predicting and explaining the overall expression of servant leadership among police leaders.

Descriptive Statistics

A total of $N = 194$ law enforcement supervisors participated in the survey. Power analysis was run on G*Power 3.1.9.2 to gauge an adequate sample size for multiple regression (RQ3). Based on seven potential predictors for the regression (two demographic characteristics and five servant leadership subscales), a significance level of $\alpha = .050$, a medium effect size $f^2 = .15$, and power of $1 - \beta = .95$, the estimated sample size was $N = 153$ police supervisors. Thus, the actual sample size for this study was more than adequate.

The descriptive statistics presented in this section show that the modal participant was a 50-year-old White male with 25 years of policing experience who held a master's degree. He was a captain of a municipal agency of 1,000 officers, rated morale as moderate, and had heard of servant leadership before participating in this study.

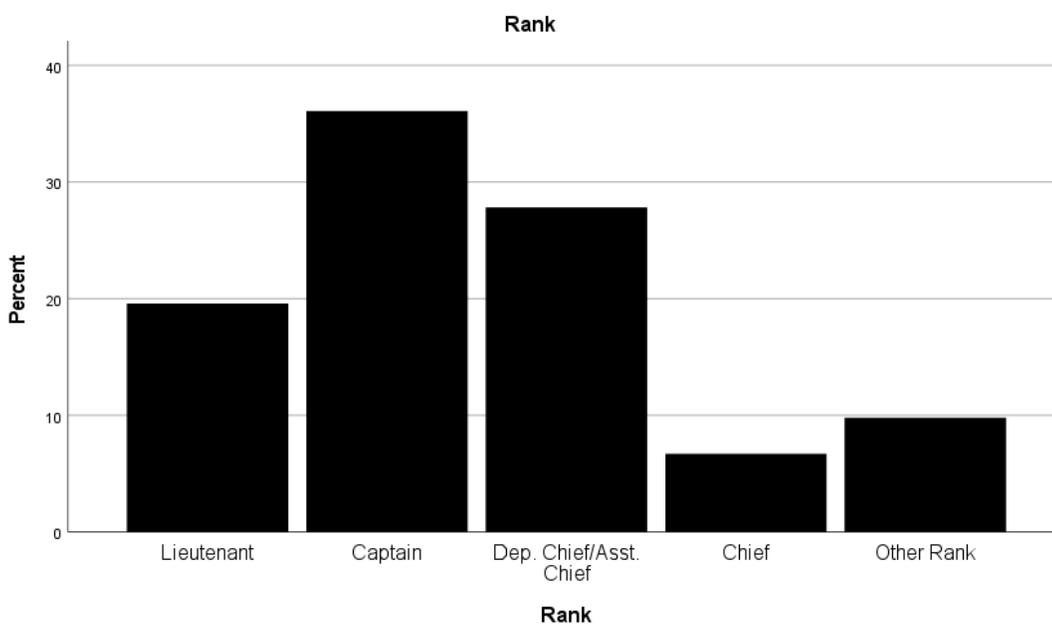
Participants were less than 50 years old on average ($M = 49.30$ years old, $SD = 5.27$, $min = 32$, $max = 63$). The average years of service was about half the average age

($M = 25.04$ years, $SD = 5.30$, $min = 11$, $max = 42$). Age and years of experience were very strongly, positively, and significantly correlated ($r(187) = .82$, $p < .001$).

For rank, Figure 1 shows that one third of the participants held the rank of captain (36%, $n = 70$, major mode) and one quarter held the rank of deputy chief or assistant chief (28%, $n = 54$, minor mode). About one in five held the rank of lieutenant (20%, $n = 38$). Fewer than 10% each held the rank of chief (7%, $n = 13$) or another rank not listed on the survey (10%, $n = 19$).

Figure 1

Frequency Distribution of Participants by Rank

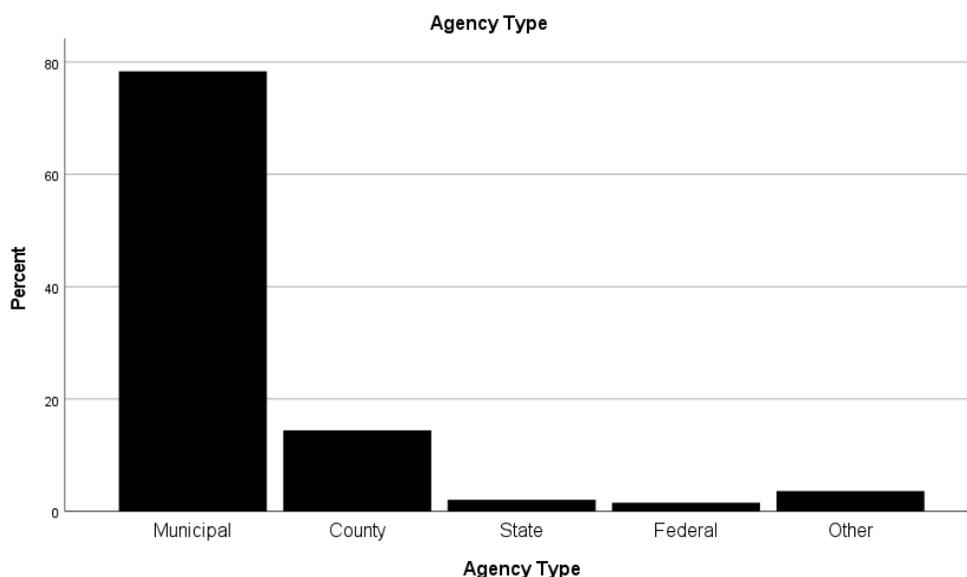


For type of agency, Figure 2 shows that three quarters of the agencies represented by the participants were municipal (78%, $n = 152$, major mode). The other quarter was composed of county agencies (14%, $n = 28$, minor mode), state agencies (2%, $n = 4$), federal agencies (2%, $n = 3$), or other agencies of types that were not listed on the survey

(4%, $n = 7$). There were three participants from municipal agencies for every one participant who was from a non-municipal agency.

Figure 2

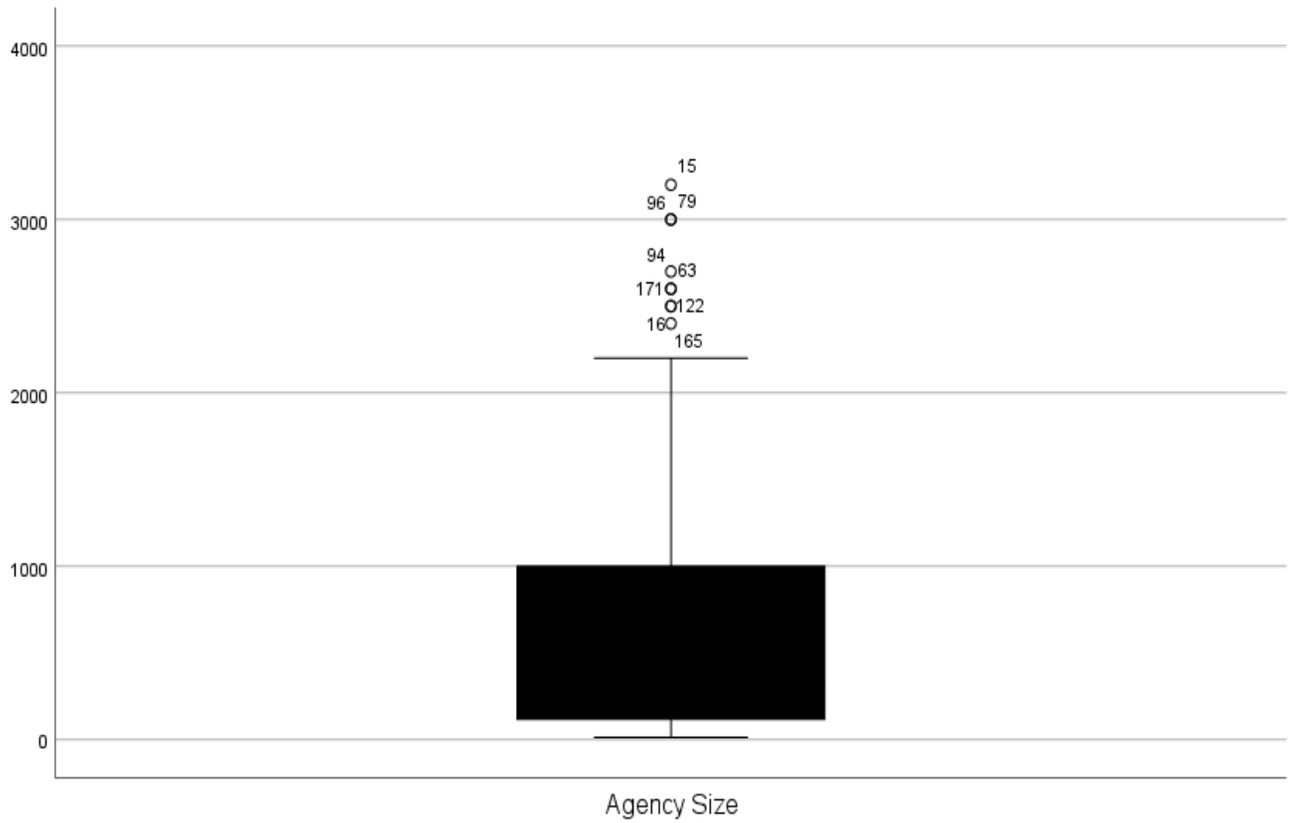
Frequency Distribution of Participants by Type of Agency



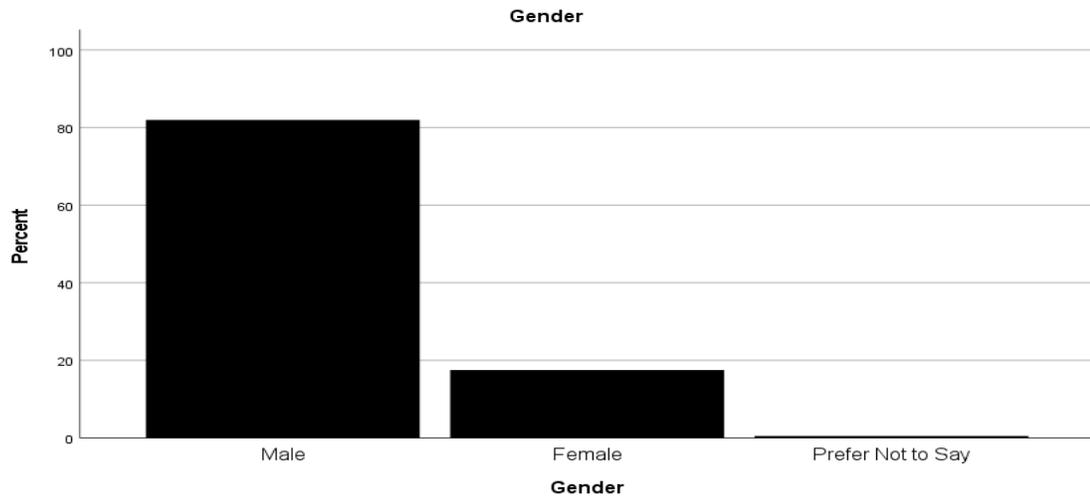
Agency size, illustrated on the boxplot on Figure 3, was measured as the number of personnel in the agency and ranged broadly. The two highest values were extreme outliers (Case 155 reported 38,000 officers, Case 180 reported 32,000 officers). Data on agency location by city and state were not collected in this research, but my speculation is that these very large agencies were in New York City. Without the two extreme outliers, the average agency size was approximately 1,000 officers ($M = 1,040$ personnel, $SD = 1,476.70$, $min = 13$, $max = 6,600$). There was a total of 17 extreme values, mathematically defined as agencies with 3,600+ officers. Figure 3 shows the boxplot when these high outlier agencies were filtered out. Without them, the size of the average agency was $M = 658.17$ employees ($SD = 736.15$)

Figure 3

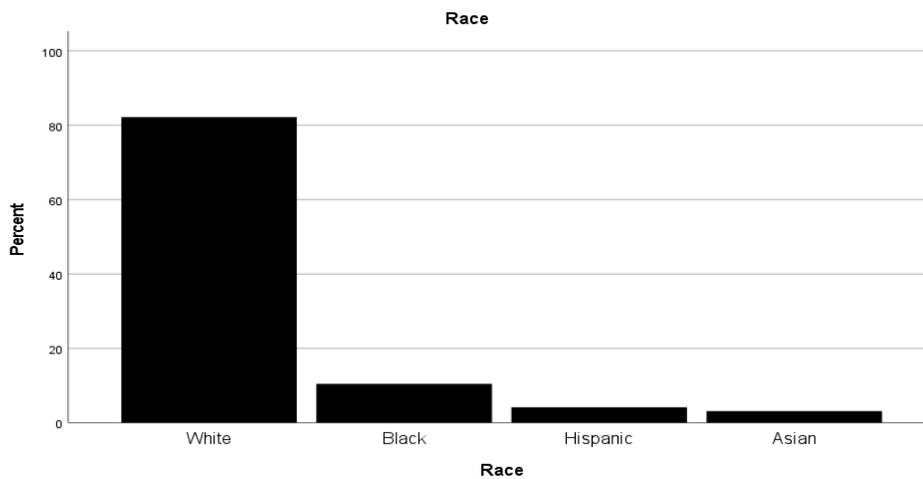
Boxplot of the Distribution of Agency Size



For participant gender, eight out of 10 participants were men (82%, $n = 159$; women: 18%, $n = 34$). One participant preferred not to report their gender (Figure 4).

Figure 4*Frequency Distribution of Participants by Gender*

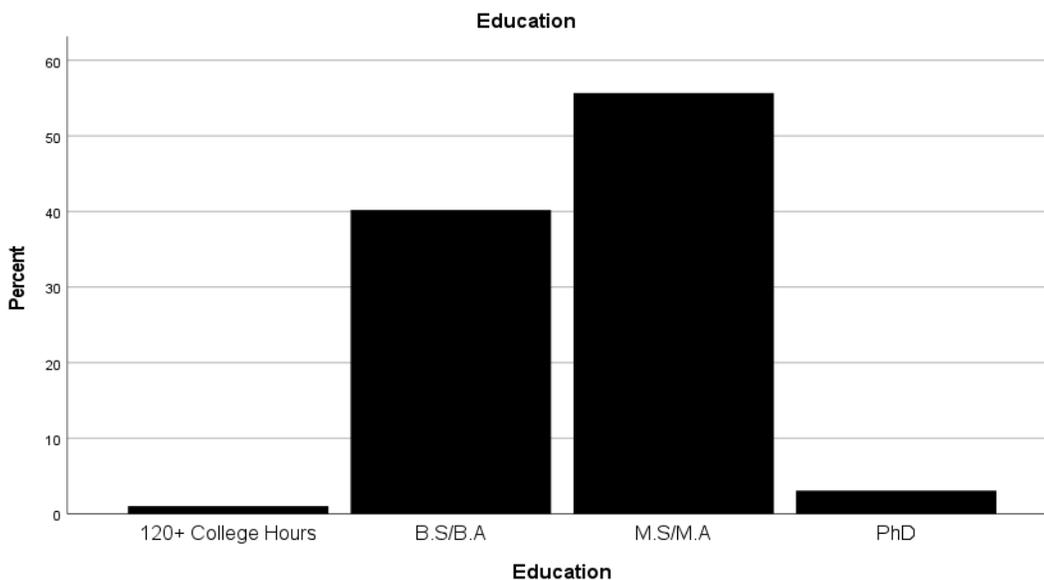
For race, three participants did not provide responses. Figure 5 shows that most of the participants were White (82%, $n = 157$, major mode). The remaining number of participants, in descending order, were Black (20%, $n = 20$), Hispanic (4%, $n = 8$), or Asian (3%, $n = 6$).

Figure 5*Frequency Distribution of Participants by Race*

For education, Figure 6 shows that the bulk of the participants either held a master's degree (56%, $n = 108$, major mode) or bachelor's degree (40%, $n = 78$, minor mode). Fewer than 5% held a doctoral degree. (3%, $n = 6$).

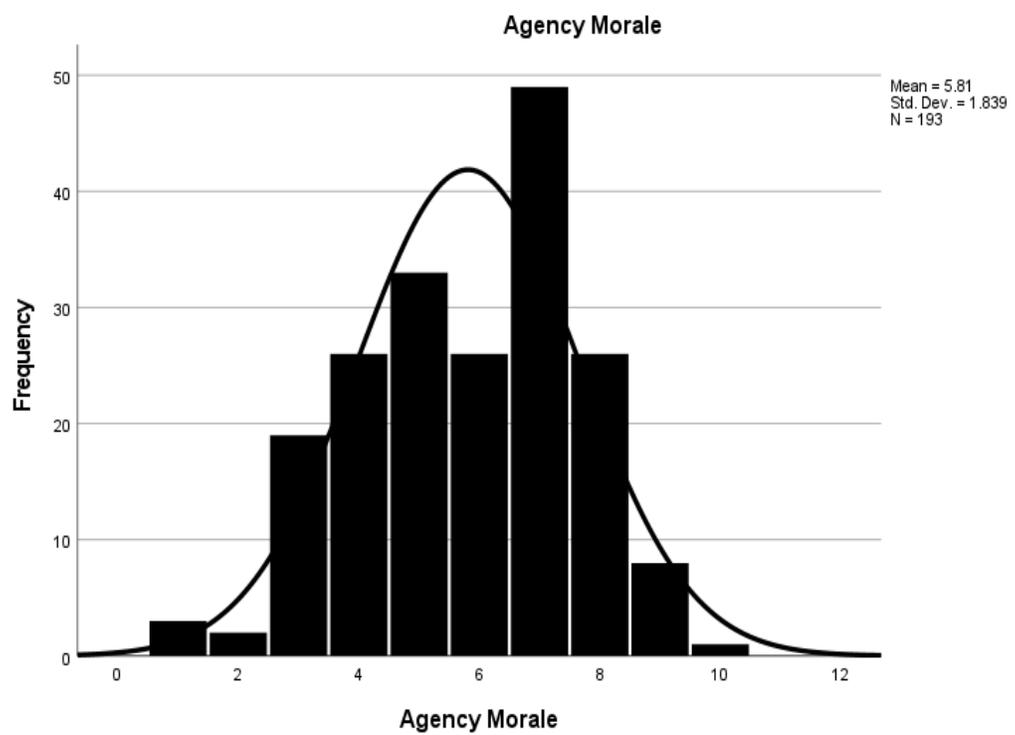
Figure 6

Frequency Distribution of Participants by Education



Morale was measured as a proxy for the need for servant leadership. On the survey, participants were asked to rate morale at their agency by choosing a value between 1–10. The continuum was anchored at 1 = *very low morale*, 5 = *average morale*, and 10 = *high morale*. Figure 7 shows the distribution of the morale ratings. Ratings covered the entire range (two participants chose 1, one participant chose 10). The average rating was near the middle of the possible range ($M = 5.81$, $SD = 1.84$). The modal rating was 7, chosen by 25% of the participants.

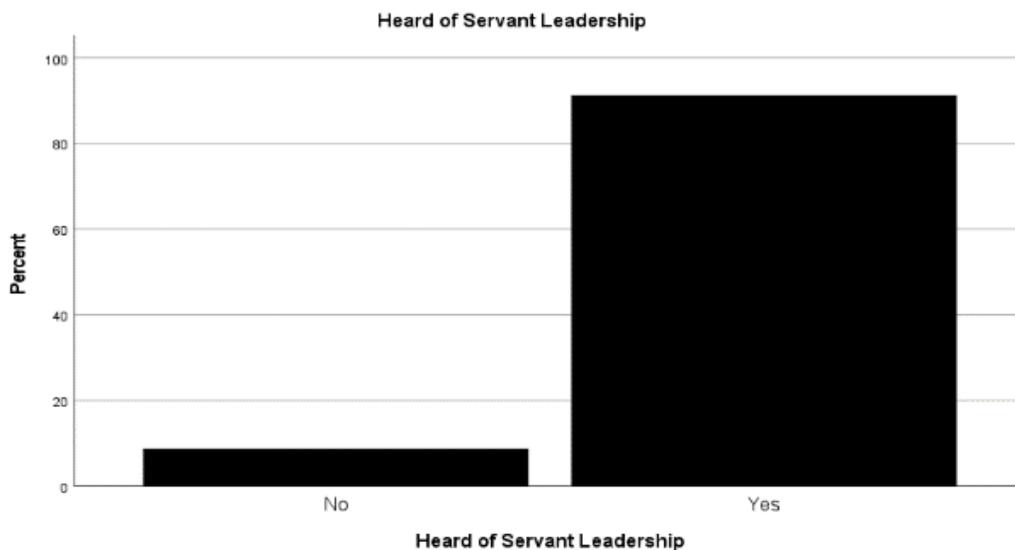
Figure 7
Histogram of Agency Morale



For servant leadership, the survey measured the extent to which the participants felt that they exhibited the behaviors that typify servant leaders but did not mention the term “servant leadership.” Therefore, another survey item asked participants to indicate whether they had heard of the term before participating in this study. The results, illustrated in Figure 8, showed that the majority had heard of it (91%, $n = 177$ participants) and a scant minority had not (9%, $n = 17$ participants), indicating that the concept was well known.

Figure 8

Frequency Distribution of Participants by Previous Knowledge of Servant Leadership



Results

The study results are presented in six sections. The first section describes data screening. The second section describes reliability checks with Cronbach's alpha. The third section explains the derivation of SSs. The fourth through sixth sections present the results for RQ1, RQ2, and RQ3, respectively.

Data Screening

All variables were initially screened for entry errors and missing data points. The data were collected with an online survey, so there were no entry errors. Scattered missing data points did not show any pattern; however, the final number of participants (n) per test tended to vary slightly. SSs (explained below) generated from the overall and subscale variables of the data were further screened for normality, linearity, homoscedasticity, and outliers. They did not show any systematic departures from

statistical normality, were treated as continuous data, and examined with parametric inferential statistical tests.

Reliability Checks with Cronbach's Alpha

The reliability or internal consistency of conceptually related survey items (i.e., the overall servant leadership items and items for each subscale) was measured with Cronbach's alpha (α). Values for Cronbach's alpha range from 0 to 1. The closer Cronbach's alpha is to 1, the greater the reliability of the database. Indices of $\alpha = .70$ or higher reflect an adequately reliable database.

Derivation of Summated Scales

After screening and reliability checks, summated scales (SSs) were generated for each subscale. A SS is a single empirical measure that represents multiple aspects of a construct in one variable (Tabachnick & Fidell, 2019). The benefits of representing multiple aspects of a construct in one variable include decreasing original measurement errors, increasing data reliability and validity, and increasing frugality in the overall number of variables to be examined.

A SS score can be the sum or the mean of the numeric responses to Likert-scaled survey items. In this study, the SS was the mean because the subscales had differing numbers of items (e.g., there were four altruism items, but five organizational stewardship items) so SSs were only comparable as means. As a mean, each SS had the same possible range of values (0–4) as the survey Likert items. A SS on servant leadership scores overall and on subscales was generated for each participant.

Results for RQ1

RQ1 was “To what extent do police supervisors exhibit servant leader behaviors?” As this is a descriptive question, it was not addressed with hypothesis testing. It was measured with Barbuto and Wheeler’s (2006) SLQ survey and included in its entirety with permission on the Law Enforcement Servant Leadership Survey (see Appendix A). Participant responses were measured with a 5-point Likert scale of frequency (0 = *not at all*, 1 = *once in a while*, 2 = *sometimes*, 3 = *fairly often*, and 4 = *frequently, if not always*).

RQ1 Descriptive Statistics

Table 1 lists the descriptive statistics for servant leadership. The top row lists the overall subscales. The second through sixth rows list the subscales in order from the largest to smallest correlation with the overall Servant Leadership SS. The vertical column, Cronbach’s α , shows that the reliability of survey items used to measure the overall Servant Leadership SS and the individual subscales was excellent.

Table 1

Descriptive Statistics for Servant Leadership

Subscale	α	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Servant leadership SS	.88	3.14	0.37	1					
2. Persuasive mapping SS	.76	3.00	0.51	.79**	1				
3. Emotional healing SS	.88	2.58	0.74	.74**	.46**	1			
4. Altruistic calling SS	.72	3.20	0.47	.67**	.42**	.37**	1		
5. Organizational stewardship SS	.74	3.48	0.48	.65**	.42**	.34**	.36**	1	
6. Wisdom SS	.86	3.32	0.49	.60**	.40**	.26**	.29**	.13	1

Note. *N* = 194 respondents.

* $p \leq .05$. ** $p \leq .01$.

The vertical *M* and *SD* columns show the SS score means and variability. For overall servant leadership, the mean reflected an average rating of *fairly often*. For the subscales, means showed some variability. Organizational Stewardship was reported as the most frequent quality, reflecting an average rating between *fairly often* and *frequently, if not always*. Persuasive Mapping, Altruistic Calling, and Wisdom had average ratings close to *fairly often*. Emotional Healing was rated as the least frequent subscale, reflecting between *sometimes* and *fairly often*.

Under the column headings numbered 1–6, correlations are listed. Under Column 1, correlations between the overall Servant Leadership SS and each of the subscales ranged from .79–.60. All these correlations were strong, significant, and positive in direction. Persuasive Mapping was the most strongly correlated to it. The subscale of Persuasive Mapping refers to a leader’s ability to employ sound reasoning in analyzing a situation or making decisions based on facts, to create a shared vision with their followers in relation to the organization’s future, and to provide compelling reasons for accomplishing identified tasks to followers (Barbuto & Wheeler, 2006).

Wisdom was the least strongly correlated with servant leadership (Table 1). The subscale of Wisdom is measured by the leader’s awareness of the work environment and ability to recognize and interpret the implications of surrounding cues (Barbuto & Wheeler, 2006).

The 10 intercorrelations among the subscales themselves, listed in Columns 2–6 in Table 1, were more variable. All were positive in direction. They ranged from .13–.46. All were statistically significant except the correlation between the Wisdom SS and the Organizational Stewardship SS, which was also the lowest correlation among the

subscales. Among the subscales, the highest correlation emerged between the Persuasive Mapping SS and Emotional Healing SS. The four highest intercorrelations ($r = .40-.46$) included the Persuasive Mapping SS. The three middle intercorrelations ($r = .34-.37$) involved bivariate combinations of the Organizational Stewardship SS, the Altruistic Calling SS, and the Emotional Healing SS. The subscale of Emotional Healing describes a leader's ability to exhibit good listening skills, express empathy, and provide an environment where followers feel safe to divulge professional and personal issues (Barbuto & Wheeler, 2006). The subscale of Altruistic Calling is a leader's desire to make a positive difference in the lives of others, placing their interests before the leader's own, and investing effort in meeting followers' needs. The subscale of Organizational Stewardship reflects a leader's propensity to accept responsibility for the impact of the organization on the larger community. The three smallest correlations ($r = .13-.30$) involved the Wisdom SS.

Answer to RQ1

The answer to RQ1 ("To what extent do police supervisors exhibit servant leader behaviors?") was that the participants rated themselves as exhibiting overall servant leader behaviors "fairly often." In descending order, the frequency of exhibiting the behaviors associated with the subscales was Organizational Stewardship, Wisdom, Altruistic Calling, Persuasive Mapping, and Emotional Healing.

Results for RQ2

RQ2 was, "What, if any, relationships exist between the demographic characteristics of police supervisors and levels of servant leader behaviors?" RQ2 involved looking for significant effects on the overall Servant Leadership SS of

demographic variables. There were nine demographic variables. Five of them were categorical (rank, agency type, gender, race, and education). One of these, rank, had a sufficient number of participants in every level to justify comparison with an analysis of variance (ANOVA) test. To assess the magnitude and practical importance of results, effect size was measured with partial eta squared ($p\eta^2$), calculated by dividing the between-group variance by the within-group variance. Partial eta-squared values are interpreted categorically as indicative of small (0.01), moderate (0.06), or large effects (0.14). The other four (agency type, gender, race, and education) were distributed so unevenly that the smallest groups were combined to create two-group (dichotomous) variables and compared with independent samples t tests. The magnitude and practical importance of the t -test results was assessed as effect sizes measured with Cohen's d (Weaver & Goldberg, 2012). Cohen's d divides the mean difference between means by the SD and is interpreted as reflecting small ($d = .20$), medium ($d = .50$), or large ($d = .80$) effects of the independent variable (i.e., each categorical demographic variable) on the dependent variable (i.e., the overall Servant Leadership SS).

The assumptions of ANOVA tests and t tests include normally distributed data, homogeneity, absence of outliers, and linearity between bivariate pairs of variables. The data were screened and found to meet these assumptions.

After screening, but before running group comparison ANOVA and t tests to see if the overall Servant Leadership SS differed across levels of each categorical variable, Pearson correlations were generated to determine whether to use age or years of experience as a covariate to illustrate the relationships of the other demographic variables with the overall Servant Leadership SS. Age was determined to be unrelated

($r(191) = .02, p = .809$). Similarly, years of experience were also shown to be unrelated ($r(188) = -.02, p = .787$). So, covariates were not used. The generic hypotheses that applied across the categorical demographic variables were:

H₀₂: Differences in levels of servant leader behaviors across demographic categories are not statistically significant.

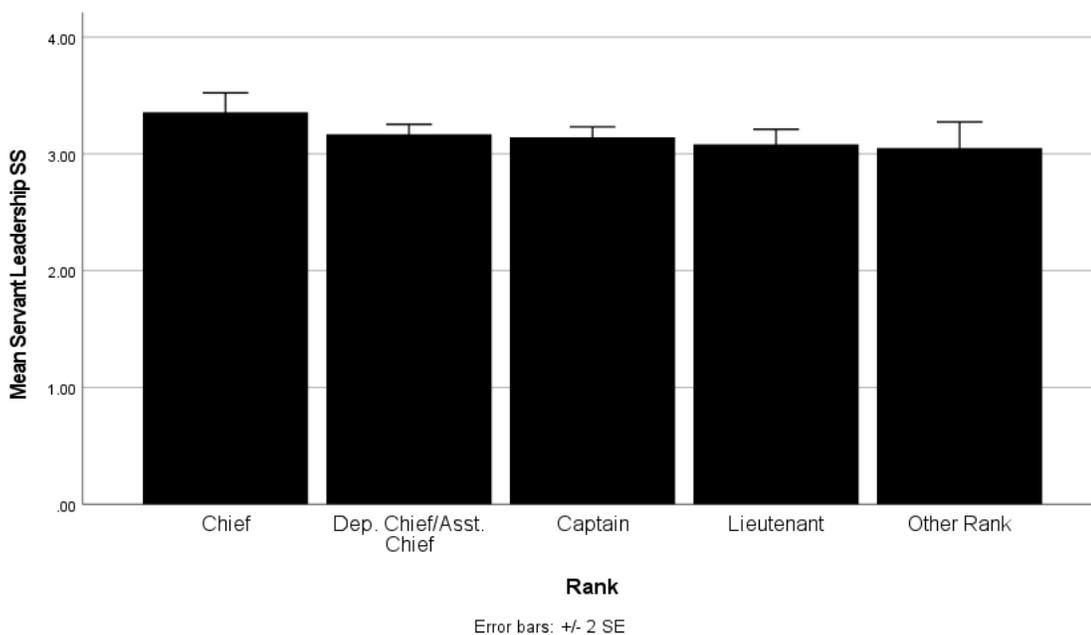
H₁₂: Differences in levels of servant leader behaviors across demographic categories are statistically significant.

RQ2 Results for Rank

To compare overall Servant Leadership SS means across ranks, a one-way ANOVA without a covariate was run. Figure 9 illustrates the means in descending order from highest to lowest and reveals that the means were very close in value. Chiefs reported the highest overall Servant Leadership SS mean ($M = 3.36, SD = 0.30$). Those who held other ranks than those listed on the survey reported the lowest ($M = 3.05, SD = 0.49$). However, results of the ANOVA showed that these differences were not statistically significant ($F(4, 189) = 1.71, p = .150$). The null hypothesis was retained. The effect of rank on differences in the overall Servant Leadership SS was between small and moderate ($p\eta^2 = .03$).

Figure 9

Means of the Overall Servant Leadership SS Across Ranks

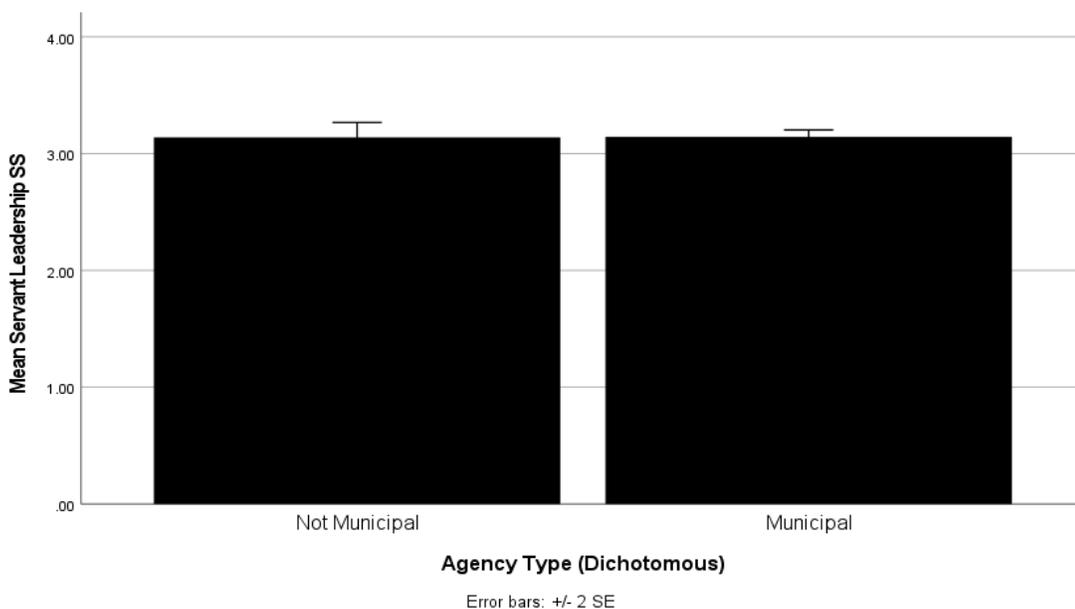


RQ2 Results for Agency Type

Figure 2 showed that most of the agencies represented by this study's participants were municipal. To compare the overall Servant Leadership SS across agency type, all the non-municipal agencies were collapsed into one group (the non-municipal group). Then, an independent t test was run. Figure 10 shows that the overall Servant Leadership SS means were identical in value (Municipal: $M = 3.14$, $SD = 0.36$, $n = 152$; Non-municipal: $M = 3.14$, $SD = 0.41$, $n = 42$). Correspondingly, results of the t test showed that the difference was not statistically significant ($t(190) = 0.07$, $p = .942$). The null hypothesis was retained. The effect of agency type on the overall Servant Leadership SS was negligible (Cohen's $d = .01$).

Figure 10

Means of the Overall Servant Leadership SS Across Agency Type



RQ2 Results for Gender

Figure 4 showed that the majority of this study's participants were men. To compare men's and women's overall Servant Leadership SS scores, an independent t test was run. Figure 11 shows that the means for men was lower ($M = 3.11$, $SD = 0.36$) than it was for the women ($M = 3.30$, $SD = 0.39$). The participant who preferred not to report their gender had a score of 3 but was not part of the t test. Results of the t test showed that the difference between the men's and women's scores was statistically significant ($t(189) = 2.79$, $p = .006$, $M Diff = 0.19$, $95\% CI [.05, .33]$). The null hypothesis was rejected. The effect of gender on the overall Servant Leadership SS was medium (Cohen's $d = .53$).

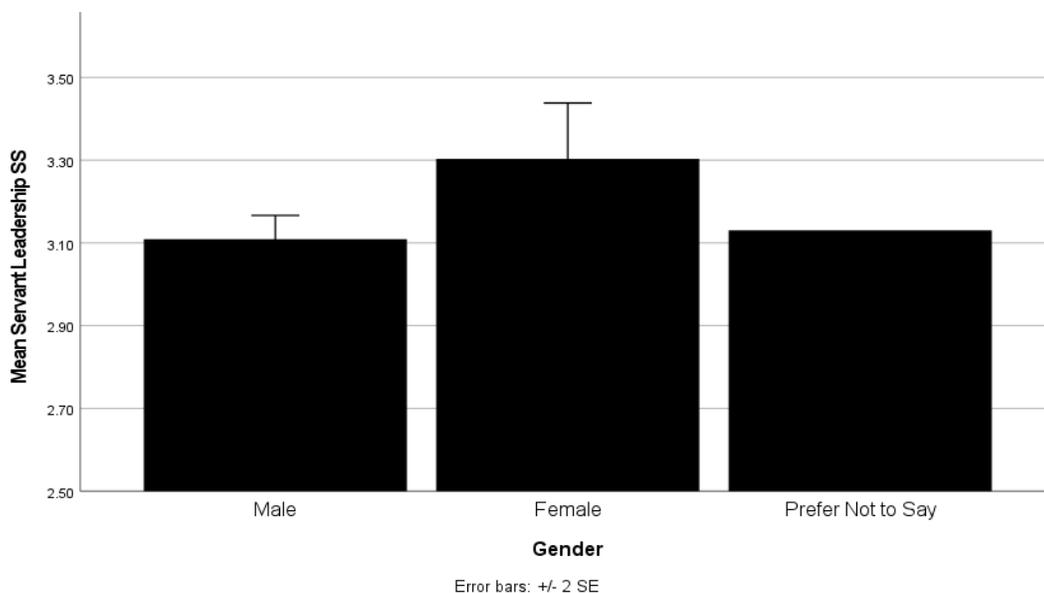
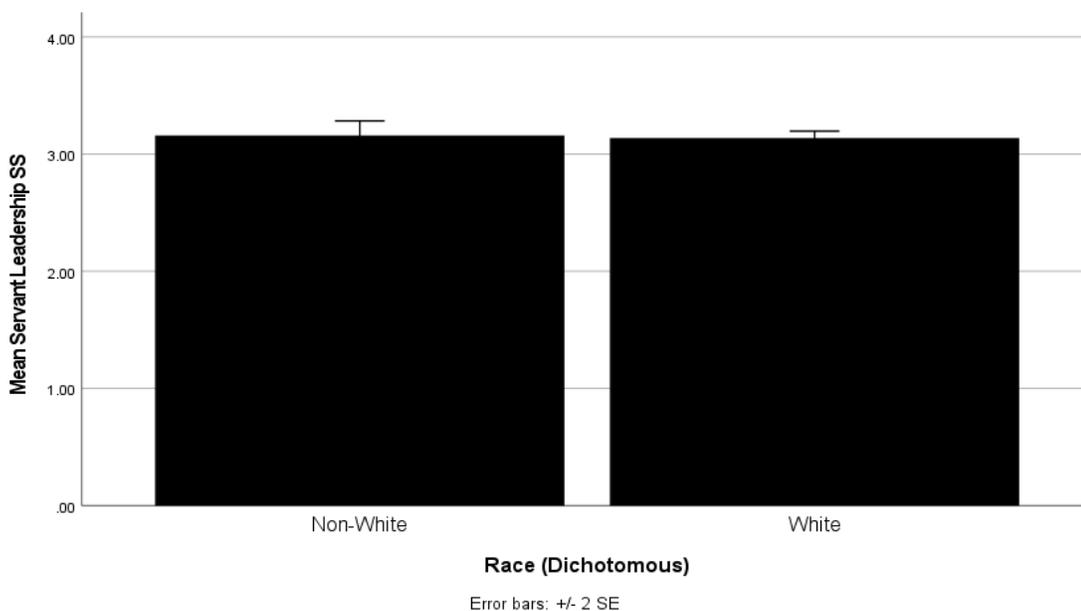
Figure 11*Means of the Overall Servant Leadership SS Across Gender****RQ2 Results for Race***

Figure 5 showed that the majority of this study's participants were White. To compare the overall Servant Leadership SS across race, all the non-White participants were collapsed into one group (the non-White group). Figure 12 shows that the means were virtually the same value (White: $M = 3.14$, $SD = 0.37$, $n = 157$; Non-White: $M = 3.16$, $SD = 0.36$, $n = 34$). An independent t test was run as well. Correspondingly, results of the t test showed that the difference was not statistically significant ($t(189) = 0.32$, $p = .752$). The null hypothesis was retained. The effect of race on the overall Servant Leadership SS was negligible (Cohen's $d = .06$).

Figure 12

Means of the Overall Servant Leadership SS Across Race

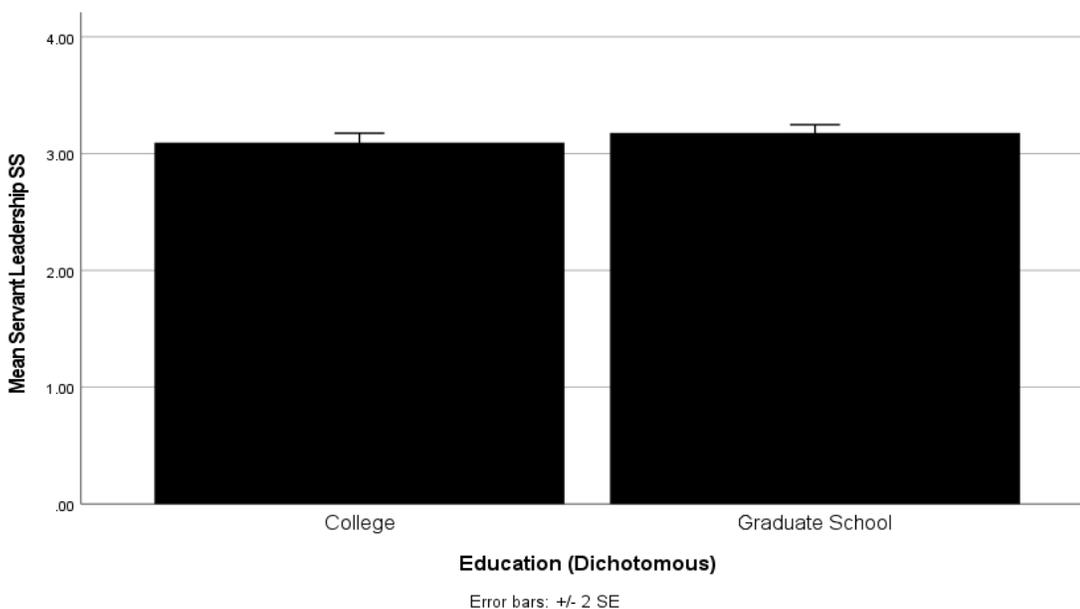


RQ2 Results for Education

Figure 6 showed that the majority of this study's participants either held bachelor's or master's degrees. To compare the overall Servant Leadership SS across educational classes, the participant who reported completing 120+ college credit hours was combined with the bachelor's group (College group). The participants who held doctoral degrees were combined with those holding master's degrees (Graduate School group). Figure 13 shows that the means for the two groups were very close in value (College: $M = 3.09$, $SD = 0.36$, $n = 80$; Graduate School: $M = 3.18$, $SD = 0.38$, $n = 114$). Then, an independent t test was run. Correspondingly, results of the t test showed that the difference was not statistically significant ($t(190) = 1.54$, $p = .125$). The null hypothesis was retained. The effect of education on the overall Servant Leadership SS was small (Cohen's $d = .23$).

Figure 13

Means of the Overall Servant Leadership SS Across Education



The other four of the nine demographic variables were measured on a continuous scale. To use these numeric demographic variables to address RQ2 (“What, if any, relationships exist between the demographic characteristics of police supervisors and levels of servant leader behaviors?”), correlations with the overall Servant Leadership SS were run. Screening verified that the data met the assumptions of Pearson correlations (i.e., normally distributed when measured on a ratio scale, and bivariate relationships were linear).

The generic hypotheses that applied across the continuous demographic variables were:

H₀₂: The correlation between the overall Servant Leadership SS and continuous demographic variable was not statistically significant.

H₁₂: The correlation between the overall Servant Leadership SS and continuous demographic variable was statistically significant.

Correlations are listed in Table 2. The only continuous demographic variable that significantly correlated with the overall Servant Leadership SS was agency morale; therefore, the null hypothesis was rejected. The correlation was positive and of moderate magnitude. The remaining correlations were non-significant; the null hypothesis was retained for those.

Table 2 also lists the intercorrelations among the continuous demographic variables themselves. Agency morale and agency size were negatively correlated, and larger agencies were correlated with older supervisors. Age and years of experience were very strongly correlated.

Table 2

Pearson Correlation Matrix of the Overall Servant Leadership SS and Continuous Demographic Variables

	Servant Leadership SS	Agency size	Agency morale	Years of service
Servant Leadership SS	1			
Agency size	.05	1		
Agency morale	.20**	-.18*	1	
Years of service	-.02	.12	.06	1
Age	.01	.18*	.08	.82**

*Correlation is significant at the 0.05 level (2-tailed). **Correlation is significant at the 0.01 level (2-tailed).

Answer to RQ2

The answer to RQ2 (“What, if any, relationships exist between the demographic characteristics of police supervisors and levels of servant leader behaviors?”) was two-fold. The overall Servant Leadership SS differed significantly by gender, with females reporting that they exhibited servant leader behaviors significantly more often than males. The overall Servant Leadership SS was significantly and positively correlated with morale.

Results for RQ3

RQ3 was “How does the expression of servant leadership differ across the subscales of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship?” The aim of this research was to identify agency characteristics associated with this style of leading. This aim was undertaken with multiple regression, an analytical technique with the objectives of prediction and explanation. Prediction is accomplished by measuring the amount of servant leadership that is explained by the collective effect of its associated characteristics or predictor variables. Explanation is accomplished by measuring the weights or contributions of individual predictor variables to prediction; in this study, to predict servant leadership. In the regression, the predicted variable was servant leadership, and the predictor variables were demographic and agency characteristics (explained below).

Regression Assumption Tests

Before running the regression, the data were screened to ensure that they met the many assumptions of multiple regression (Tabachnick & Fidell, 2019).

Adequate Sample Size. A rule of thumb is at least 20 cases per predictor variable in the analysis. There were $N = 194$ participants in the study and three independent variables, so the sample size-to-number of variables ratio was more than sufficient.

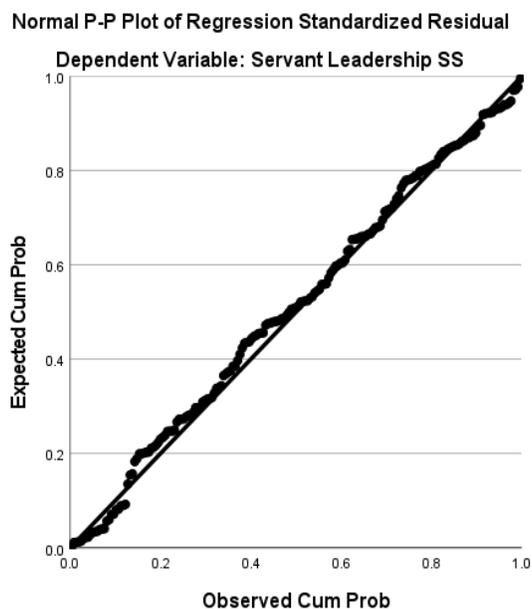
Linear Relationships Between Predicted and Predictor Variables. Multiple linear regression is based on linear relationships between the predicted and predictor variables. Visual inspection of individual scatter plots with superimposed lines of best fit showed that the data met assumptions of linearity.

Univariate Normality. The data were screened for normality. For univariate normality, skew and kurtosis statistics fell within the ± 2 criterion for normality for all the variables except agency size, which was not entered into the regression as a predictor, because it was not significantly correlated with servant leadership (see Table 2).

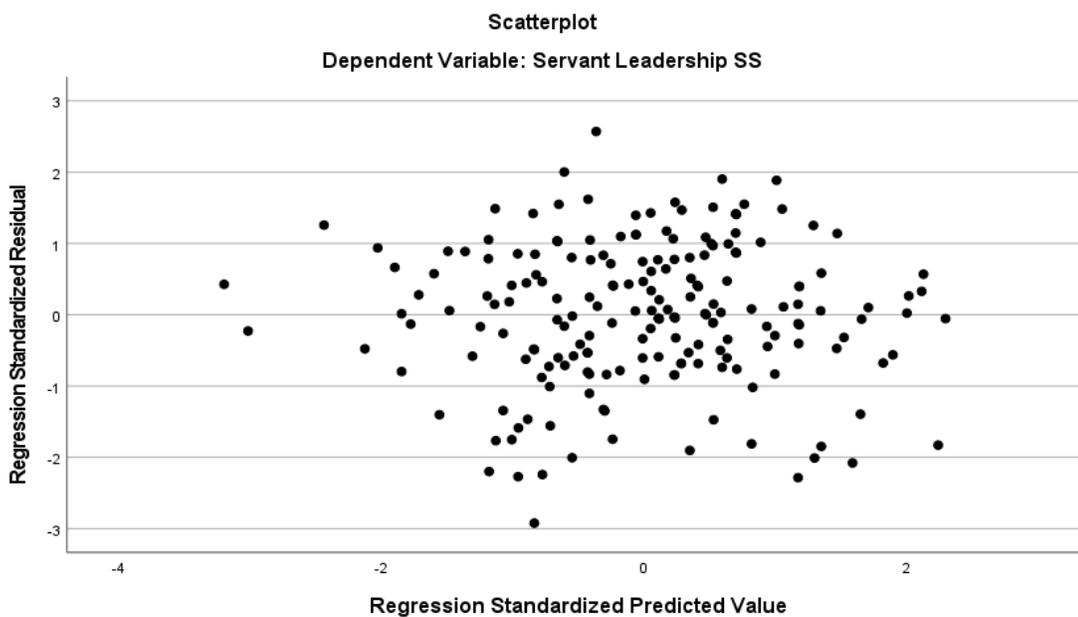
Outliers. The data were screened to verify the absence of outliers and to verify the presence of homoscedasticity and a normal distribution between residuals and predicted values. These assumptions were verified with visual inspection of the normal P-P plot in Figure 14 and the plot of the standardized residuals and predicted values in Figure 15.

Figure 14

Normal P-P Plot of the Standardized Residual Predicting Servant Leadership Plotted Against the Normal Curve

**Figure 15**

Scatter Plot of the Standardized Residual Against the Standardized Predicted Values



Multivariate Normality. Data were screened for multivariate normality with Mahalanobis distances to identify any data points that occurred substantially outside the swarm of data points in multivariate space. In the study, a data point identified any participant as a multivariate outlier if its X^2 statistic was 12.85+ (this criterion value was based on the critical chi-square value for three predictor variables at $p = .005$). No participants of the survey emerged as multivariate outliers.

Absence of Collinearity or Multicollinearity. Multiple regression calculations are designed for predictor variables that are not correlated with one another. Two criteria showed that the data met this regression assumption. One, the intercorrelations on Table 1 ranged from .13 to .46. This showed the absence of multicollinearity based on Tabachnick and Fidell's (2019) criterion of all correlations less than $r = .70$. Two, the large tolerance statistics in Table 3 showed that each predictor had the potential to explain a unique proportion of servant leadership, unaffected by other predictors.

Absence of Autocorrelation. The data met the multiple linear regression assumption of little or no autocorrelation, Durbin-Watson (D-W) $d = 2.12$. The D-W tests that the residuals are independent of one another.

Regression Results

The regression tested the hypothesis that the regression model (i.e., the addition of predictors) was no better at predicting servant leadership than was the Servant Leadership SS mean:

H₀₃: Demographic characteristics and the servant leadership subscales do not make statistically significant contributions to predicting and explaining the overall expression of servant leadership among police leaders.

H₁₃: Demographic characteristics and the servant leadership subscales make statistically significant contributions to predicting and explaining the overall expression of servant leadership among police leaders.

Recall that the correlations in Table 1 showed that all five subscales were strongly correlated with Servant Leadership SS scores. A regression was run using the five subscales and two significant demographic variables of gender and morale as predictors of the overall Servant Leadership SS. The results showed that the addition of the five subscales, gender, and morale explained a statistically significant 100% of servant leadership. The hypothesis ($H_03: R^2 = 0$) that the regression model was no better at predicting it than the overall Servant Leadership SS mean was rejected ($R^2 = 1.00$, $F(7, 187) = 465372.37$, $p < .001$). This finding suggested that the subscales had mathematically equal bearing, were analytically redundant, and could not be parsed out by the regression. Moreover, the constant was negligible (constant = .004). However, Beta weights showed that Persuasive Mapping and Emotional Healing carried the greatest weight of prediction.

To see how much of the overall Servant Leadership SS these two subscales explained, the model was respecified to include the following predictors: gender to include the significant gender effect on the overall Servant Leadership SS (see Figure 4), morale to include the significant correlation with the overall Servant Leadership SS (see Table 2), Persuasive Mapping to include the subscale with the strongest correlation with the overall Servant Leadership SS, and Emotional Healing to include the subscale with the next strongest correlation with the overall Servant Leadership SS.

The addition of gender, morale, Persuasive Mapping, and Emotional Healing explained a statistically significant 82% of servant leadership. The hypothesis ($H_03: R^2 = 0$) that the regression model was no better at predicting it than the overall Servant Leadership SS mean was rejected ($R^2 = .82, F(4, 187) = 217.89, p < .001$). Table 3 lists the regression coefficients. The Beta weights in Table 3 show that Persuasive Mapping exerted the greater weight on predicting the overall Servant Leadership SS, followed by Emotional Healing, morale, and gender.

The regression line was:

$$\text{Predicted Servant Leadership SS} = 1.19 + 0.40(\text{Persuasive Mapping SS}) + 0.23(\text{Emotional Healing SS}) + 0.02(\text{Morale}) + 0.04(\text{Gender})$$

Table 3

Coefficients for Regressing the Overall Servant Leadership SS Onto Persuasive Mapping, Emotional Healing, Morale, and Gender

Model	<i>B</i>	<i>SE</i>	<i>Beta</i>	<i>t</i>	<i>p</i>	<i>r</i>	<i>pr</i>	<i>Tolerance</i>
(Constant)	1.19	.07		16.20	<.001			
Persuasive Mapping SS	0.40	.02	.559	15.96	<.001	.79	.76	.771
Emotional Healing SS	0.23	.01	.468	13.18	<.001	.74	.69	.749
Agency Morale	0.02	.00	.102	3.24	.001	.20	.23	.958
Gender	0.04	.03	.047	1.45	.147	.19	.10	.925

Note. *B* and *SE* statistics are the unstandardized regression coefficients. Beta statistics are the standardized coefficients. The statistics, *r* and *pr*, are zero-order and partial correlations, respectively. *T* = tolerance is a collinearity statistic.

Answer to RQ3

The answer to RQ3, “How does the expression of servant leadership differ across the subscales of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship?” was that the expression of servant leadership did not

differ across the subscales. When the overall Servant Leadership SS was regressed onto the subscales as a set, they accounted for 100% of the measure without differentiation. The model was respecified to include the two demographic characteristics that were significantly associated with servant leadership (gender and morale) and the two subscales with the strongest correlations with it (Persuasive Mapping and Emotional Healing), a combination that explained a statistically significant 82% of its occurrence.

CHAPTER FIVE: CONCLUSIONS

Overview

The policing profession is facing many challenges which must be approached proactively by those in leadership. In this research study, servant leadership has been examined as a viable, alternative governance strategy to employ in overcoming the prevalent issues facing many police agencies in the United States. Those issues were discussed as well as the resulting consequences they are not addressed in a proactive manner. Chapter Two examined various supervisory styles and culminated in an analysis of servant leadership to include its history, tenets, and success after having been employed in other professions such as nursing and education. This chapter addresses conclusions that may be drawn based on the research and analysis performed in Chapter Four, followed by a discussion of the implications for future research.

Discussion

The purpose of this study was to examine the extent to which servant leader principles are currently employed by police leaders and to ascertain if the use of these principles can assist in minimizing the prevalent issues facing policing. The challenges plaguing many law enforcement agencies across the nation include the recruitment of qualified candidates, retaining knowledgeable and experienced police officers, and improving agency morale. Perhaps the key ingredient to overcoming these obstacles is found in organizational oversight. Leonard and More (2000) posited that the most important factor that dictates an organization's success or failure is its leadership. According to Schafer (2009), law enforcement organizations have experienced a leadership crisis for several years. Those persons who serve as leaders within law

enforcement agencies have the greatest capacity to positively impact the previously identified challenges. Many police leaders fail to recognize this crisis impacting their agencies and the resulting consequences of their adherence to leadership models of the past that ignore such issues as recruitment, retention, and morale. Thus, the statement of Andrews and Boyne (2010) that “management capacity is one of the most pressing issues facing public organizations” remains true (p. 443). It is incumbent upon those in positions of authority within law enforcement organizations to recognize the need for change in relation to their strategies for leading organizational members. As Amagoh (2009) explained, this crisis can only be overcome by police organizations choosing to employ a systemic approach to leadership development to ensure integration into the organization’s culture.

The suggestion of implementing a strategy such as servant leadership in a paramilitary institution composed overwhelmingly of men appears contradictory to many. This is due in large part to some police leaders perceiving it as encouraging leaders to be soft, when it promotes inner strength and the exhibition of ethical and moral principles which are needed in law enforcement (Gardner & Reece, 2012). The fact that policing relies on the chain of command for its operation does not preclude police organizations from successfully implementing this style of leading. Although time and speed are crucial in police decision-making at times, leaders can provide direction to their subordinates absent repressive or dominant actions or behaviors. Organizational discipline and chain of command functions can be maintained concurrently with leaders providing encouragement, demonstrating mutual respect, and promoting independent thinking by subordinates (Gardner & Reece, 2012).

In this study of servant leadership, the survey method of conducting research was employed. The instrumentation was entitled the Law Enforcement Servant Leadership Survey, and it was composed of the Servant Leadership Survey developed by Barbuto and Wheeler (2006) as well as 10 additional demographic questions. The participants were graduates of the PERF's Senior Management Institute for Police from within the past 6 years. The established requirements for participation also included the following: a college degree or 120 hours of college, the rank of lieutenant or higher, and having been a police leader for at least 3 years. The survey instrument was created by uploading the questions composing Barbuto and Wheeler's (2006) SLQ as well as the additional 10 demographic questions to the SurveyMonkey (<https://www.surveymonkey.com>) platform. A link to the developed survey was then emailed to potential participants by Mr. Matthew Harmon of PERF to ensure anonymity of participants. Survey results were then downloaded from the SurveyMonkey platform for analysis.

The survey instrument was used to answer the three research questions posed in this study. Each question composing this survey was developed to examine a specific aspect of servant leadership. In the following section, each research question will be examined independently in relation to the results obtained through the analysis of participant responses. This analysis will allow for certain conclusions to be drawn from which valuable information may be extrapolated with the goal being to improve the level of police supervision, so those previously discussed challenges may be addressed.

RQ1

The first research question examined in this study was, "To what extent do police supervisors exhibit servant leader behaviors?" Because this research question is

descriptive in nature, it was not addressed through hypothesis testing. Subscales were created in which the 23 items composing Barbuto and Wheeler's (2006) SLQ were collapsed based on the idea being examined to reduce the number of variables to be measured. Doing so did not result in any loss of collected information. In creating the SS score for RQ1, the mean was utilized, because the subscales had differing numbers of items.

For overall servant leadership, the results based on the mean showed an average rating of *fairly often*. Simply stated, the participants rated themselves as exhibiting its principles frequently. In relation to the subscales independently, the subscale of Persuasive Mapping was most strongly correlated to servant leadership. As previously defined, Persuasive Mapping refers to a leader's ability to employ sound reasoning in analyzing situations or making decisions based on facts. The goal of Persuasive Mapping is to create a shared vision with followers in relation to the organization's future, while also providing compelling reasons to subordinates for accomplishing identified tasks (Barbuto & Wheeler, 2006). As Persuasive Mapping was found to be the most powerful predictor of servant leadership, this result would infer subordinates value a leader's ability to reassure them as to the direction of an organization by communicating what may be happening in the future. This skill may allow for decreased levels of work stress for subordinates in a time of vitriol against members of the law enforcement profession.

The results of RQ1 also showed that the correlations between the overall Servant Leadership SS and each of the five subscales were significant and positive in direction. Therefore, the higher the overall measure, the higher the measure on a specific subscale and vice versa. This implies a direct relationship between each subscale and servant

leadership. This finding further supports the work of Barbuto and Wheeler (2006) by demonstrating the subscales employed in their SLQ are valid and reliable in predicting servant leadership. Additionally, the results of RQ1 show Wisdom to be the least strongly correlated subscale. Wisdom, as defined by Barbuto and Wheeler (2006), is measured by a leader's awareness of the work environment and the ability to recognize and interpret the implications of surrounding cues. Based on the definition of servant leadership as postulated by Greenleaf (1970), it would be assumed that the subscale of Wisdom would be a better predictor of it. While this finding would seem to conflict with the research of Greenleaf (1977), this result could be attributed to the specific rank of certain participants. As an individual rises in rank within a police agency, their organizational concern can become more focused on the agency as opposed to individual subordinates. If this survey was administered to front-line supervisors such as police sergeants, there is a greater chance the subscale of Wisdom would be more strongly correlated to servant leadership as their focus is more often on individual subordinates' well-being rather than the well-being of the entire organization. These results add complexity to the existing literature on this theory. Additionally, these results demonstrate the complex relationships that exists between the subscales identified by Barbuto and Wheeler (2006) and the actual demonstration of servant leader principles by police leaders.

RQ2

The second research question examined in this study was "What, if any, relationships exist between the demographic characteristics of police leaders and levels of servant leader behaviors?" It was hypothesized that certain demographic characteristics do influence the display of servant leader behaviors and the level of influence is

statistically significant. A total of nine demographic variables were identified for analysis, with five being categorical variables. To determine if the category of rank influenced the demonstration of servant leader behaviors, an ANOVA test was conducted. The results of the ANOVA showed that the differences in rank of participants were not statistically significant, so the null hypothesis was retained. The demographic characteristic of rank was shown to only have a small to moderate effect on a participant's demonstration of theory behaviors.

The second category analyzed was that of agency type. The most prominent agency type represented by participants was municipal, and the remaining participants represented various other forms of law enforcement agencies. To allow for statistical analysis, those participants from non-municipal agencies were combined. Upon analysis using an independent *t* test, the means for the categories of municipal and non-municipal were found to be identical with the standard deviation being very close as well. Thus, the *t* test showed agency type was not statistically significant, so the null hypothesis in relation to agency type was retained. For agency type, Cohen's $d = .01$, so the effect of agency type on the demonstration of servant leader behaviors is negligible. These results support the premise of the theory as postulated by Greenleaf (1970) in his original work. Since servant leadership is guided solely by a leader's desire to serve others first and then lead, the finding that agency type has a negligible role in the demonstration of servant leader behaviors is consistent with Greenleaf's (1970) theory.

The third category examined was that of participants' gender. As stated previously, 82% of participants were male, which is closely representative of the national average for law enforcement composition. To analyze the category of police leaders'

gender in relation to the demonstration of servant leader behaviors, an independent *t* test was performed again. The results showed that the overall Servant Leadership SS means for men was 3.11 and for women was 3.30, so there does exist a statistically significant difference. Therefore, the null hypothesis in relation to gender was rejected. Female police leaders showed more servant leader behaviors than did their male counterparts. Before analysis, it was hypothesized that gender would display a statistically significant difference in the display of theory behaviors. Women generally show a greater capacity for sensitivity, empathy, and compassion, so their ability to place the needs of others before their own would tend to be greater. The selflessness of leaders is the cornerstone of servant leadership and allows leaders to positively impact subordinates at a greater level. This statement is supported by Ozyilmaz and Cicek (2015), who concluded that the servant-first nature of it significantly influences employees' job satisfaction, psychological climate, and organizational citizenship behavior.

A fourth category analyzed was race. As evidenced in Figure 5, most survey participants were White, with a percentage of over 80%. The remaining percentage of participants by race included Black, Hispanic, and Asian. Since this group of non-White participants was so low, they were collapsed into one group for analysis. An independent *t* test was performed, and the results showed that race was not statistically significant. The null hypothesis for RQ2 in relation to race was therefore retained. These results in relation to race are consistent with the available research on servant leadership. None stipulated that a leader's ability to employ servant leader behaviors was contingent upon an individual's race.

Education was the final categorical variable examined in relation to a leader's ability to employ servant leader behaviors. In this study, most participants held either a bachelor's degree or a master's degree. One participant reported no degree, but at least 120 hours of college credit, and less than 5% held a doctorate. For analysis purposes, these participants were combined with those who held a bachelor's degree or a master's degree. The means of the two groups analyzed were very close, so an independent *t* test was performed. The *t* tests showed that the relationship of education to the demonstration of servant leader behaviors was not statistically significant, so the null hypothesis of RQ2 in relation to education was retained. This result is consistent with the previous research identified in the literature review as none promulgated that a leader's level of education impacted their propensity or ability to demonstrate servant leader behaviors to subordinates.

The remaining four demographic variables—agency size, agency morale, years of service, and age—were measured as numbers as opposed to categories. To assess the relationship of each of these variables with servant leadership, correlations were run with the overall Servant Leadership SS. The only variable with a statistically significant relationship was agency morale, and this correlation was positive and of moderate magnitude. This result indicates that when police leaders exhibit more servant leader behaviors, the morale of subordinates is increased. These increased levels of morale among subordinates translate into increased job satisfaction and greater productivity as these variables have a direct relationship with one another. Canavesi and Minelli (2022) concluded that the adoption of servant leadership principles by individuals in supervisory roles can positively impact individual and organizational outcomes such as job

satisfaction and organizational commitment, while Mitterer (2017) determined that a positive correlation exists between servant leader principles demonstrated by nursing leaders and psychological engagement, behavioral responses, and job satisfaction of subordinates. Additionally, Lester (2020) found that the display of these principles in daily activities made lasting impressions on subordinates while also adding to job fulfillment.

RQ3

The final research question addressed in this study was, “How does the expression of servant leadership differ across the subscales of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship?” This research question was examined using multiple regression with the objectives of prediction and explanation. Servant leadership was the expected outcome utilizing the predictor variables of demographic and agency characteristics. After completing the regression analysis, the result showed all five subscales accounted for 100% of the overall Servant Leadership SS with the typical outcome showing some differentiation across predictor variables. Because of this result, the model was respecified to include gender, morale, Persuasive Mapping, and Emotional Healing. The new regression tested the hypothesis that the regression model with the addition of predictors was no better at predicting servant leadership than the Servant Leadership SS mean.

The results of adding the predictor variables of gender, morale, Persuasive Mapping, and Emotional Healing explained 82% of servant leadership which is statistically significant and is an extremely large regression result. Thus, the hypothesis that the regression model was no better at predicting servant leadership than the overall

Servant Leadership SS mean was rejected. Upon closer examination, it was also evident that Persuasive Mapping exerted a greater weight on predicting the overall Servant Leadership SS which was followed in order by Emotional Healing, morale, and gender. This finding further supports the finding in RQ1 that Persuasive Mapping was a strong predictor.

With the above said, the findings in relation to RQ3 revealed that the expression of servant leader behaviors does not differ across the five identified subscales. So, the null hypothesis of RQ3 was retained. The reasoning for this conclusion is that the subscales accounted for 100% of the overall Servant Leadership SS. This result is consistent with the work of several researchers. Greenleaf (1977) and Spears (1995) both postulated that servant leadership is achieved by a combination of multiple factors, and leaders must be able to demonstrate each to achieve it. The results of RQ3 further support the research of Barbuto and Wheeler (2006) in developing their SLQ in that multiple behaviors must be exhibited by a leader to successfully achieve servant leadership. The need for each of these subscales to work together demonstrates a comprehensive approach to supervision that Canavesi and Minelli (2022) stated offered the most promising results to police agencies to overcome the issues of poor recruitment, retention of existing police officers, and improved job satisfaction. Organizational improvement in these three areas signifies increased morale among organizational members, and this in turn has the overwhelming propensity to result in increased organizational effectiveness.

Implications

While the autocratic style of leading has traditionally been accepted as the most appropriate style for law enforcement, due in no small part to its paramilitary structure,

the evolution of the role of law enforcement over the past several decades has demonstrated that this style may be counterproductive. In today's policing profession, police officers are expected to fulfill numerous roles as opposed to the expectations upon police officers in previous times. Additionally, the newer generations of persons entering the law enforcement profession require governance strategies different from those found in the autocratic style. Lastly, events of the past few years have greatly increased the scrutiny placed on the policing profession and subsequently increased the level of stress encountered by police officers. These factors have culminated in police agencies facing dire issues in relation to recruitment, retention, and morale. Considering this, the results of this study have important implications in relation to the implementation of servant leadership in policing.

Collectively, the results of this study support the utilization of servant leader behaviors by police leaders toward their subordinates. This conclusion is verified through the results of RQ2 which showed that the more police leaders display these behaviors in their daily functions, the higher a police agency's morale is. Morale has a direct relationship with job satisfaction and organizational citizenship behaviors. Additionally, increased morale leads to improved job performance and overall effectiveness. Based on these personal observations and research results, the adoption of servant leadership in police agencies would be a positive step in addressing the previously mentioned issues affecting many law enforcement organizations.

Leadership in policing is a critical component to the overall effectiveness of a police organization. Schafer (2009) postulated that law enforcement agencies have experienced a crisis of supervision, and Amagoh (2009) explained this crisis can only be

overcome by leaders choosing to employ a systemic approach to oversight. Servant leadership offers this approach through its characteristics of Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, and Organizational Stewardship. These subscales allow police leaders to better care for their subordinates and the communities they serve. Although these subscales must be employed concurrently by leaders to allow servant leadership to exist as evidenced through the results of RQ3, the subscale of Persuasive Mapping was shown to be especially critical for the well-being of subordinates in modern policing. The benefit to subordinates of police leaders' capability of displaying Persuasive Mapping was demonstrated through the results of RQ1, and these results are especially pertinent to law enforcement in the current age in which policing experiences such high scrutiny.

While the capacity to demonstrate the tenets of servant leadership is within the purview of any police leader, the results of this study did show a significantly statistical difference between the display of its behaviors by male and female leaders. Female police leaders showed more associated behaviors than did male leaders. With 82% of survey participants having been male, the fact that a significant statistical difference existed in the demonstration of servant leader behaviors provides an interesting implication for the policing profession. That implication is two-fold. In the literature review, the concept of leadership was discussed extensively and described as a relational process in which leaders and followers exert influence over one another (Daft, 2015). It is often found that female leaders have a greater ability and capacity for establishing relationships. While institutional power granted through promotion must be based on knowledge, skills, and abilities as opposed to simply demographic characteristics, police agencies should

encourage qualified female police officers with a demonstrated desire to serve to aspire to supervisory roles. A second implication is that the policing profession must invest more effort into recruiting qualified female applicants who exhibit the characteristics associated with servant leadership as identified by Greenleaf (1977) and Spears (1995). The findings of this study will aid in advancing the understanding of the benefits of servant leadership to the policing profession. In this era of policing, the prevailing issues discussed within this study pose a significant impediment to the ability of police agencies to provide the quality and level of police services that most citizens want, and communities need to ensure safety and security. But a critical component to providing these police services is the ability of police agencies to care for their employees. Doing so is best accomplished through police leaders establishing relationships with their subordinates. This allows leaders to monitor a subordinate's individual well-being and overall performance while also being attuned to internal and external circumstances that could adversely impact them and the police agency. The adoption of servant leader principles by those entrusted with the responsibility for leading in police agencies may provide an avenue through which this may be accomplished.

Limitations

Every research study has the potential to be impacted by certain limitations, and these limitations may pose threats to its internal and external validity. The instrumentation utilized in this study was the SLQ developed by Barbuto and Wheeler (2006). In the development of the SLQ, Barbuto and Wheeler established evidence of four types of internal validity, including face validity, convergent validity, criterion validity, and discriminant validity. While this was done, the existence of threats to

internal validity of a research study cannot be ignored. In this study, two potential internal validity threats were identified. The first threat was related to the selection of participants. The participants for this study were required to meet the following criteria: a graduate of the Senior Management Institute for Police, possess at least 120 hours of college credit, hold the rank of lieutenant or higher, and served as a police supervisor for a minimum of three years. The selection of subjects to participate is deemed a potential threat, because only PERF's Senior Management Institute for Police graduates were asked to participate and because those individuals are overwhelmingly White males. To lessen the overall impact of this threat to internal validity, the invitation to participate in this survey was sent to SMIP graduates from the last 6 years. This time frame was chosen to not only achieve a desired sample size, but also to lessen the influence of homogeneity in overall participants.

A second identified threat to internal validity was that of maturation. As individuals rise through the ranks of a police agency, there is a possibility of change in relation to their perspective on leading. At times, this change may be positive, but often this change is negative in that their focus shifts from subordinate well-being to agency well-being. This in turn can impact their perspective on leadership and the importance of individual organizational members. The only way in which this threat can be mitigated is to compare a police leader's answers to the SLQ as their police rank changes, which was not a valid possibility for this study.

In relation to possible threats to external validity of this study, one primary threat was identified. That threat was in relation to what may be termed the "real world" versus the "experimental world." When participants know that they are being studied, there is a

possibility of the experimental world influencing the real world. Simply stated, participants of a study may respond to questions in ways that make them appear better or more interesting to the researcher (O'Sullivan et al., 2017). To overcome this possible threat to external validity, this research study utilized anonymous reporting of survey results. The anonymity of the results was clearly stated in the consent form (see Appendix F).

Recommendations for Future Research

There are several recommendations that may be made for future research of servant leadership and its incorporation into the policing profession. One recommendation would be to evaluate how the previously discussed limitations may be addressed to better ascertain the validity of the results obtained in this study. It would prove beneficial to examine police leaders' self-assessment of their servant leader behaviors at different times of their career such as when they rise from one rank to a higher rank. It is often believed this has the potential to change a leader's perception of servant leadership as their focus and responsibilities also change. In the analysis of the demographic characteristic of rank, this study determined that the rank of a participant had only a small to moderate effect on the display of servant leader behaviors. However, since a leader's focus naturally shifts more to the agency as opposed to individual organizational members as they are promoted, the relationship between rank and the demonstration of servant leader behaviors would seem to be worthy of greater study. It would also be beneficial to examine police leaders' display of servant leader behaviors in their actual work environment as doing so could diminish the impact of real world versus experimental world factors. In relation to the examination of police leaders in their actual

work environment, it might also prove beneficial to have this evaluation performed by a third-party which would be another avenue by which the real world and experimental world factors could be eliminated or greatly diminished.

Because the Persuasive Mapping subscale was shown to be the strongest indicator of servant leadership, future research examining this correlation in greater detail could prove beneficial. Doing so could provide for enhanced training methods for those individuals currently serving as police leaders as well as for those law enforcement officers who wish to become leaders in the future. This research could also assist in explaining why Persuasive Mapping exhibits a strong predictive ability.

Although the result of female police leaders displaying greater levels of servant leader behaviors is somewhat intuitive, future research into this research result is needed and would prove beneficial to all police leaders and the policing profession. With the much lower percentage of female leaders in the policing profession, this research may involve examining female leaders in professions like law enforcement such as nursing or firefighting.

Conclusion

Effective leadership is crucial to sustaining any type of organization including police agencies. Across the United States, law enforcement agencies are facing various challenges that are often exasperated by a lack of effective leadership. The need for police agencies to identify the most effective style of leadership that will aid in combatting the current challenges is critical. Based on the literature examined herein and the results of this study, servant leadership appears to be a valid strategy for police agencies to employ to mitigate the prevalent issues in law enforcement. Challenges

related to recruitment, retention, and morale have developed into an epidemic impacting many law enforcement agencies across the United States. The attrition rate in policing is at an all-time high, and recruitment efforts have become ineffective. This epidemic has adversely impacted not only individual police agencies attempting to combat these issues but also the communities they serve. Compounding these issues, the generational differences related to the values and work ethic of those choosing to enter the policing profession have revealed the ineffectiveness of the traditional authoritarian leadership style. This traditional style of leading is primarily concerned with achieving organizational goals by directing subordinates' actions with little regard for subordinate well-being. The role of leadership in any profession has significant impacts on employees' attitudes and behaviors and plays a vital role in meeting the needs of employees.

The profession of law enforcement is paramount in preserving civil society by protecting the liberties enjoyed by all persons through their crime abatement strategies. To do so effectively requires adequate staffing levels and police officers who believe in their mission and feel valued as organizational members. Law enforcement executives must work to proactively address the challenges that have been and are continuing to erode their agencies. In the past, the policing profession has attempted to resolve issues related to recruitment and retention by promoting greater professionalism through increasing of educational standards for recruits and emphasizing individuals' character. While these measures are valuable, there was little attention given to agency leadership. Admittedly, there does not exist a simple solution to address the challenges facing policing, but the adoption of a new supervisory strategy such as servant leadership offers

an avenue of hope to improving recruitment, retention, and morale by focusing on the well-being of employees.

A key ingredient to leadership is recognizing that it is first and foremost a relational process. Servant leaders demonstrate characteristics needed to build relationships with subordinates and create an environment where subordinates feel valued, perceive respectful treatment, and contribute to identified goals (Burton et al., 2017). When subordinates feel relegated to a negative environment, their well-being is adversely impacted leading to decreased levels of job satisfaction and morale that can breed apathy and discontent. Wong (2014) postulates that leaders who exhibit behaviors associated with servant leadership can more easily motivate and inspire subordinates leading to improved morale and job satisfaction. Conversely, the emergence of apathy and discontent fueled by poor morale and low job satisfaction can have devastating effects on the culture within an organization. When this occurs, the retention of current employees and the recruitment of quality candidates is severely hampered. This scenario has the potential to spiral out of control if not recognized by law enforcement leaders and addressed proactively.

This research study examined the benefits of employing servant leadership in the policing profession, examining its current prevalence, and ascertaining if certain factors affected the display of its associated behaviors by leaders. In doing so, the viability of recommending its implementation was examined by looking at other professions that have successfully implemented it with positive results. The professions of nursing and education have done so, and the results have led to increased job satisfaction, improved morale, and higher levels of organizational citizenship behaviors (Canavesi & Minelli,

2022). The nursing profession saw greater retention rates of existing employees and improved recruitment efforts when leaders demonstrated servant-leader behaviors (Canavesi & Minelli, 2022). The work of Canavesi and Minelli served to further substantiate the earlier work of Mitterer (2017) in which he found a positive correlation between servant-leader behaviors exhibited by nursing leaders and subordinate job satisfaction, psychological engagement, and behavioral responses. Those educational institutes where administrative leaders engaged in servant-leader behaviors reported greater effectiveness and productivity from teachers and increased community involvement by all employees (Schroeder, 2016).

The overwhelming finding of this study was that servant leadership is significantly and positively correlated with morale. Morale was one of four demographic variables measured on a continuous scale in RQ2 which sought to ascertain the existence of relationships between demographic characteristics of police supervisors and levels of servant leader behaviors. The correlation between morale and servant leadership would have been considered significant at the level of .01, but the result of the correlations run in this study showed a level of .20. Morale is directly linked to job satisfaction, and these two variables are instrumental in addressing the challenges faced in policing related to retention and recruitment. A second finding of this study that has important implications for the policing profession was related to the demographic variable of gender. In the United States, law enforcement agencies are composed of approximately 13% females and 87% males. In this study, 82% of participants were male while 18% were female which is very close to the national average. Despite the immense difference in participants' genders, females showed a greater propensity to exhibit servant-leader

behaviors. The difference between the males' scores and the females' scores was statistically significant indicating gender does influence the exhibition of servant leadership. Based on this finding, law enforcement leaders should consider recruitment efforts geared specifically at females while also cultivating the leadership skills of females currently serving in police agencies. Pursuing these actions could ensure the most qualified individuals are placed in leadership roles to aid the police agency in overcoming the current challenges being faced.

The inference of this study is that the introduction and adoption of servant leadership into policing is a viable leadership approach that could serve to benefit subordinates, leaders, the organization, and the communities served. Additionally, this style of leading serves to build cohesiveness and supports the needs of police officers in overcoming the daily obstacles faced. By employing servant-leader behaviors, police leaders emphasize subordinate well-being resulting in relationships being forged leading to increased levels of job satisfaction and improved morale (van Dierendonck, 2011). The benefits of utilizing the servant leader approach improve subordinate performance to include their provision of police services to the community as well as agency efficiency and productivity. The traditional style of leading in the policing profession is not satisfactorily meeting the needs of agency employees amidst the current environment toward police found in many communities. Servant leadership may very well be the missing component needed to invigorate the profession of policing and reverse the impacts of the challenges being faced.

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APPENDIX A: LAW ENFORCEMENT SERVANT LEADERSHIP SURVEY

This questionnaire is to describe your leadership behaviors and attitudes as you perceive them. Please answer all of the questions. Please indicate how well each of the following statements describes you.

Use the following rating scale:

Not at All Always	Once in a While	Sometimes	Fairly Often	Frequently, If Not
0	1	2	3	4

- ____ 1. I put other's interests ahead of my own.
- ____ 2. I do everything I can to serve others.
- ____ 3. I sacrifice my own interests to meet others' needs.
- ____ 4. I go above and beyond the call of duty to meet others' needs.
- ____ 5. I am someone that others turn to if they have a personal trauma.
- ____ 6. I am good at helping others with their emotional issues.
- ____ 7. I am talented at helping others to heal emotionally.
- ____ 8. I am one that can help mend other's hard feelings.
- ____ 9. I am alert to what is happening.
- ____ 10. I am good at anticipating the consequences of decisions.
- ____ 11. I have good awareness of what is going on.
- ____ 12. I am in tune with what is happening.
- ____ 13. I am usually good at anticipating what is going to happen.
- ____ 14. I provide compelling reasons to others to accomplish tasks.
- ____ 15. I encourage others to dream "big dreams" about the organization.
- ____ 16. I am very persuasive.
- ____ 17. I am good at convincing others to accomplish tasks.
- ____ 18. I am good at gently persuading others without being pushy.
- ____ 19. I believe that the organization needs to play a moral role in society.
- ____ 20. I believe that the organization needs to function as a community.
- ____ 21. I see the potential for the organization to contribute positively to society.
- ____ 22. I encourage others to have a community spirit in the workplace.
- ____ 23. I am preparing the organization to make a positive difference in the future.
24. Agency Type: County____ State____ Municipal____ Federal____ Other____
25. Your Rank: Lt.____ Capt.____ Dep. Chief/Asst. Chief____ Chief____
Sheriff____ Other____

26. Please estimate the number of personnel in your agency (Agency Size):

27. Morale of Agency Personnel. Please choose a number between 1-10 (1 = very low morale, 5 = average morale, 10 = high morale): _____
28. Your Years of Service: _____
29. Your Age: _____
30. Your Education: 120+ College Hrs. _____ B.S/B.A _____ M.S/M.A. _____
Ph.D. _____
31. Your Gender: Male _____ Female _____ Prefer Not to Say _____
32. Race: Black _____ White _____ Asian _____ American Indian _____ Hawaiian/Pacific
Islander _____ Hispanic _____
33. Have You Heard of Servant Leadership? Yes _____ No _____

Thank you! Your participation has been valuable!

APPENDIX B: PERMISSION EMAIL

Wed 1/18/2023 8:13 PM

Congratulations!

you have permission to use the instrument!

Jay



John E. Barbuto, Jr. (Jay)

Director, Center for Leadership

Professor of Organizational Behavior

College of Business & Economics

Center 657-278-8401 | **Office** 657-278-8675

800 N. State College Blvd., Fullerton, CA 92831

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From: Shetler, Shane (MNP) <shane.shetler@nashville.gov>

Sent: Wednesday, January 18, 2023 6:27 AM

To: Barbuto, Jay <jbarbuto@Fullerton.edu>

Subject: [External] Permission

Good morning Dr. Barbuto,

I hope this email finds you doing well. My name is Shane Shetler, and I am a lieutenant with the Metropolitan-Nashville Police Department where I have worked for over twenty years. I am currently a doctoral candidate at Liberty University where I am working toward my PhD in criminal justice. I am now working on my dissertation, and my subject is servant leadership in law enforcement organizations. In particular, I am evaluating the increasing need for leadership change in law enforcement and the benefits offered by adopting servant leadership principles. To aid me in my research, I am respectfully asking for your permission to utilize your Servant Leadership Questionnaire. The use of this questionnaire would be an invaluable asset to my research. If you would like any additional information, please feel free to contact me by email or by phone at (615)642-6997. Thank you very much in advance, and I hope you have a good rest of your week.

Sincerely,
Shane Shetler

APPENDIX C: IRB APPROVAL

Shane Shetler
Sharon Mullane

Re: IRB Exemption - IRB-FY22-23-1204 Servant Leadership: The Change Needed in Law Enforcement

Dear Shane Shetler, Sharon Mullane,

The Liberty University Institutional Review Board (IRB) has reviewed your application in accordance with the Office for Human Research Protections (OHRP) and Food and Drug Administration (FDA) regulations and finds your study to be exempt from further IRB review. This means you may begin your research with the data safeguarding methods mentioned in your approved application, and no further IRB oversight is required.

Your study falls under the following exemption category, which identifies specific situations in which human participants research is exempt from the policy set forth in 45 CFR 46:104(d):

Category 2.(i). Research that only includes interactions involving educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior (including visual or auditory recording).

The information obtained is recorded by the investigator in such a manner that the identity of the human subjects cannot readily be ascertained, directly or through identifiers linked to the subjects.

Your stamped consent form(s) and final versions of your study documents can be found under the Attachments tab within the Submission Details section of your study on Cayuse IRB. Your stamped consent form(s) should be copied and used to gain the consent of your research participants. If you plan to provide your consent information electronically, the contents of the attached consent document(s) should be made available without alteration.

Please note that this exemption only applies to your current research application, and any modifications to your protocol must be reported to the Liberty University IRB for verification of continued exemption status. You may report these changes by completing a modification submission through your Cayuse IRB account.

If you have any questions about this exemption or need assistance in determining whether possible modifications to your protocol would change your exemption status, please email us at irb@liberty.edu.

Sincerely,
G. Michele Baker, PhD, CIP
Administrative Chair
Research Ethics Office

APPENDIX D: PERF APPROVAL

RE: Assistance

Wed 1/4/2023 10:28 AM

Matthew Harman [REDACTED]

Hi Shane,
Happy New Year! Thanks so much for your patience again.
I've communicated with Chuck and we're happy to do that. When the survey is ready, would you be able to send us the survey? We'll just want to review it prior to sending it out.
Will that work?

Thanks!
Matt

From: Shetler, Shane (MNPD) [REDACTED]
Sent: Friday, December 16, 2022 11:24 AM
To: Matthew Harman [REDACTED]
Subject: RE: Assistance

Hey Matt,

Hope all is going well for you. I was just curious if you have had an opportunity to speak with Chuck about assisting me with sending the survey out for my research for my doctoral dissertation. Just let me know whenever you have an opportunity please sir. Stay safe and I hope you have a very Merry Christmas!

Thanks again,
Shane

From: Matthew Harman [REDACTED]
Sent: Tuesday, November 8, 2022 3:54 PM
To: Shetler, Shane (MNPD) [REDACTED]
Subject: RE: Assistance

Shane,

My sincerest apologies for not responding sooner. It's been full tilt since we opened registration for the 2023 SMIP sessions, but I should have responded much sooner. I will run this up the chain and get confirmation from Chuck Wexler. I don't believe he'll have an issue with this, but it's something he needs to confirm before sending this out. Stand-by!!
Matt

From: Shetler, Shane (MNPD) [REDACTED]
Sent: Monday, October 31, 2022 2:12 PM
To: Matthew Harman [REDACTED]
Subject: FW: Assistance

Hello Matt,

I hope this finds you doing well. I wanted to make sure you had received the below email which I hope answers the questions that you previously posed to me. I believe SMIP's assistance would be beneficial to your organization in that it would draw positive attention to your program, and my findings could assist SMIP in their mission to educate leaders of police agencies in relation to leadership best practices. And of course, SMIP's assistance would greatly assist me in my research. I look forward to hearing from you in the near future.

Thank you,
Shane

From: Shetler, Shane (MNPD)
Sent: Monday, September 19, 2022 1:06 PM
To: Matthew Harman [REDACTED]
Subject: RE: Assistance

Matt,

I apologize it took me a while to get back with you. I've been under the weather and haven't felt like doing a great deal. I did have my phone meeting with my statistician, so I can answer your question somewhat intelligently now. She said it would be most beneficial if SMIP could forward the email out to the participants to allow me to avoid any sense of the survey not being confidential. This would go over much better with the Institutional Review Board of Liberty University who approves my research methodology. I would of course supply you with the information to be contained in the email. Once the participant completes the survey, they would click a link in the email which would send it to a third-party site, probably with SurveyMonkey, and my statistician could compile the results. Please let me know if you have any other questions and thank you for all the assistance.

Shane

From: Matthew Harman [REDACTED]
Sent: Thursday, September 8, 2022 2:05 PM
To: Shetler, Shane (MNPD) [REDACTED]
Subject: RE: Assistance

Hi Shane,

Thanks for the email and for thinking about SMIP as a source for survey data. Thanks also for your patience in my response. I was dealing with an urgent family matter at the end of August and have been playing a little bit of catchup since.

I think it's an interesting idea. I will need to run it up the chain and get approval from Chuck Wexler. Before I do, I just want to verify whether you'll need us to send it out or whether you'll plug the emails into the 3rd party service.

Thanks,
Matt

From: Shetler, Shane (MNPD) [REDACTED]
Sent: Thursday, August 25, 2022 9:40 PM
To: Matthew Harman [REDACTED]
Subject: Assistance

Hello Matt,

I hope this finds you doing well and having a good week. My name is Shane Shetler, and I am a lieutenant with the Metro-Nashville Police Department. I am a PERF member and SMIP graduate.

I am beginning my dissertation for my Ph.D. in criminal justice, and I wanted to request your assistance. My dissertation revolves around servant leadership and law enforcement agencies. A large basis of my research will be quantitative in nature using the results of a servant leadership survey (questionnaire). With that said, I am requesting your assistance in getting my survey out to law enforcement leaders. I would like the survey to be sent to past SMIP graduates from the previous 4 years if possible. I of course would provide you with the survey and it would be electronically returned once completed to a third party to maintain confidentiality. I am not at the point as of yet to have it distributed, but I wanted to acquire your willingness to assist. Thank you in advance for your help in my research process, and I look forward to hearing from you.

Sincerely,

Shane Shetler

Lt. Shane H. Shetler

APPENDIX E: INVITATIONAL EMAIL

Dear Potential Participant,

As a doctoral candidate in the Helms School of Government at Liberty University, I am conducting research related to the utilization of servant leadership by police leaders in law enforcement as part of the requirements for a doctoral degree. The purpose of my research is to examine the extent to which servant leadership is utilized by law enforcement leaders within the policing profession and the role various demographics may play in its use, and I am writing to invite you to join my study.

Participants must be police supervisors of the rank of lieutenant or higher with a bachelor's degree or at least 120 hours of college credit and have served as a police supervisor for a minimum of three (3) years. Participants will be asked to take an anonymous, online survey known as the Servant Leadership Questionnaire. It should take approximately 5-7 minutes to complete the procedure listed. Participation will be completely anonymous, and no personal, identifying information will be collected.

A consent document is attached to this email. The consent document contains additional information about my research. Because participation is anonymous, you do not need to sign and return the consent document. After you have read the consent form, please click the link to proceed to the survey. Doing so will indicate that you have read the consent information and would like to take part in the study.

Sincerely,

Shane H. Shetler
Doctoral Candidate-Liberty University



APPENDIX F: CONSENT

Title of the Project: Servant Leadership: The Change Needed in Law Enforcement

Principal Investigator: Shane H. Shetler, Doctoral Candidate, Helms School of Government, Liberty University

Invitation to be Part of a Research Study

You are invited to participate in a research study. To participate, you must be a police leader of the rank of lieutenant or higher, a police leader for at least three years, possess a bachelor's degree or at least 120 hours of college credit, and be a graduate of PERF's Senior Management Institute for Police. Taking part in this research project is voluntary. Please take time to read this entire form and ask questions before deciding whether to take part in this research.

What is the study about and why is it being done?

The purpose of the study is to evaluate the prevalence of servant leadership principles among current police leaders. Additionally, this study will examine if certain characteristics of police leaders influence the display of servant leadership principles.

What will happen if you take part in this study?

If you agree to be in this study, I will ask you to do the following:

1. Complete the attached Law Enforcement Servant Leadership Survey. The survey contains 33 questions and should take no more than 5-7 minutes to complete. Once complete, you will submit your completed survey electronically via the link provided.

How could you or others benefit from this study?

Participants should not expect to receive a direct benefit from taking part in this study.

Benefits to society include the potential to improve police services. This benefit may be realized by improving the quality of police leadership which can in turn positively influence a police agency's overall health as it relates to employee morale, job satisfaction, retention, and recruitment.

What risks might you experience from being in this study?

The expected risks from participating in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

How will personal information be protected?

The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records.

- Participant responses *to the online survey* will be anonymous.
- Data will be stored on a password-locked computer/in a locked office. After three years, all electronic records will be deleted.

Is study participation voluntary?

Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University or the Police Executive Research Forum. If you decide to participate, you are free to not answer any question or withdraw at any time prior to submitting the survey without affecting those relationships.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please exit the survey and close your internet browser. Your responses will not be recorded or included in the study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Shane H. Shetler. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact him at [REDACTED]. You may also contact the researcher's faculty sponsor, Dr. Sharon Mullane at [REDACTED].

Whom do you contact if you have questions about your rights as a research participant?

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the IRB. Our physical address is Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845,

Lynchburg, VA, 24515; our phone number is 434-592-5530, and our email address is irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Your Consent

Before agreeing to be part of the research, please be sure that you understand what the study is about. You can print a copy of the document for your records. If you have any questions about the study later, you can contact the researcher using the information provided above.

By clicking on the below link, I agree to participate in this study.

<https://www.surveymonkey.com/r/MF2VMSS>